Disclosure Scotland Board Away Day
Wednesday 20 July 2022
09:30 am to 12:30 pm
MINUTES

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)
	Nicola McBain	(Director Chief Executive Office)
	Kathleen McInulty	(Director of Safeguarding)
	Douglas Hutchens	(Non-Executive Board Member)
	Stuart Smith	(Non-Executive Board Member)
	Keith Rosser	(Non-Executive Board Member)
	Christopher Wroath	(Non-Executive Board Member)
Attending:	[redacted]	(Head of Finance)
Observers:	[redacted]	(Independent Member of the Audit and Risk Committee)
Apologies:	Lynne McMinn	(Director of Policy and Communications)
Secretariat:	Fiona Price	(Senior Governance Manager)
	[redacted]	(Executive Assistant to Chief Executive)

Welcome and introductions

1. The Chief Executive (CE) welcomed everyone to the meeting, noted apologies and welcomed the Independent Member as an observer.

Declaration of interests

2.   None.

Previous minutes and actions

3.   The minutes were agreed as a true reflection of the meeting with some minor amendments being noted.

4.   It was agreed that all actions apart from the following could be closed:
- **action/03/Sep:** Review of panel's Terms of Reference, including membership.
- **action/02/Mar**: Head of Operations schedule an in-depth examination of Disclosure Scotland's KPIs with the Board.
- **action/03/May:** Provide Business Continuity Plan to Digital Advisory Panel once endorsed by the Leadership Team.

5.   With regards to the Business Continuity item, SS suggested that a breakdown of staff numbers over the different organisational categories are shown.

- **action/01/July :** NMcB to take forward the production of a report showing a breakdown of staff numbers over the different organisational categories.

Chief Executive update
Ukraine crisis

6.   Approximately 6,000 Ukraine enhanced applications have now been processed for hosts. We have been invited to join the Warm Scots Welcome (Super Sponsor) Programme Board in an advisory and assurance role. In addition, we now submit a weekly statistics return to the Scottish Government Data team to include in the ministerial update pack on Homes for Ukraine and Super Sponsor schemes.

7.   GH confirmed that the Super Sponsor Scheme has now been put on hold for three months.

Annual Report and Accounts

8.   The Annual Report and Accounts has been drafted and the external auditors are carrying out their audit on the accounts. This is the last audit by the present auditors; our new auditors for the next five years will be Deloitte.

The Board shared their thanks to all staff involved in the Annual Report and Accounts and audit process.

Office Reloaded

9.   Phase 1 of Office Reloaded has been completed. Phase 2 has now commenced. A revised project plan is in place to review the effectiveness of hybrid working along with the implementation of a communication and staff engagement plan to promote smarter and more flexible working principles.

10.   NMcB confirmed that managers will develop team plans for the year so that anticipated business needs can be proactively managed and reviewed. Each plan will profile the work of each team across the year.

11.   GH added that between 4 to 15 days per month are the current set parameters for office presence, however due to business needs, specific areas of the organisation may have to attend the office more towards the 15 days, others less so. In other words, the placement on the continuum between 4 and 15 days is for both the employee and the team manager to determine and the team plan is the underpinning document except where individual circumstances dictate the ratio.

12.   KR raised a risk around staff looking for alternative employment if they are pressed to come back into the office.

13.   NMcB confirmed People Services are monitoring office attendance on a monthly basis and they are looking at the trends in other public bodies. Hybrid working

conversations and workplace risk assessments are currently being carried out between staff and their managers.

14.   [redacted] highlighted that flexibility is an important employment factor for people and staff need support in returning to the office.

15.   KM stated that vicarious trauma is a risk within the Protection Unit (PU) and this can be monitored more closely if people are working in the office.

16.   CW noted that attending the office could be a seasonal issue with an increase in staff returning in the winter months due to the increase in energy costs. This could result in an issue around having enough IT equipment.

