

Disclosure Scotland Board

Minutes: Wednesday 26 October 2022, 10:00 am to 13:00 pm

Pacific Quay and Microsoft Teams

Present:

Gerard Hart	Chief Executive, Chair
Laura McCluskey	Deputy Chief Executive and Director of Operational Delivery and Strategy
Kenny Birney	Deputy Chief Executive and Director of Digital Delivery and Strategy
Lynne McMinn	Director of Policy, Customer Engagement, Communications and Finance
Nicola McBain	Director Chief Executive Office
Kathleen McInulty	Director of Safeguarding
Douglas Hutchens	Non-Executive Board Member (DH)
Stuart Smith	Non-Executive Board Member (SS)
Keith Rosser	Non-Executive Board Member (KR)
Christopher Wroath	Non-Executive Board Member (CW)

Attending:

[redacted]	(Senior Communications Manager)
[redacted]	(Head of Corporate Governance)
Michael Chalmers	(Director of Children and Families)

Secretariat:

Fiona Price	(Senior Governance manager)
-------------	-----------------------------

Observer:

[redacted]	(Project Management Office co-ordinator)
------------	--

Welcome and introductions

1. The Chair welcomed everyone to the meeting and introduced the observer.

Declaration of interests

2. None.

Previous minutes and actions

3. The minutes were agreed as a true reflection of the meeting.
4. The Board agreed Michael Chalmers, Director of Children and Families, should be noted as 'attending' in the minutes.
5. It was agreed that all actions apart from the following could be closed:
 - **action/03/September:** review of panels' Terms of Reference including membership.
 - **action/03/May:** provide Business Continuity Plan to Digital Advisory Panel once endorsed by the Leadership Team.
 - **action/03/July:** send the finance partner paper/re Ukraine applications decision to Director of Operations and Director of Safeguarding.
 - **action/01/September:** discuss the production of good practice guidance in the recruitment of displaced Ukrainian nationals.
 - **action/04/September:** a paper on staffing strategy for the future to be brought to the board in due course.

Horizon scanning

6. None.

Chief Executive update

7. The Chief Executive provided an update on operational priorities, performance and delivery noting some key points around Disclosure Scotland's improvement in capability as application volumes are up and staffing has reduced and we have managed to maintained performance.
8. Ensuring Disclosure Scotland play a part in the wider public sector finances, a meeting with Minister to review proposed savings options took place with positive dialogue.
9. SS noted it would be useful to include progress of the Target Operating Model in the update.

Action/01/October: Deputy Chief Executive (Operations) to ensure an update on the Target Operating Model is provided in the Chief Executive update.

10. The Board shared a concern around having no dialogue with the new external auditor yet.

Action/02/October: Head of Corporate Governance to progress contact with new external auditor.

11. The Board noted the Chief Executive verbal update is helpful strategic narrative however the supporting paper is too operational. It was confirmed that the Key Performance Indicator project will produce a reporting tool for the Board which should remove the requirement for a supporting paper.

Business Plan 2022/23 – Quarter two progress report

12. The Senior Governance manager presented the quarter two business plan progress report noting the key achievements and risks to achievement, particularly around resourcing and finances, for each objective. It was noted there are no significant concerns around achievement of each objective by the end of the year.

13. The Board noted the comprehensive update and provided feedback for next year's plan around being outcomes focused, providing evidence of the impact of our actions on our customers and stakeholders and, as a Board, focussing on what our customers and stakeholders are saying to inform appropriate action.

Non-executive recruitment - delivering DS 25

14. The Head of Corporate Governance presented an in-depth examination of non-executive recruitment and posed a number of questions to the Board for discussion and advice regarding key skills required, the recruitment process, supporting increasing diversity.
15. The key themes from the discussion were:
 - needs for the future and delivery of DS 25
 - how we can be inclusive and break down barriers for people applying
 - the possibility of approaching organisations with existing non-executives that have both the skills and background knowledge required
16. DH mentioned the skills gaps that were identified and asked the Chief Executive to consider the size of the Board, and if it is appropriate for the delivery of our strategic aims.
17. KR posed a question around using commercial partnerships, providing the ability to scale up and down digital team.

