

**Disclosure Scotland
DS Board – Conference Call
Monday 20 April 2020
10:00 to 13:00
MINUTES**

Present: Gerard Hart (Interim Chief Executive, Chair)
Alan Eastwood (Director of Corporate Services)
Laura McCluskey (Director of Disclosure Services)
Neill Kemp (Director of Digital and Service Owner)
Lynne McMinn (Director of Policy and Communications)
Stuart Smith (Non-Executive Board Member)
Douglas Hutchens (Non-Executive Board Member)
Christopher Wroath (Non-Executive Board Member)
Keith Rosser (Non-Executive Board Member)
Kavita Chetty (Non-Executive Board Member)

Attending: [redacted] (Senior Communications Manager)

Apologies: None

Secretariat: [redacted] (Senior Governance Manager)

Welcome and Introductions

1. The Interim Chief Executive (CE) welcomed everyone to the meeting and introductions were made. New governance arrangements were noted as a result of coronavirus (COVID-19) including a conference call Board meeting, a shorter, focused agenda and papers, supplemented by weekly update conference calls.
2. The Board endorsed the new governance arrangements.
3. The interim CE requested the function of the Board is to form governance around the emergency measures Disclosure Scotland (DS) have put in place as a result of coronavirus. The Boards advice and guidance being more significant to guide us out of this crisis for the organisation and its stakeholders.

Declaration of Interests

4. None.

Previous Minutes and Actions 10 March 2019

5. A decision was made by the Interim CE to remove this from the agenda to focus on Business Continuity (BC). The minutes will be signed off at the next meeting on Tuesday 23 June 2020.

Contingency Strategy, Process and Performance

6. The Director of Disclosure Services provided an update on the following:
 - our strategy for continuity services is based on a 3-tier model. The immediate aim of this model was to deliver a paper-free PVG and Standard/Enhanced service;
 - coronavirus contingency planning began week commencing 16 March 2020, with “soft” priority procedures rolled out the following week. This allowed time to design and deploy the initial stages of Tier 1 and deliver a contingency service that supports critical activities at this time. In designing this we immediately identified operational efficiencies and system developments that could persist in Business As Usual (BAU);
 - our current performance statistics show we are receiving approximately 6,000 to 8000 applications per week. Our current timescales for PVG for w/c 13 April (as of 16 April) are 1.6 days to notification/print;
 - we have set up a coronavirus priority Customer Engagement and Communications programme of work to support both our business and customer needs;
 - as we have moved to an increasingly virtual workforce additional governance structures have been put in place/amended to ensure we maintain a clear governance framework at this time;
 - whilst we are currently unable to provide timescales for when we will move through these tiers, due to the unknown nature and duration of this crisis, we have demonstrated and put in place a clear governance, service and people delivery structure; and
 - a BC approach has been developed which will form the initial basis for our BCP plans of the future.
7. KR noted this is positive news and asked if all the changes and pressures have been given risk assessment with regards to quality checking. LM noted her confidence in the process which passes through ‘normal’ BAU processes with compliance activities still in place, as we start to recover BAU will stand up. GH agreed on this point and remarked DS wanted to focus on coronavirus applications and providing a critical National service.
8. SS noted his reassurance and the discussion had addressed any governance issues. It was suggested the paper should go to Internal Audit (IA) and External Audit (EA) for information. SS mentioned DS financial planning around fees and BCP, suggesting LM and AE link together for additional reassurance.

Action/01/Apr: Senior Governance Manager share Strategy, Process and Performance paper with IA and EA.

9. Plans for the future were discussed with GH commenting that DS current BCP is not fit for purpose. DS were in the process of reviewing and updating this when the pandemic started. This will be looked at now and the Board kept informed of progress. CW mentioned he would like to contribute.

Business Continuity Recovery Strategy

10. The Director of Disclosure Services noted this was covered in previous agenda item.

Finance Update – Including Business Continuity Strategy

11. The Director of Corporate Services provided an update on the following:
- DS has mobilised quickly to ensure that the majority of the people within the Agency are now working from home. This includes both the Corporate Finance and Finance Operations teams. New processes have been established so that DS Budget Holders can authorise both Purchase Orders (PO) and supplier invoices in a digital environment. Mobilisation of the new environment means that DS will have the ability to provide the required audit evidence for external review. Access to finance systems have been rolled out to accommodate remote working;
 - work started before pandemic to reduce the original balance of missing sales. The final amount will be treated as a debtor in the Accounts for year ending 31/03/2020 with cash payments collected in future months;
 - all applications are presently being treated as free, as agreed with Ministers, initially for a period of six weeks (to 12/06/20), as DS is currently only processing coronavirus priority applications. At this point, DS LT will review the position and take a decision on how and if we reintroduce Business As Usual (and payable) channels.
 - DS officials had a discussion with Scott-Moncrieff (SM) about the final statutory audit of the Annual Report and Accounts on 02/04/20 and 16/04/20 and we are keeping in regular contact with SG Centre to determine the way forward and what this means for all stakeholders; and
 - DS have reported a £4 million funding pressure to SG. The need is for the anticipated loss of income, over the first quarter of the financial year, as our business as usual service has been re-designed to ensure that Disclosure Scotland can meet its public safeguarding duty for the coronavirus pandemic.
12. DH noted the majority of the points discussed will be going to the May ARC and these discussed and deliberated.
13. SS stated he has had some experience of electronic POs, SS and AE will liaise separately to discuss. AE noted the process has improved and envisaged that would will not go back to a paper-based system.

14. KR noted industry wouldn't have an issue with standing up paid for channels once we are ready again. LM noted we have a weekly call with industry around this and when to stand paid for channels up again will be reviewed and agreed with the Minister.

