

Target Operating Model 2024

Disclose Protect Promote



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Introduction

This document was prepared in October 2023. All figures are accurate as of date of drafting.

This document is our, Disclosure Scotland, Target Operating Model (TOM). It provides a clear baseline for our current operating model. It also shows where we need to be to achieve the outcomes for our customers and the public. This first version provides a framework through which further insights and upcoming work will add the tactical approach that we will use to meet each element. Which will be supported by appropriate strategic milestones.

Unlike traditional TOMs, ours is a concept. It shows how we will reconfigure ourselves behind the right outcomes to meet them with the necessary rigour and value for public money. We will present baseline organisational structures, processes, technology, and cost models. We will also have layers of further detail referred to above to specify our precise final state, definitively articulating our targets.

This approach lends itself to where we are in our ongoing transformation and implementation of the Disclosure (Scotland) Act 2020 (the Disclosure Act).

So, we will review and enhance this TOM as we step through important stages and milestones over the next five-years.

For example, at this stage we are unable to set our target income and operating cost profile. Our fees consultation has not concluded. We have also not scoped how much digitisation we will have in our service, in the fine detail required.

A new operating landscape

In developing our TOM, we have started our journey toward putting it in place by sourcing, presenting, and analysing our current model against the following questions:

- Does it serve our current objectives in an effective and efficient way?
- Is our workforce and management approach structured optimally?
- Will it serve our known future service requirements?
- Do we have the data we need to make evidence based changes?

The image below shows our high-level operating functions. Whilst this is not our baseline operating model (provided in section 3) it does set out our structure in our current operating environment.

2023 Baseline Operating Landscape



The diagram shows our specific operating components in 2023. The appendices in this document provide finer detail for each of these components. This will provide a clearer view of our starting operating point and the end state that we seek to achieve.

We have drawn some high-level findings from our analysis of this detail and our current performance data. These show that the current format of our business needs to change to meet our ambitions for our future services.

To recast our capability and capacity we must:

1. reimagine and rebuild our digital services to customers and stakeholders – to put control into the hands of Scotland’s people
2. change our core identity from a producer of disclosure certificates to one where we are synonymous with the outcome of safer children and protected adults
3. transform our workforce to one that administers a membership scheme that promotes safeguarding and inclusion
4. improve our services so that safeguarding is better year on year and we meet customers’ needs
5. control spending and maximise value for public money whilst delivering a great public service. To do this we will work with other parts of the Government to meet the wider governmental purpose.

Note: please refer to later sections of this document which detail how these will change

Disclosure Scotland looks as it does today through gradual growth rather than by design. That means we have reviewed what areas of the business we invest in. We need to go back to our desired and targeted outcomes and reverse engineer the organisation to meet them. We then need to set out the journey between where we are and where we desire to be in the future.

2028 Operating Landscape

Core Services



Change and Innovation Services



As such, the operating landscape above is out of date. It is not designed with our core ambitions at the forefront. But, just as the Disclosure Act reimagines the disclosure and barring landscape in Scotland, we must reimagine our organisation. We want to be the best version of ourselves, capable of delivering the vision for our future outcomes.

By 2028, we aim to transform our organisation into a business that is organised according to our core values. One that demonstrates how we have invested in the skills that we need to meet our objectives. The outcomes of these are:

- We help Scotland flourish and become a safer, more inclusive place to live.
- We make communities safer by making sure unsuitable people do not work with vulnerable people.
- We contribute to inclusive and fair recruitment, helping employers make informed, proportionate, and safe decisions

An organisational transition

The 2023 baseline model has evolved across many years. It is essentially based on thematic functions.

The new 2028 target model organises us in a way that is more reflective of an outcomes-based approach. One where we understand complex systems through relationships and see the system as a whole, rather than a transactional order fulfilment model with bits 'bolted on', as is presently the case.

Two of our major services are hidden from the public: ongoing monitoring and barring. These are an essential part of the PVG scheme and where a great deal of our safeguarding value lies. Yet, the public only understands us to be an organisation that produces disclosure certificates. This was accurate in 2002 but is not the right picture now. The truth is that vetting people, giving them a disclosure, checking them every day and considering them for barring when safeguarding matters arise is one system. One integrated safeguarding machine. That is our true unique selling point (USP) and value. We provide a steady continuum of safeguarding vigilance. We must reconstruct ourselves in the public mind from being about disclosures to being about providing lifelong and persistent scrutiny of the continued suitability of those working with our most vulnerable groups.

This is vital because every parent who leaves their child at a nursery, every relative who trusts a care home to look after an elderly loved one, in fact, everyone who trusts services to look after their loved ones deserves to know that a robust and continuous system exists to protect them from those who might seek to do harm. We recognise that we are working in a system of child and adult protection and offender rehabilitation. We need to make the PVG synonymous with these aspects.

This TOM sets out a complex and interlinked landscape in a more streamlined manner. By design, it realigns our capacity and capability to meet our outcomes.

It reflects the following vital strategic design principles:

- The PVG scheme will be our main product. This emphasises a flow of ongoing and validated suitability rather than one moment. It draws together, under one product banner, our unique PVG Ongoing Monitoring system and the National Barring Service as one product.
- Internally, we will merge our disclosure and barring systems to seamlessly integrate them as a continuous and co-dependent system of assurance and protection.
- We will reposition the functions that are required to deliver an efficient public service.
- We will have corporate or support functions positioned and conceived as critical, important, and necessary operating requirements for a public body trusted with public money.
- We will call out continuous improvement as a critical and necessary support function.
- We will have a focus on change, innovation and the development and implementation of new initiatives. Whilst affecting our core services, they will be positioned in a variable way. We do not need these functions to operate, however, we do need these functions to effectively meet any significant new commitments or ambitions.
- By demonstrating change as a variable, we can also clearly show where we could realise new and creative ways to make our organisation more effective, and efficient or improve outcomes for Scotland's people and pitch for investment.

The target model integrates our operational capabilities in a way that will allow Vetting, Barring, and Ongoing Monitoring to work as one. It also sets the capability for our business-as-usual (BAU) services and our 'change engine' to be separate and more controllable in terms of cost and size.

For example:

- we can more clearly show the skills, capacity, and cost of achieving our outcomes – supporting our funding needs as we can align all investment to core delivery or opportunity
- we can better incentivise the right things at the right time through embedded collaboration and shared outcomes
- we can streamline our leadership and management structures in a manner that protects our core outcomes and supports our people.
- it can respond through scaling our change and innovation resources to respond to new requirements in a way that does not impact on business as usual (BAU) capacity
- we do this by not confusing the resources and capabilities that maintain the organisation with those that change the organisation
- by having an outcomes-based approach to operations, we mirror the wider Scottish Government’s ambitions of a multi-faceted and collaborative government
- we can remove or reduce the barriers to the pace of change that exist in an organisation characterised by hierarchy as opposed to shared goals
- our current model is static, siloed, and expensive – this is not workable in the longer term
- our current model can favour our transactional services by way of investment. This model starts, correctly, with national safeguarding and economic outcomes.