Action/03/October: Deputy Chief Executive (Digital) to consider the use of commercial partnerships for the digital team.

18. The Board agreed it was an appropriate time to review the information/data being presented to elevate the quality of conversation with appropriate evidence, ensuring value added activity.

Action/04/October: Director of Chief Executive Office and Head of Corporate Governance review the Board calendar of business and supporting papers to ensure value added activity.

Change Delivery and assurance update

19. The Director of Chief Executive Office provided an update on change delivery and strategic assurance across Disclosure Scotland's change portfolio and noted some key points:
- the portfolio remains at Amber, however work has been progressing across Digital to re-plan the roadmap and understand the impact across other programmes and the wider business.
 - the Change Delivery Board and Leadership Team do expect that the portfolio will remain at Amber until the start of 2023, due to the scale of change being delivered between now and February
 - an increase in unexpected absences delayed some of the exceptions reports from progressing.
- it is expected that the cold and flu season will continue to impact the delivery of our portfolio as well as business as usual - a risk has been drafted and will be considered by the Corporate Risk Review Group
- the Change Delivery Board noted that there has been a slight increase in amber projects over the last period, however they are content with the reasons
 - the two Temporary Responsibility Supplement (TRS) posts to cover maternity leave have been filled
20. SS noted a concern around escalating issues to the Change Delivery Board.
21. NMcb confirmed there is an escalation and exception process and documentation within the project artefacts.

22. The Board commented on the good work of the Project Management Office and the assurance they are providing.

Digital update

23. The Deputy Chief Executive (Digital) provided the Board with an update on digital activities and noted some key points:
- the prioritisation of key projects has allowed DS Digital to recast the roadmap for programme delivery. This revised plan will be presented to the Leadership Team after work to confirm affordability in relation to resource planning has completed.
 - the development work on linking the Protection Services system with our in-house system is progressing well with a prototype currently undergoing evaluation. An accreditation plan has been created and is now being implemented
 - an advanced prototype of 'Online Results' is now available. Although the 'go-live' date for this has been delayed, the development work continues at pace with additional time used to add more features to the public beta version of the functionality
 - the upgraded version of Informatica Identity Resolution (IIR) has been successfully deployed into our in house system. This was an enormous delivery which will make a huge impact to our service and resources
 - improvements to the Legacy Platform and constructive work with our accreditor has resulted in accreditation being granted to January 2023
24. The Board expressed their thanks and well done to the Deputy Chief Executive (Digital) and the team.

AOB

25. None.

Date of next meeting: 7 December 2022.

Actions	Responsible	Due by	Status
<p>Action/03/Sep: Review of panels' Terms of Reference, including membership.</p>	<p>Project Management Office</p>	<p>31 March 2022</p>	<p>28/10/2021: Change Delivery Board ToR established and will be confirmed by the group on 8 November. PMO working on the development of the change team ToRs then panels' will follow.</p> <p>30/11/2021: the Change Delivery Board ToR has been provisionally agreed and final version being presented at meeting on 6 December.</p> <p>BICT ToR currently being finalised and will then be shared with other change teams for reference and to begin review of their ToRs.</p> <p>Date of completion changed to 31 March 2022.</p> <p>26/12/2021: on-going</p>

Actions	Responsible	Due by	Status
			<p>25/01/2022: The Change Delivery Board, BIAP and BICT ToR review is complete. The updated ToRs will now be used as guidance for the other panel and change team reviews.</p> <p>21/03/2022: on-going</p> <p>19/07/2022: On-going, PMO awaiting Christopher Wroath reviewing and amending draft DAP ToR. LIAP review will take place once a new chair has been appointed.</p> <p>30/8/2022: On-going, update remains the same as 19/07. The next DAP is due to take place in September and a draft should be circulated and approved at this meeting. A new chair is still to be appointed for the LIAP.</p>