Digital

17.   'Digital Certificates' has now been renamed 'Online Results'. This has two components:
- Identification and Verification (ID&V): work with the Digital Identity Service is progressing well
- work is underway to develop an online account allowing users to see their disclosure information

Action/02/July : Board members to receive a demonstration of ID&V at a future meeting.

18.   KB commented that the biggest risk in the project is the reliance on another organisation. If they encounter delays this will affect the project. Once this has been delivered, we will be 70% towards delivery of the Act.

19.   KB confirmed that we are integrating the in-house system in three phases. It is progressing, however some challenges have arisen around contractual arrangements with third parties.

20.   A supplier has been identified to create a new Cloud hosted version of Sage (accounting and financial management software) which will provide better functionality for the Finance team. This is a major step forward for Disclosure Scotland.

21.   CW commented that active, focused digital staff recruitment is needed. Disclosure Scotland needs to seek out the right people and then nurture them.

22.   LMcC noted that we are thinking creatively about recruitment and what different routes can be utilised including modern apprentices and the government's 'Kickstart' scheme; creating jobs for 16 to 24 year olds on Universal Credit.

Disclosure, Compliance and Barring Service

23.   From 1 April to 30 June, 156,846 applications were received, with the Year To Date (YTD) Service Level Agreement (SLA) target sitting at 99.15% completed within 14 days.

24.   Covid priority applications ended on 24 June with 242,210 applications having been processed from the beginning of the pandemic.

25.   Social care applications ended on 25 June, with 4,984 applications being completed.

26.   LMcC noted we have 155 administration staff in Operations. Agency staff are not being used to cover manual workarounds but to cover recruitment gaps.

Chief Executive Office

27.   The People Survey Action Plan will be delivered by September 2022. Developing the action plan has involved representation from across each service within Disclosure Scotland working collaboratively to drive engagement and communication activities in key themes that scored lower in the 2021 survey results.

28. The People Strategy first draft will be available in July. Feedback and insights gained will help shape the direction and content of the strategy.

29. A C1 Head of Change Management has now been appointed. The successful candidate was an internal member of staff. The Board expressed their congratulations to the promoted member of staff.

30. Disclosure Scotland is making an application to access up to an additional £15,000 in funding from the Flexible Workforce Development Fund. This fund is a Scottish Government initiative and was set up five years ago to support the provision of skills development within apprenticeship levy paying organisations in Scotland.

Finance

31. The Head of Finance confirmed that a contingency fund of £800,000 was to be retained with respect to the pay award. The pay award is to be met within Disclosure Scotland resources not from Scottish Government.

32. Head of Finance also confirmed that the Ukrainian applications fees will not be paid by Scottish Government, this will also need to come from Disclosure Scotland resource.

    Action 03/July: Head of Finance to send the finance partner decision re Ukrainian application fees to LMcC and KM.

Change Delivery and Assurance update

33. 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:
    - we are now reporting on three full programmes (containing 18 projects) which currently have an overall rating of green 'on schedule'

- the majority of projects across the portfolio are marked as green as they have achieved their expected objectives and outcomes for the period

- although reporting green and projects working well, it is important for any anticipated issues to be made transparent. Therefore, a future Red, Amber Green (RAG) rating for each project will be initiated which will provide stronger assurance around the current RAG rating and future deliverability across the portfolio. The Project Management Office (PMO) are currently working with delivery leads to review the draft digital roadmap which covers up to March 2024; drafting an informed Single View of Change for the organisation; and developing future RAG definitions and guidance

- although there was some impact on delivery across the Change Portfolio due to the organisation's response to the Ukraine crisis, it was noted that it has not affected any project milestones. All exceptions highlighted previously in May have now been resolved

34. SS enquired as to the implications of moving the drive management project onto phase 2.

35. NMcB responded that phase 2 of the project is more complex as all corporate information will move over to the electronic record and document management system (eRDM). This work should not have an impact on Act delivery.