Our starting point – A baseline operating model

We arrived at this baseline after conducting a structured consultation with our senior leaders (LT) and middle managers. We commissioned information returns from across the business. Our Chief Executive Officer has been meeting every C1 (Grade 7) leader in the organisation to talk about their role in delivering the current model and where they see their priorities in the year ahead. The LT and Board have discussed and contributed to the identification of this baseline model. It is a robust picture of where we are at in autumn 2023.

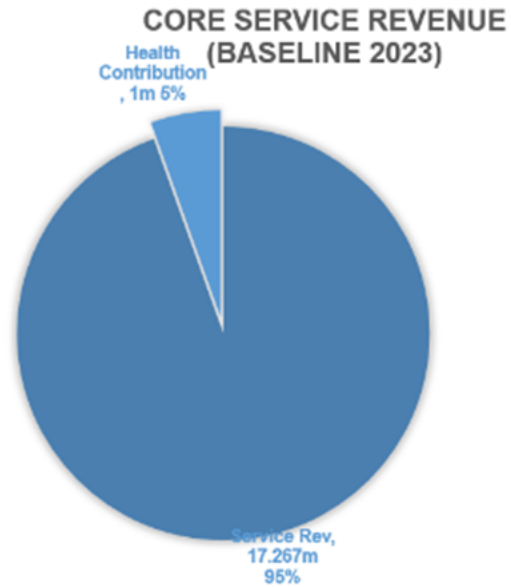
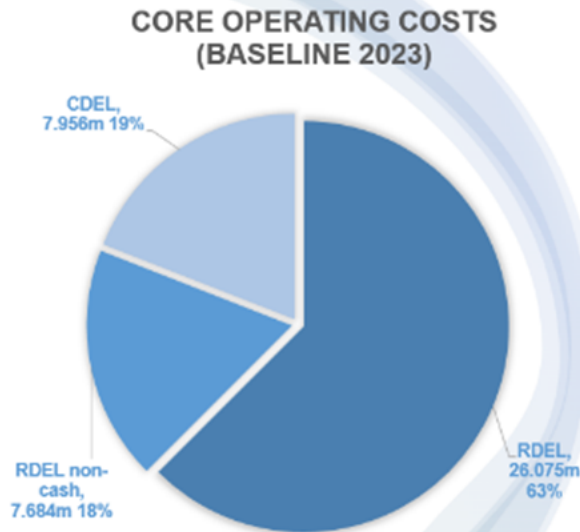
Our organisation is complex and multi-faceted. This paper presents each baseline in successive appendices to this paper. The section below combines some of the common data and findings derived from this process. It illustrates our high-level baseline as a starting point for change.

Costs

Our largest cost is our staffing. We will break down this cost by the component parts of our operations. However, our full current cost and income profile is detailed below.

Our Disclosure Services generate the vast bulk of our income. SG (Scottish Government) Health Directorate contributes £1m p/a to the running of the National Barring Service.

2023 Costs



Most of our operating costs comprise of revenue, the bulk of which is spent on staffing. Most of our staff are SG permanent employees. We also have a small number of administrative temporary staff and around 50 digital contractors.

Our Capital budget is exclusively spent on digital development. The bulk of this is spent on staff costs.

Our baseline operating costs are £39.7m with our revenue forecast at £16.1m for 2023 to 2024. Our revenue is subject to future variation as disclosure and membership fees will both enter consultation. In turn, this will result in ministerial decisions about the extent that Ministers want our services to be funded by income or partially funded by income, augmented by public money.

It will be for Ministers to decide what sort of model they want and their aspirations for raising revenue as opposed to money invested from the public purse. One aspect is unavoidable though. Money in the public sector is tight and likely to become more so. Whatever funding model we have must strike the right balance between controlling costs, raising revenue and delivering high quality public services.

Our current average cost per unit based on the current disclosure regime is detailed below. It provides the baseline for any operating cost reduction delivered through our programme of change. (Costings accurate as of December 2023.)

Cost types	Basics	Standard/ Enhanced	PVG	Description
Average direct unit cost of application processing only	£7.69	£15.01	£10.36	This is the average unit cost of the application process only for each disclosure group
Average direct unit cost including frontline overheads	£12.25	£19.58	£24.45	This is an average unit cost of each disclosure group, including the overheads of the Operations, Finance Ops and PU (Protection Unit). These are frontline operations and reflects the necessary cost of specific resources. For example, PU for operation of PVG and ongoing monitoring.
Average unit cost including all a share of all overheads	£38.30	£45.63	£50.50	This is the average unit cost of each disclosure group, including a share of all direct and indirect overheads. This is intended as a guide for full cost recovery.

We have realised efficiencies during 2021 to 2023 by introducing PVG online and other digital and continuous improvement initiatives. This saved or reinvested £3m p/a of staff administration costs

We intend to save money over 2023 to 2025 by building the right things, technically and structurally. This will maximise the return from the investment of public money. This is to be further derived and defined from our Programme Business Cases in the next stage of this work.

The main impact areas and projects that will drive the savings and build financial sustainability are:

- a new fee structure
- Disclosure Act implementation – resource requirements dependent on digital solutions and vice versa – work ongoing
- legacy operating platform decommissioning – work ongoing
- digital results and reduction in paper certificates – work ongoing
- pay awards
- inflationary pressures
- estate costs

These cost elements are not currently known or only partially understood. As such, they may have a significant impact on our target operating costs. It would be incorrect to subscribe to a target cost model in isolation of this work completing. However, we will target the following financial design principles:

- Intelligent financial analysis targeting efficiency opportunities through core operating cost reduction.
- Strong focus on strategic finance to target and maximise return on investment.
- Embedding financial competencies across all vital decision making and options appraisals.

Staffing and structure

In 2023 we employed 452 people across A, B, C and SCS (Senior Civil Service) grades, broken down as follows (figures correct as of December 2023).

Grade (substantive)	Staff number
A3	222
A4	23
B1	59
B2	81
B3	46
C1	18
C2	3
C3	1
SCS	1
Total	454

Half of our staff are in junior administrative grades, with most of these colleagues focusing on disclosure and barring processing.