Actions	Responsible	Due by	Status
			<p>12/10/2022: All reviews have now been completed with the exception of the LIAP as they still do not have a newly appointed Chair.</p> <p>Update 10/11/2022: The work on the governance review supersedes this as groups will get decommissioned. New ToRs will be developed and membership will change.</p> <p>Action closed.</p>
<p>Action/03/May: provide Business Continuity Plan to Digital Advisory Panel once endorsed by the Leadership Team.</p>	<p>Director of Chief Executive Office</p>	<p>30 September 2022</p>	<p>25/08/2022: Business Continuity Plan continues to be worked on, led by the Chief Executive's Office, but in collaboration with other parts of the business including Digital Directorate. Once review is completed this will be presented to DAP.</p>

Actions	Responsible	Due by	Status
			<p>12/10/2022: A Business Continuity flu action plan is being drafted and will be presented to Leadership Team. This will be included as an annex to the main plan.</p> <p>25/10/2022: Flu action plan presented to the Leadership Team and added to the main plan. Main plan continues to be updated.</p> <p>Update 18/11: Draft of plan being reviewed by Director of Chief Executive Office, Head of Governance and Governance Manager in the next couple of weeks.</p> <p>Head of Governance and Governance Manager working with Information Security Analyst on desktop exercise and exercise of Disaster Recovery plan to be carried out in January.</p>

Actions	Responsible	Due by	Status
<p>Action/03/July: send the finance partner paper/re Ukraine applications decision to Director of Operations and Director of Safeguarding.</p>	<p>Head of Finance</p>	<p>7 December 2022</p>	<p>25/08/2022: Email sent to SG Finance Centre to request formal letter/email confirming we will not be receiving funds to pay for Ukrainian applications from SG Centre.</p> <p>12/10/2022: Head of Finance again requested confirmation from SG Finance.</p> <p>Update 18/11: Confirmed by SG Centre that Ukraine application fees will not be provided from a central SG Fund. Costs will be built into forecasted total budget shortfall.</p> <p>Action closed.</p>
<p>Action/01/September: Discuss the production of good practice guidance in</p>	<p>Director of Safeguarding</p>	<p>15 November 2022</p>	<p>12/10/2022: Director of Safeguarding will attend a meeting on 17 October with Scottish Government colleagues and other</p>

Actions	Responsible	Due by	Status
the recruitment of displaced Ukrainian nationals.	Keith Rosser		<p>organisations who have been identified to support this.</p> <p>25/10/2022: Scottish Government and the Scottish Social Services Council will take lead on this piece of work which will be monitored through the subgroup.</p> <p>Action Closed.</p>
Action/04/September: Paper on staffing strategy for the future to be brought to the board in due course.	Deputy Chief Executive (Digital)		<p>16/10/2022: Paper being progressed and will be brought to Board in due course.</p> <p>Update 24/11: Ongoing. Planning for Digital Re-Structure underway. This will be fed into workforce planning group before being published.</p>

Actions	Responsible	Due by	Status
<p>Action/01/October: Deputy Chief Executive (Operations) ensure an update on the Target Operating Model is provided in the Chief Executive update.</p>	<p>Deputy Chief Executive (Operations)</p>	<p>7 December 2022</p>	<p>Update 10/11/2022: Update will be provided on 7 December Chief Executive update.</p> <p>Action closed.</p>
<p>Action/02/October: Head of Corporate Governance to progress contact with new external auditor.</p>	<p>Head of Corporate Governance</p>	<p>18 November 2022</p>	<p>Update 10/11/2022: Contact has been made with new external auditor. Director of Chief Executive Office is scheduling a meeting with them to begin discussions.</p> <p>Action closed.</p>
<p>Action/03/October: Deputy Chief Executive (Digital) to consider the use of commercial partnerships for the digital team.</p>	<p>Deputy Chief Executive (Digital)</p>	<p>30 November 2022</p>	<p>Update 24/11: Ongoing. Active work by consultant being carried out.</p>
<p>Action/04/October: Director of Chief Executive Office and Head of Corporate Governance review the Board calendar</p>	<p>Director of Chief Executive Office and</p>	<p>31 December 2022</p>	<p>Update 24/11: Calendar of Business has been reviewed.</p>

Actions	Responsible	Due by	Status
of business and supporting papers to ensure value added activity.	Head of Corporate Governance		Action closed.