36. LMcC advised that this will provide an opportunity to review all the information currently being held on file.

37. DH commented that this type of report update is very clear and useful in providing assurance.

Board self-assessment

38. The Senior Governance Manager facilitated a self-assessment with questions around the structure and dynamics of the Board and the information that is provided by Disclosure Scotland staff.

39.   Areas for improvement were highlighted and will be taken forward by the Chief Executive Office.

AOB

40.   None.

Actions	Responsible	Due by	Status
Action/03/Sep: Review of panels' Terms of Reference, including membership.	PMO	31 March 2022	**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. **30/11/2021:** the Change Delivery Board ToR has been provisionally agreed and final version being presented at meeting on 6 December. BICT ToR currently being finalised and will then be shared with other change teams for reference and to begin review of their ToRs. Date of completion changed to 31 March 2022. **26/12/2021:** ongoing

Actions	Responsible	Due by	Status
			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. **21/03/2022**: ongoing **19/07/2022**: Ongoing, PMO awaiting Christopher Wroath reviewing and amending draft DAP ToR. LIAP review will take place once a new chair has been appointed. **30/8/2022 :** Ongoing, 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.

Actions	Responsible	Due by	Status
Action/02/Dec: Director of Operations and Strategic Change to prepare a paper to formally close off the Section 22 recommendations.	Director of Operations and Strategic Change	31 January 2022	**25/01/2022**: Paper is currently in development and awaiting feedback from the Leadership Team. **30/03/2022**: Ongoing **Action closed.**
Action/02/Feb: Director of Chief Executive office to confirm Board sponsor for the development of the People Strategy and send invitation to attend staff workshops	Director of Chief Executive office	31 March 2022	**30/03/2022**: Email for Board sponsor sent out on 24 March and volunteer received. The Director of Chief Executive Office will confirm Board sponsor at next meeting. **Action closed.**
Action/01/Mar: Senior Governance Manager send out Internal Audit report on 'Agile Governance'.	Senior Governance Manager		**Action closed.**
Action/02/Mar: Head of Operations schedule an in-depth examination of Disclosure Scotland's KPIs with the Board.	Head of Operations	31 May 2022	**15/07/2022:** Ongoing. Paper being presented to LT then in-depth examination will be arranged. **25/08/2022:** An update on the KPI Project to be presented to the Board on 28 September

Actions	Responsible	Due by	Status
Action/03/Mar: add 'Child Poverty' to the Board away day agenda.	Senior Governance Manager	31 April 2022	**Action closed.**
Action/04/Mar: set up meeting for Senior Communication Manager and Keith Rosser to discuss marketing of the Basic product.	Senior Governance Manager	31 April 2022	**Action closed.**
Action/01/May: provide Digital Advisory Panel monthly report on ID&V to the Board.	Director of Digital Delivery and Strategy	30 June 2022	Monthly report uploaded to Connect. **Action closed.**
Action/02/May: add 'Digital' to standing agenda items for the Board meetings.	Senior Governance Manager	20 May 2022	**Action closed.**
Action/03/May: provide Business Continuity Plan to Digital Advisory Panel once endorsed by the Leadership Team.	Director of Chief Executive Office	30 September 2022	**Update 25/8:** 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.

Actions	Responsible	Due by	Status
Action/04/May: share escalation and issues management paper with the Audit and Risk Committee.	Senior Governance Manager	20 July 2022	Paper uploaded to ARC Connect. **Action closed.**
Action/01/July: take forward the production of a report showing a breakdown of staff numbers over the different organisational categories.	Director of Chief Executive Office		**Update 25/8**: This has been added as an annex to the Executive Update.
Action/02/July: Board members to receive a demonstration of ID&V at a future meeting.	Director of Digital Delivery and Strategy		**Update 12/9:** A demonstration of ID&V will be arranged for during a Board ad-hoc discussion.
Action/03/July: send the finance partner paper/re Ukraine applications decision to Director of Operations and Director of Safeguarding.	Head of Finance		**Update 25/8**: 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.