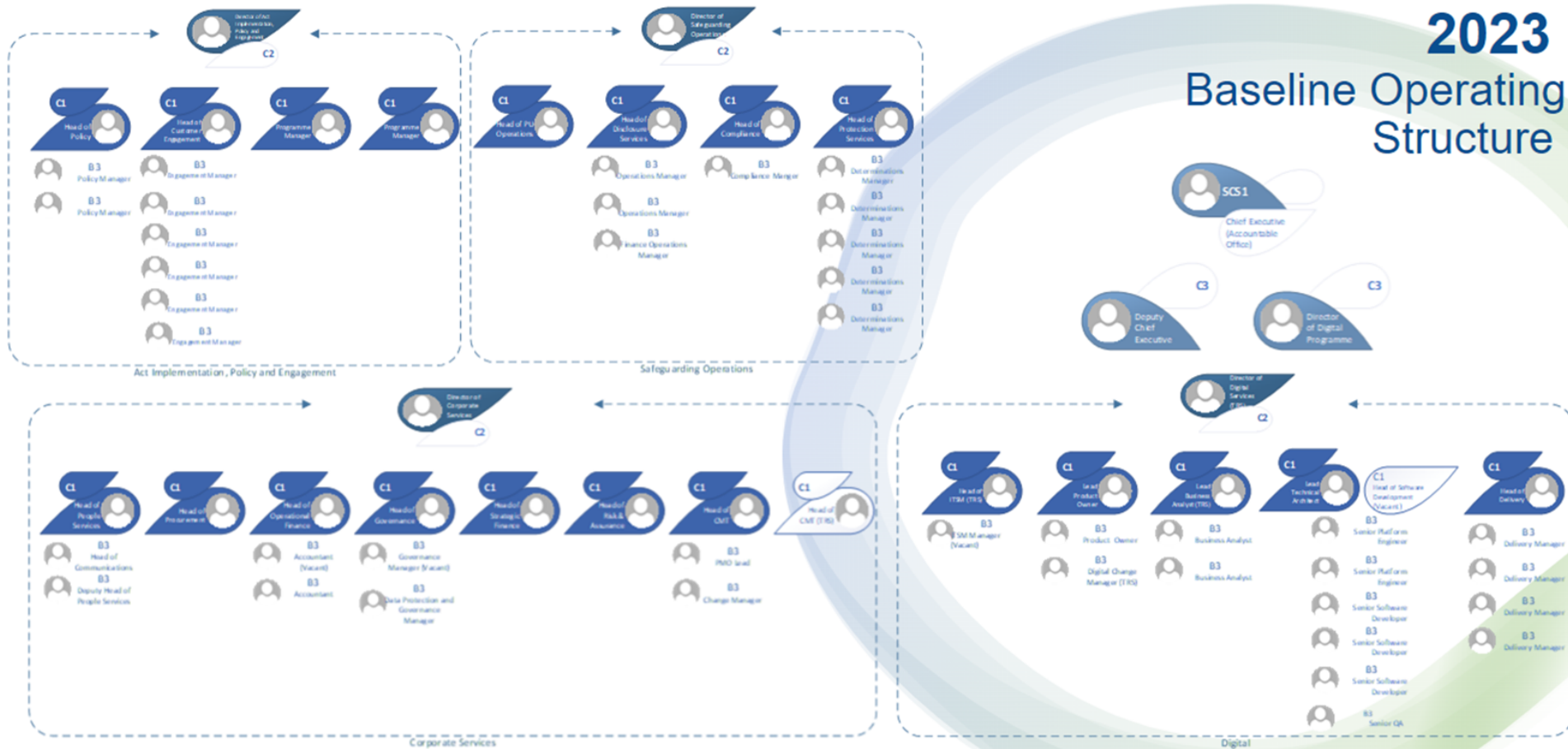
We have a significant group of senior managers – each colleague in this group is responsible for leading and managing delivery within a department, or a specific professional discipline, required within a public service delivery body.

Our Senior Executive team, responsible for strategic leadership and collective management of our service outcomes comprises of C2 and C3 graded staff, which (at UK civil service level grade 6) represents the top end of the scale of non-SCS civil servants.

We have a single senior civil service (SCS) resource. Our Chief Executive holds the function of Accountable Officer and is directly accountable to Scottish Ministers. They also hold Deputy Director status within Scottish Government, reporting into the Children and Families Directorate to deliver our core Scottish Government policy functions. These have recently included providing the bill team for the Disclosure Act and engaging in active policy contributions across other government legislative efforts, and in managing our own secondary legislation.

We have significantly reduced our long-term reliance on temporary staff from the levels of 2021 to 2022. We now operate with a small number of temporary administration staff (which we scale according to staffing requirements and service peaks). We continue to rely heavily on contractors in our digital space. Over half of our digital complement resourced through more costly consultancy routes.

Our Leadership and Management structure aligns, though unsophisticated, with our current operating model. It therefore follows that there are inefficiencies and duplications within the group. This is a costly structure to maintain and it is ill-equipped to deliver our future shape. We have a new workforce strategy. This aligns with the broad principles of this TOM but which will become, in future versions, a much more explicit layer of this TOM. It will also become increasingly granular over time in charting the people changes we need to make.



As with our operating costs, our operating resource structure must respond to the changing landscape of our delivery requirements after implementation of the Disclosure Act. As such, ongoing work is required to inform a robust workforce and organisational development plan in a continuous and targeted way during the next two years.

In defining our main workforce targets we can attach some workforce design principles:

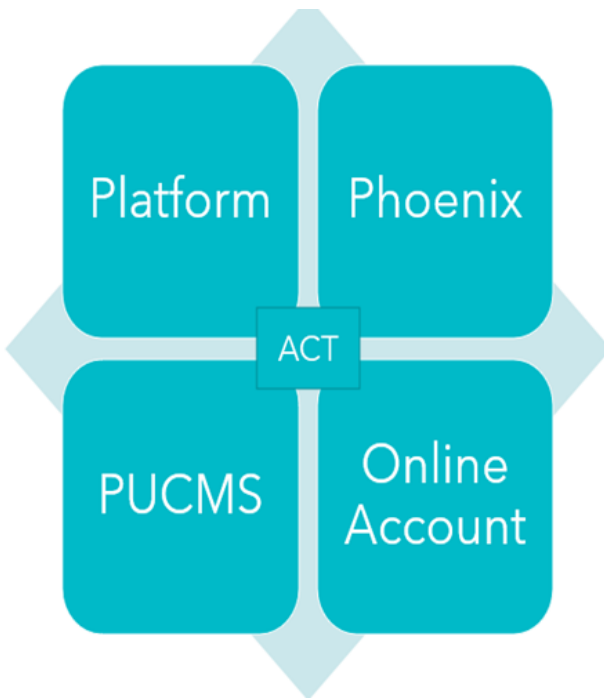
- Transition from a highly quantitative and administrative transactional work base to developing more qualitative skills and capacities through good development pathways and strategic recruitment.
- Transition our management structures to the target concept as detailed earlier in this paper – ensuring a degree of flexibility and responsiveness.
- Introduce and develop change management and organisational development capabilities to support our people through a transitional period.
- Focus on high quality, qualitative posts that allow our people to develop and grow their knowledge and skills as a critical resource for the Scottish Government.

Technology

We are part way through a significant transformation of our technology, with an extensive programme of digital development and the introduction of new service assets. We have identified four pillars in our digital programme. All four must align to efficiently achieve the policy reforms contained in the Disclosure Act, by 1 April 2025.

Our digital design principles in re-engineering these pillars are:

- We will use sustainable and secure technologies.
- Customers will interact with Disclosure and Protection services digitally.
- We will achieve sustainable operating cost efficiencies.
- We will achieve sustainable and consistent customer efficiencies.
- Our products will reflect the needs of our users.
- Our products are designed with safeguarding at the centre.
- Our products will reflect the Scottish Government Digital Service Standards for Scotland.
- We will reflect the commitments in the Scottish Government's 'In the Service of Scotland' strategy by collaborating and contributing to the Scottish Government's digital service journey.



We need to transform our digital profile because our baseline technology stack has not yet delivered the intended benefits. In many instances, it is incapable of so doing. It relies on proprietary technology architected in a complex manner. This has driven elevated levels of instability and inefficiency, and therefore avoidable cost, into our operations over the preceding four-year period.

We are also missing the digital assets that allow all users who interact with our barring and disclosure services to do so in a streamlined way. We are still relying on a range of paper and email-based processes that technology, where designed right, could expedite service provision in a way that garners real safeguarding benefits.

Accordingly, programmes of work are currently underway to replace both our Disclosure processing system (Protecting and Safeguarding Scotland (PASS)), our Barring System (Protection Unit Case Management System (PUCMS)) and our cloud-based platform. In addition, we will develop new customer assets to benefit our users and allow effective transition to our new policies and services, including an Online Account and Police data sharing portal.

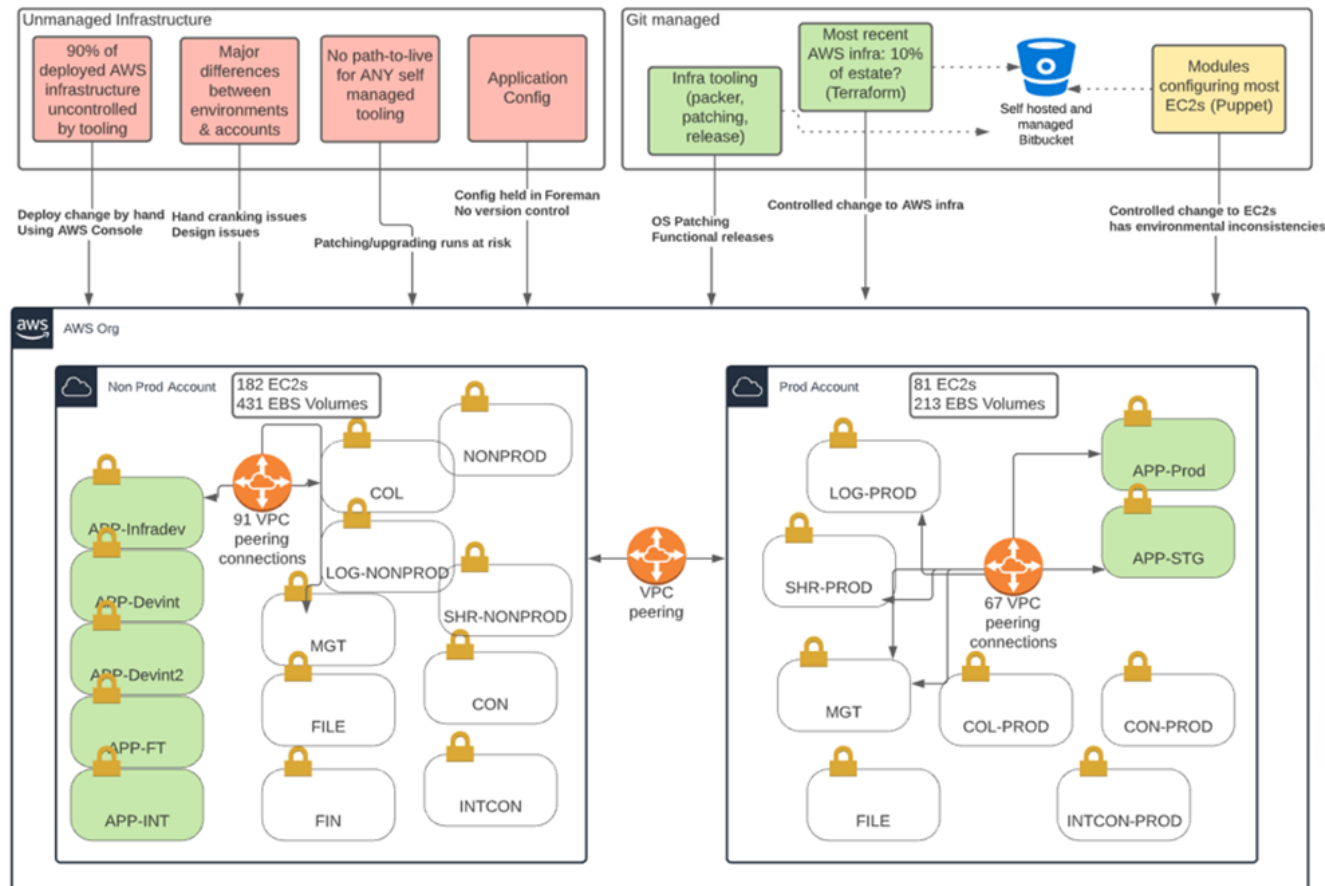
This work is critical and lays the foundations for the digital service functionality which include:

- biometric ID verification (to a GPG45 standard) replacing reliance on human checks
- innovation of new Level 1 and 2 disclosures
- building flexibility into the disclosure order process, empowering members, and employers alike to use our services to fit their needs
- innovation of time-limited membership of a mandatory scheme
- fee structure to promote a new concept of who we are and what PVG does
- capability to qualitatively review disclosure contents and exercise legal rights before the disclosure is shared
- empowering individuals to control their own data

The above demonstrates our rationale for digital transformation. The diagrams below illustrate our baseline and our target operating model through a technological lens.

Platform – Baseline Operating Model

As is



- Datacentre in the cloud design rather than cloud native
- Self managed tooling
- No account isolation
- Infra needs care and attention

- Complexity
- No environment is Prod like
- No consistency
- Patching challenges
- Self managed databases
- Manual changes

Our current platform does not have the right design and capability to build the requirements for the Disclosure Act. It needs to be replaced as it is costly to maintain at the required level for our data, requiring:

- eleven full time engineers to support and maintain – a significant cost to Disclosure Scotland operations
- an average release timeline of 81 days per release
- monthly AWS (Amazon Web Services) service costs \$150,560 or \$1,8m per annum

Our platform design principles are illustrated below.

What does a good platform look like?	Current	New
Built using repeatable processes	x	y
Well understood, documented and auditable	x	y
Able to host business services	y	y
Ability to easily add additional services	x	y
Manage all change in a controlled way	x	y
Fault tolerant	x	y
Provide uptime for all services (including releases and patching)	x	y

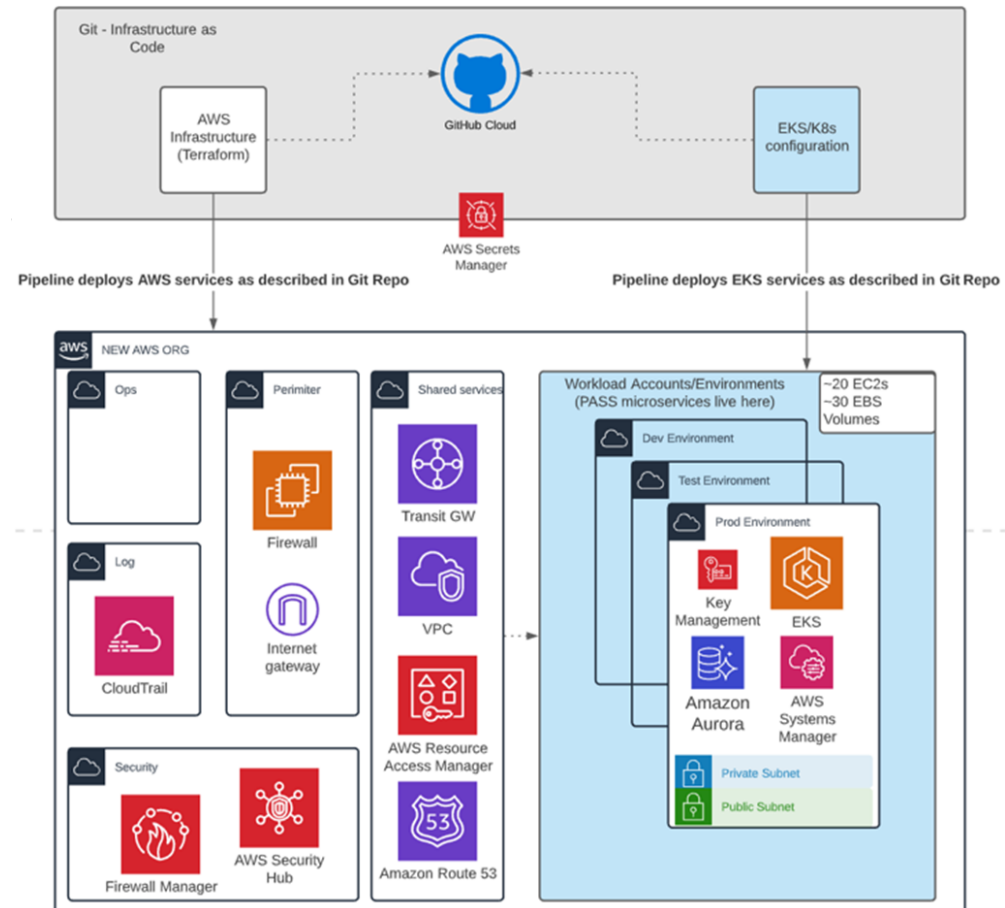
What does a good platform look like?	Current	New
Cost and energy efficient	x	y
Secure	y	y
Monitored	x	y
Auditable	y	y
A 'Path-to-live' for all services	x	y
Using cloud based services	x	y

These principles are being applied to our new platform which is under development. We are using an iterative approach to prioritise hosting the necessary 'new' services (the Online Account, Police Portal, Digital Identity Scotland, and Phoenix Vetting functionality) with a view to building the required functions to become our sole operating platform by 2027.

Platform – Target Operating Model

To be

- AWS best practice designs
- Managed AWS
- Account isolation
- AWS managed databases
- Infra is self healing



- Cost efficient flexible compute
- Prod like dev and test environments
- Consistency
- All built and managed by IaG
- Logical and simple design
- Automated changes

This model targets the following benefits.

1. Time taken to go from ready-for-deployment to deployed down from months to days.
2. Automatically supportable services without additional work from development teams.
3. Cost improvements through reuse of workflows and infrastructure capabilities.
4. Enable application development teams to have autonomy over configuration and deployment, putting those with the greatest knowledge of the application in control of it.
5. Ability to build using repeatable patterns which upskill permanent Disclosure Scotland employees to maintain and develop the platform.

This will realise the following savings:

- six engineers required to support and maintain as opposed to 11 (£500k p/a reduction)
- \$120,448 monthly or \$1,4m annual AWS costs (\$400k p/a reduction)
- Average release days of 14 days (as opposed to 81)
- Full-service migration to new – single – platform – June 2027

Policy and service delivery

Our main legislation, the legal instruments which allow us to operate our services, will, from the 1st of April 2025, be the Disclosure (Scotland) Act 2020.

The Disclosure Act repeals the Police Act 1997 ('the Police Act') as it applies in Scotland and revokes all regulations made under it. It also makes several amendments to the Protection of Vulnerable Groups (Scotland) Act 2007 ('the PVG Act').

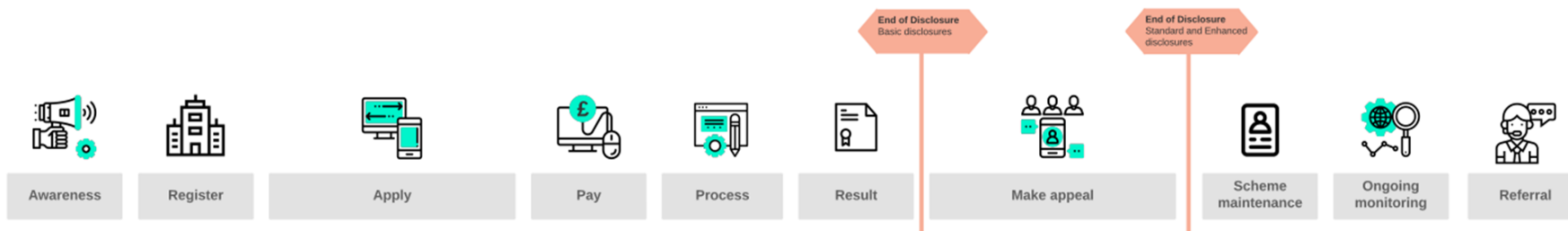
Part 1 of the Disclosure Act simplifies and reforms state disclosure, meaning our service provision must change and ready for this.

Part 2 reforms and reframes the Protecting Vulnerable Groups (PVG) scheme in Scotland.

Specific detail of the main legislative changes can be found in the appendix of this document. Fundamentally, Disclosure, PVG scheme and barring operations will transform from 1 April 2025. This will provide a more streamlined, accessible, proportionate, and safe disclosure regime in Scotland.

Vital to delivering this service is our assets. By taking an asset-based approach, we are aiming to replace our technology and optimise our digital service provision. At the same time, we will build the assets we know we will need to implement the Disclosure Act. Our digital operating principles as set out in the previous section also apply to our business and customer assets.

Our Service and Processes – Baseline Operating Model



By developing an account model for our service delivery, we will address some of the challenges and constraints our traditional service has navigated. We will also build the required changes to our service model in order to facilitate the vital changes in the Disclosure Act by 1 April 2025.

The current service design is not fit for the administration of a mandatory, five-year PVG membership. Nor is it currently able to facilitate the concept of individual sharing of disclosure results. Whilst we have successfully delivered online applications to many of our customers (over 92% of all disclosure applications are submitted digitally) and realised significant operating benefits (for example reducing manual input from Disclosure Scotland agents), our results remain issued on paper certificates to both applicants and countersigning organisations.

Our baseline service data is as follows:

- We have in excess of 1.53 million PVG scheme members subject to ongoing monitoring. This is disproportionate to the 800,000 (approximately) regulated roles in Scotland, so we must introduce the functionality to adhere to and manage a mandatory five-year term.
- PVG scheme member maintenance is costly and is often duplicated by the 'belts and braces' approach we must take to our registered interested parties through our formal consideration process. The Disclosure Act legislates PVG membership more clearly as a continuous process for those in regulated roles, and our services and assets must adjust to service this need.
- We issued 944,540 individual paper certificates between 2022 to 2023 at a cost of £1m. This is a costly addition to our operating costs and can be removed through online resulting, also an important user need in an increasingly paper free world post pandemic.
- We received 627,346 disclosure applications during 2022 to 2023. All disclosures are currently subject to manual processing steps requiring a large administrative function within our workforce (245 administrative staff). This accounts for a considerable proportion of our staffing costs.
- Our current average processing time for disclosure applications during 2023 to 2024 year to date is 7.9 days.
- We placed over 3,000 individuals under consideration for barring during 2022 to 2023, with over 10,000 currently listed as unsuitable to work with vulnerable adults, children, or both. This process is qualitative using trained specialist decision makers, however, also has a significant administrative and quality assurance layer due to the way we receive referrals and critical information into the Protection Unit.
- Of this over 1,500 Ongoing Monitoring, Other Relevant Information was submitted by the Police to the Barring Service, with approximately 80% being considered for listing at stage 2.

So, a new service design is required, and will be delivered through new and refined digital services for both our customers and business users that also allow us to implement the Disclosure Act. The high-level service operating model we are targeting is detailed below.

Our service and processes – Target Operating Model



By rethinking our service design, we focus on optimising our services in terms of cost, processing time and of course legislative change. We know that digital technology opens up ‘the art of the possible’ and we want to take advantage of that. This is vital to replace boring, repetitive work with automation and providing impressive customer experiences that deliver our promises, but which also tighten safeguarding.

Important to this, is a move to an Online Account model. This supports our processes to move away from the current paper-based model, which will mean:

- reduced end-to-end application time
- reduced printing cost and improved ecological footprint
- improved accessibility and communication with the end customer
- eliminating the reliance on third-party postal services
- facilitate improved processes for our CSGs reducing the ‘whole system’ period
- facilitate increased control and ownership of individual disclosure content

With the Online Account Model being critical to the realisation of this new service flow, reducing the necessity for paper-based processes and implementation of vital aspects of the Disclosure Act, this is a critical and co-dependent project for us.

In parallel to the creation of an online account, is the development of a new application processing system. Our current processing system (Protecting and Safeguarding Scotland (PASS)) is being replaced by a new system which aims to increase productivity, efficiency, and safety. The main strategic benefits of this approach are:

- enhanced processing by automating parts of the process where user decision is not required (for example, ones where there is no person or record match, and a clean certificate can be produced with little input from the user)
- improved system productivity
- our product is developed in-house, which allows for cheaper and faster enhancements as and when needed

Both projects are significant. So far, we have replaced the search and update system and have, in part, delivered on replacing aspects of our vetting function which will incrementally introduce automation into our disclosure processes.

These main projects target fundamental change to our processes through exploiting technology, automation and digitisation where it is safe and appropriate to do so. Still, significant work is required to define, at pace, our delivery tactics, and functional priorities. However, the following targets can be applied and align to our technology and service design principles, as stated on page 17.

- 90% of disclosure results are issued digitally – cost reduction of £900k p/a
- reduction in processing timescales due to process automation
- reduction in administrative resource requirements and reinvestment of resource in qualitative roles such as the Barring Service
- reduction in barring decision timescales through removal of administrative stages
- improved safeguarding outcomes as service quality and speed is increased through digital communications, information sharing and results

The diagram below demonstrates our target product strategy.

The product management team are focused on implementing the Disclosure (Scotland) Act 2020.

The strategy is to create a system where the foundations of our products and services are set up to allow us to develop new products under the Disclosure Act.

Account

Application

With all of the below in place we can create a DS account ecosystem that allows users to apply to become an accredited body, allows Level 1 and Level 2 applications and maintenance of their scheme membership.

Future products

- Become an accredited body
- Apply for Level 1
- Apply for Level 2
- Maintain scheme membership

Services

Enabling our service

When Phoenix is in place, we're then able to remove that dependency and start processing our PAD and PVG applications, registration applications and on-going monitoring tasks on this platform. This creates a scalable and long-term thinking approach to our service where changes can be made quickly. In addition we have digitisation with PVG online and online results services to move to an account model.

Platform

Creating stability and scalability

To ensure we can create an end-to-end disclosure service that is stable, accurate and enables the foundations of our service. These foundations set us up for long-term success and scalability, they are, move to Phoenix to remove our dependency on Alfresco Processing Services (APS) and move to a user account model.

Progress

Doing

- Search and update - a replacement way to search for applications, providing the basis for role based access controls (RBAC), business and security audit capability and a new single sign on.
- PVG Online - a digital way to submit PVG scheme record disclosure and scheme record update applications.
- Online results - creation of an online account for applicants and CSGS. Starting with an online results feature with an appropriate verification method in place to make sure that the correct person is viewing the result.
- Vetting - all PAD and PVG applications to associate any criminal record or other relevant information with a person and determine what should be disclosed on a disclosure certificate/online result.
- OM ORI portal - creation of a portal for Police Scotland to provide us with other relevant information in relation to scheme members and fulfil their obligations under ongoing monitoring
- Platform re-engineering - infrastructure to fix technical debt and support new services to underpin the above workstreams.

Estate and facilities

With the introduction of hybrid working post-pandemic, our estate requirements have changed as the ways we work and use physical space changes. Our first response to the reduction in office-based attendance (it was 100% pre-pandemic with around 500 desks required each day) to around 10% to 15% during lockdown, scaling to 50% office capacity by 2022.

As a result, we removed the additional temporary office space (prefabricated structure) that housed our digital colleagues and saved approximately £200k per annum (2019 to 2020). In addition, we invested in our core space to introduce a 'creative space' which allows for more collaboration and innovation to take place in a way that is supported by hybrid working technology.

Description	Forecast Outturn
Accommodation	
Rent	30,999
Rates	180,308
Water and sewerage	16,872
Property maintenance	74,408
Electricity	150,000
Gas	50,000
Cleaning (inc. refuse disposal and secure waste)	89,385
Refurbishment costs	5,000
Security	110,407
Accommodation Sub-Total	707,379

Our Resource DEL accommodation costs, whilst remaining significant in 2023 to 2024 (707k p/a) have therefore been reduced as far as possible. They have also been impacted by rising supply costs and inflation in 2022 to 2023. Our rent costs have been capitalised separately under IFRS16. The next stage in planning our estate requirements is under way with the main target being the existing baseline cost and environmental provision (for example, creative, collaborative workspaces, hybrid working and appropriate physical and digital security requirements in place).

Leadership, governance and change management

As an Executive Agency of the Scottish Government, our Chief Executive (the Accountable Officer) is directly accountable to Scottish Ministers for our financial management and the quality of service that we provide.

Our target corporate governance model is our current model. We have received external audit ratings, where this has been reviewed and assessed as effective.



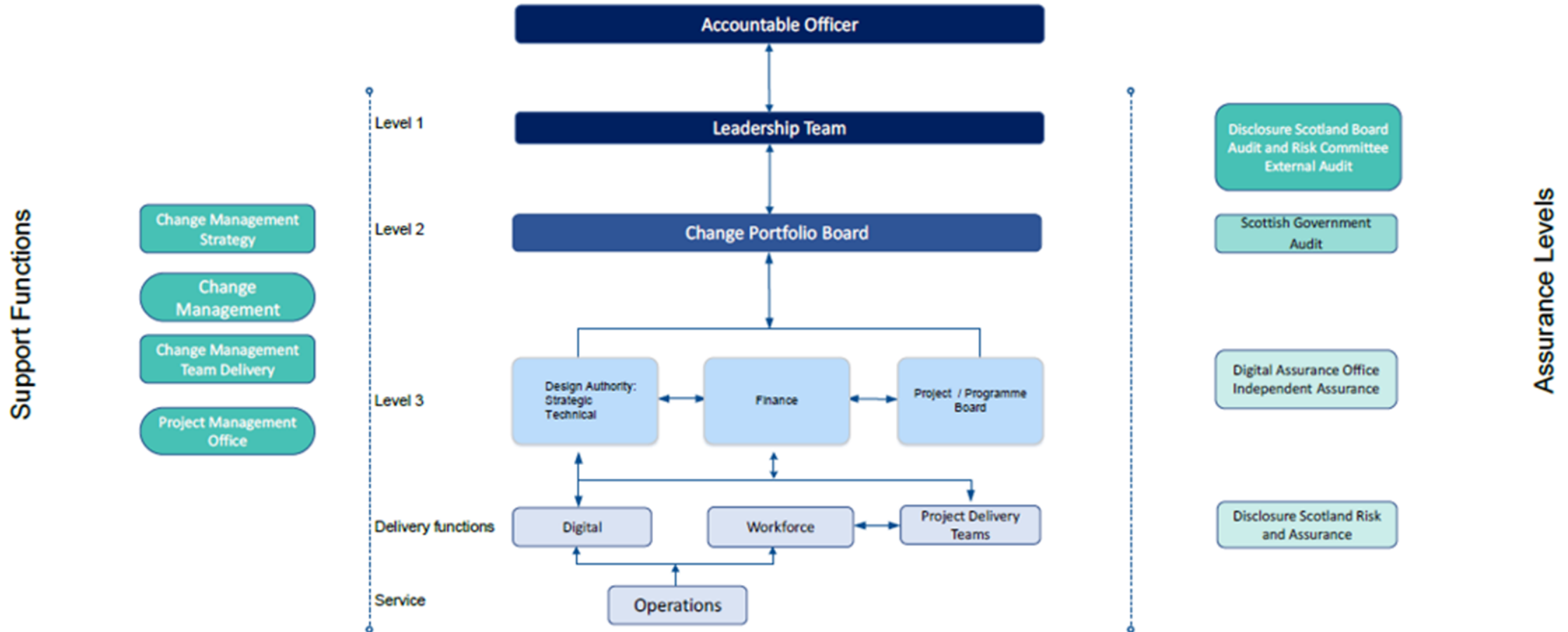
This model supports the Accountable Officer to discharge their duties appropriately with relevant checks and balances to assure the correct and optimal application of public funds.

The Accountable Officer is also supported by an Executive team who are tasked with leadership and management of service delivery and specialist functions through delegated responsibility.

Our Target structure, as introduced in section 2, demonstrates the need to transition our leadership and management lines to serve the new conceptualisation of our work. This will require several strategic and tactical decisions across many facets, therefore strong and effective change management and clear, accessible, and robust governance is the cornerstone of successfully managing our transition to our target state.

As we transform every corner of our operation, we must also scale our change governance and management in a manner proportionate and responsive to our ask.

Our target change governance framework is detailed below, and we aim to have this in place by December 2023.



Conclusion

We have much to do in an increasingly challenging public service delivery landscape to realise our target ways of working.

The Disclosure Act and our digital and service strategies serve to reposition our services not simply as a transactional employment pre-requisite, but as an integral part of child and adult protection and offender rehabilitation systems in Scotland.

The public construct of this organisation needs to move away from disclosure results and more onto the whole system of vetting, ongoing monitoring and barring as one product. One public service outcome that keeps every child in Scotland and every adult who uses services safer. Our level 1 disclosures need to be repositioned as readily available checks employers can do as part of protecting their assets and validating the integrity of prospective candidates for work, but where the individual controls their data and how it is used.

All of this in turn, complicates our own internal landscape of change as we seek to transform every corner of our business. Therefore our operating model and requisite structures must themselves be transformed.

This document does not provide all of the answers to what our full TOM will be. We have developed it at a time where we do not have all of the fundamental detail required to achieve a granular view of change month-by-month for the years ahead. We are developing phased plans for the TOM delivery that will provide that granularity for six-month increments, all aligned to the strategy set out above. However, as we work towards defining that future detail, we embed choice and opportunity to drive a more fundamental shift in the value Disclosure Scotland returns to Scotland and its people. We focus tirelessly on socio-economic outcomes as a critical part of the Scottish Government's core protection, rehabilitation, employment and fair work systems, exemplifying collaboration between people and state in public service delivery.

Appendix 1: Target Operating Model – visual

Our people

- more qualitative roles which reflect an 80:20 administrative management/specialist resource model (currently 47:53)
- move from a mainly administrative workforce to specialist
- a responsive leadership and management structure
- flexible, responsive and agile workforce
- clear learning and development paths
- investment in change and continuous improvement skills

Our technology

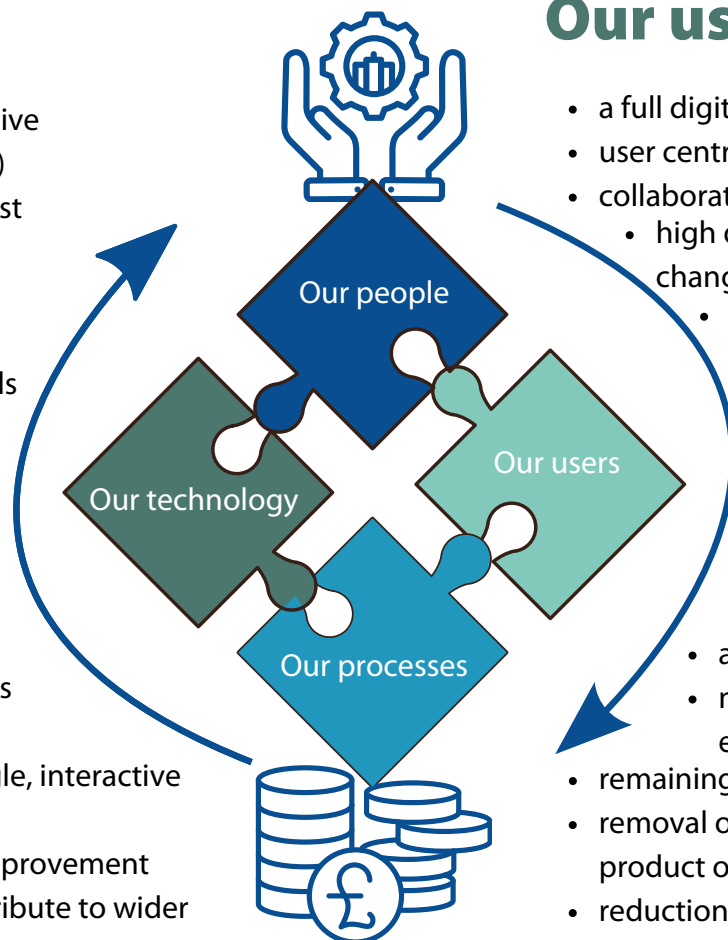
- automation of routine tasks
- responsive, secure and cost-effective platform
- removal of majority of paper based processes
- improved customer service through self-service channels (communicating and results)
- replacement of our processing systems to achieve a single, interactive and cross cutting processing platform by 2028
- technology that is responsive to change and iterative improvement
- innovation through technology to collaborate and contribute to wider SG service outcomes

Our users

- a full digital service
- user centred design imbedded in our service development
- collaboration as a central characteristic of our delivery model
 - high quality user-centred data provides insights and catalysts for change
- parity of service across all sectors and service types
 - faster services for our users
 - cheaper service for our users through increased accessibility
- real time results and sharing of critical information

Our processes

- automation of routine tasks
- no manual workarounds where technology offers a more efficient solution
- remaining paper-based processes replaced by optimal digitisation
- removal of significant quality assurance processes required by product of manual data input
- reduction or removal of duplicate tasks
- single and interactive processing systems



Appendix 2: Disclosure (Scotland) Act 2020 - Important Legislative Changes

Part 1 – Simplifying and reforming state disclosure

The Disclosure (Scotland) Act 2020 ('the Disclosure Act') repeals the Police Act 1997 ('the Police Act') as it applies in Scotland and revokes the regulations made under it. It also makes several amendments to the Protection of Vulnerable Groups (Scotland) Act 2007 ('the PVG Act').

Fewer disclosure levels

All disclosure of information will be made under the Disclosure Act.

Products will be across two distinct levels: Level 1 and Level 2. The extent of the disclosure will increase with the nature/sensitivity of the role.

- Level 1 – will replace the current basic disclosure under the Police Act.
- Level 2 – will replace all standard disclosures and some enhanced disclosures under the Police Act.
- Level 2 with suitability – will replace certain enhanced disclosures under the Police Act.
- Level 2 PVG – the 'statement of scheme membership' will be replaced by the 'confirmation of scheme membership' which does not include conviction information.

Reforming state disclosure

Childhood Convictions and Children's Hearing Outcomes

Many childhood convictions (that is, convictions for offences committed when the individual was under 18 years of age) will become spent immediately and will not be disclosed on a Level 1 disclosure.

For Level 2 disclosures, the current system where certain spent childhood convictions and children’s hearings outcomes are automatically disclosed will end. Spent childhood convictions or children’s hearing outcomes in relation to an offence on List A or List B (where 5 and a half years have not yet passed since the date of conviction/hearing) are capable of disclosure on a Level 2 disclosure only following a determination by Disclosure Scotland.

If the decision is to disclose, the applicant will have the opportunity to ask for a review by the independent reviewer before the information is made available for sharing with an employer or other third party. The independent reviewer must give the applicant the opportunity to make representations about why they believe the information is not relevant for the purpose of their disclosure.

Application Process for Removable Convictions

Individuals will be able to make an application to Disclosure Scotland for removal of a spent conviction from their Level 2 disclosure and will have the right to apply for a review by the independent reviewer if Disclosure Scotland decide the information is to be disclosed.

This will replace the current system where individuals must make an application to a sheriff for removal of spent conviction information from their disclosure.

Reduction of Disclosure Period for Certain Convictions and amendments to the Offence Lists

At present higher-level disclosures may contain information about spent convictions for offences listed on schedules 8A and 8B of the Police Act.

The Disclosure Act will reduce the period certain convictions should be disclosed from 15 years to 11 years.

The Disclosure Act also makes amendments to the offence lists to reflect recent developments in legislation, Disclosure Scotland’s experience of operating the lists and in response to stakeholder feedback (these changes were reflected in the schedules under the Police Act in December 2022 by the Police Act 1997 (Offences in Schedules 8A and 8B) Amendment (Scotland) Regulations 2022).

List A offences

A ‘List A’ spent conviction from when the individual was 18 years or over will always be disclosed unless the individual successfully applies to have the conviction removed from their disclosure (as is the case presently).

Under the Disclosure Act an applicant may apply for removal of such a conviction once it spent and 11 years have passed since the date of conviction.

List B offences

An applicant with a conviction from when they were aged 18 years or over will be able to apply for the removal of a List B conviction from their disclosure once spent (as is the case presently).

Under the Disclosure Act a spent conviction from when the individual was aged 18 years or over will become non-disclosable after 11 years from the date of conviction and will no longer be disclosed on the applicant's disclosure.

Convictions for offences accrued while aged under 18 will be dealt with separately under the process mentioned previously.

Other Relevant Information (ORI)

The Disclosure Act changes the point at which the individual becomes aware of the police intention to include ORI on a Level 2 disclosure so that they can challenge any inclusion of ORI, and provide further information, before it is included on the disclosure they will share with an employer or other third party.

Police Scotland will have the duty to consider representations from applicants before including ORI on a disclosure. Applicants will have the right to apply to the independent reviewer for a review of the decision to disclose ORI.

Accredited Bodies – changing the way that disclosures are made available

'Registered bodies' will be replaced under the Disclosure Act by 'accredited bodies'. Responsible bodies will also be replaced by accredited bodies who will be formally regulated by being placed on a statutory footing for the first time.

Umbrella Bodies will be maintained under accredited bodies and will be able to countersign Level 2 disclosures on behalf of organisations not registered as accredited bodies.

A new code of practice will be published to be adhered to by accredited bodies.

Part 2 - the PVG scheme

Legal requirement

From 1 April 2024, it will be a legal requirement for anyone carrying out regulated roles with children or adults to be a member of the PVG scheme.

It will be an offence for an individual to carry out a regulated role without first joining the PVG scheme. It will also be an offence for organisations to employ someone in a regulated role who is not a PVG scheme member.

Membership length

The Disclosure Act ends lifetime membership and replaces it with five-year membership.

Regulated roles

The Disclosure Act replaces the concept of 'doing regulated work' with 'regulated roles' that trigger PVG scheme membership.

Schedule 3 and schedule 4 of the Disclosure Act define what is meant by regulated roles with children and protected adults, respectively. Both schedules are intended to make it easier to understand whether a regulated role is being carried out.

The two barring lists will be retained under regulated roles

Protected adult

The Act also revises the meaning of 'protected adult'. Moving away from a strictly service-based definition and towards range of issues affecting a person's wellbeing, capabilities, and capacity.

The Disclosure Act raises the age threshold of protected adult from age 16 or older to age 18 or over.

Conditions imposed on scheme members under consideration for listing

We are given powers under the Disclosure Act to impose conditions on scheme members who are being considered for listing.

These conditions will be set out in secondary legislation.

Personal employment/self-directed care

The Disclosure Act introduces provisions permitting umbrella bodies acting on behalf of those receiving personal care through self-directed support to provide suitability advice to individuals who are in the process of recruiting or using a self-employed worker.

Police referrals

Under the PVG scheme, Police Scotland will have a duty to make referrals to Disclosure Scotland when they consider an individual is or has been carrying out a regulated role while not participating in the scheme in relation to that type of regulated role. For example, working in a school without being checked for suitability for working with children.

Local authority referrals

Local authorities will be given powers to make referrals to Disclosure Scotland within the context of their normal safeguarding role such as child or adult protection investigations.

Court referrals

Under the provisions of the Disclosure Act, referrals from courts under section 7 of the PVG Act can safely end because the PVG scheme will be a legal requirement and there will be new powers to impose conditions on those being considered for listing.

Section 14 of the PVG Act will be retained to ensure that the most dangerous offenders are automatically barred from working with vulnerable groups and therefore are prevented from ever entering the PVG scheme.

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