People Resilience and Support Brief

15. The Director of Corporate Services provided an update:

- in response to the coronavirus pandemic the Organisational Development and Change team were re-branded as the People Resilience and Support Team and shifted their focus to create and implement an organisational support function. The Leadership Team (LT) recognised the need for strong support at this time to ensure personal and emotional resilience is maintained, the team became fully operational 08/04/20;
- Key objectives: create positive experiences and support people who are self-isolating, communicate regularly with the workforce and ensure that line managers are regularly informed, listen to people's concerns and reassure them that any measures taken are to protect people, signpost employees to further advice or support and check in on people's well-being.
- the People Hub is a new online environment created to communicate with colleagues during coronavirus whether at home or in the office. This Hub provides everyone with the opportunity to receive regular updates and receive guidance and one to one support from the team. Since launch (07/04/20) 215 colleagues have signed up to the People Hub and 84% of those who have signed up have accessed the site; and
- the team are checking on peoples working hours and are communicating regularly DS managers and putting frequent concerns into a weekly managers brief.

16. GH stated this was an emergency approach to ensure contact with people working from home, the next update will show updated figures. AE confirmed the plan is to ensure the data sets are accurate so we can start targeting the right people.

17. KR asked if there any barriers to staff signing up or is it a result of phased implementation. AE confirmed it is phased implementation, it is progressive sign up based on how the team have targeted staff. Responses from staff using the Hub have been positive. LM noted operations have a number of people at home in different circumstances with a range of support needs and the People hub has been very supportive.

Digital Update

18. The Director of Digital and Service Owner provided an update on the following:

- emergency response to coronavirus has taken precedence over previously agreed delivery priorities and digital priorities have changed;

- implementation of Management of Offenders Act (MoOA) has been postponed until the autumn and our work on that has ceased in the meantime. The impact on the Disclosure Bill is not clear, however from a delivery perspective work towards this has been deprioritised; and
- the performance risk that has been highlighted at previous Boards is still existent. DS have not experienced any further performance issues in the intervening time, this will continue to be addressed once there is increased capacity in the team.

19. SS commented on sharing the paper with IA and EA copy of the paper and asked a question around the Bill. GH confirmed the Bill is going ahead and Stage 3 will take place at the beginning of May. After this it will go on to become an Act and DS are taking steps now which will stand us in a good position for the build out of the Bill.

Action/01/Apr: Senior Governance Manager to share Digital update paper with IA and EA.

20. KC asked if the additional functionality the Bill requires will impact the risk around system performance. GH confirmed DS will look at this piece across the organisation, including business readiness and IT readiness as part of our recovery planning. DS have confidence in delivering the Bill and our CDAP will be pivotal giving assurance around this. NK noted, although we have shifted our focus to respond to coronavirus the Bill is considered when designing and implementing changes. DS has had positive learning experiences through the crisis, which will help delivery of the Bill and minimise impact on performance.

21. The Board noted the work done by NK's team has been remarkable, a well done was shared to all involved.

Feedback from Change Delivery Advisory Panel (CDAP)

22. The Chair of CDAP provided an update on the following:

- the panel discussed decision making and why/what decisions are being made. This was a positive discussion and resulted in confidence around the decision making process;
- there were challenging conversations around the system performance issue. The platform is performing with no degradation at the moment and the activities DS has carried out have had a good effect on platform stability. This will be kept under continual review; and
- positive discussions around the work undertaken to leverage functionality for the Bill.

Action/02/Apr: Interim CE and Chair of CDAP discuss date of next CDAP meeting and additional members.

AOB

23. GH asked the Board for feedback on virtual meetings. The Board agreed the format works well under circumstances and the additional weekly conference calls have been positive. The Board papers should be short and focused with the emphasis on quality of discussion.

Next Meeting Tuesday 23 June 2020.

Actions	Responsible	Due by	Status
Action/04/Oct: Deep dive on Future of DS and communications to staff.		May 2020	<p>10/03/20: Added to April away day agenda.</p> <p>23/06/20: April away day cancelled due to coronavirus. Deep dive postponed.</p>
Action/04/Dec: Director of Protection Unit and Policy organise Scott-Moncrieff risk appetite session for February 2020.	Director of Protection Services and Policy	February 2020	<p>10/12/19: Senior Governance Manager to timetable extraordinary meeting for February 2020.</p> <p>29/01/20: Postponed until new CE has been appointed.</p> <p>10/03/20: No further update.</p> <p>23/06/20: Risk session will be organised for end of July.</p>
Action/03/Jan – Distribute content and date for agile training to Board members	Senior Governance Manager	July 2020	<p>10/03/20: Ongoing. Christopher and Joy have offered to delivery training. They will work on this with the AO.</p> <p>23/06/20: Christopher and Gerard arrange discussion around delivery of agile training.</p>
Action/01/Mar: Director of Disclosure Services develop a paper mapping out compliance pre and post PASS for the ARC.	Director of Disclosure Services	September Board Meeting	23/0620: Paper will be presented at the September Board Meeting.
Action/02/Mar: Senior Governance Manager add Strategic finance paper to Board calendar of events.	Senior Governance Manager	ASAP	<p>23/06/20: Paper will be distributed shortly for Board sight and comment.</p> <p>Action closed.</p>

Action/03/Mar: Senior Governance Manager add review of Risk Register and updates to CRRG agenda.	Senior Governance Manager	ASAP	22/06/2020: Alan Eastwood working on this. 23/06/20: Risk session will be organised for end of July by Laura. Action Closed (link to Action/04/Dec)
Action/04/Mar: Service Owner and chair of CDAP present Board paper on PASS re-architecture.	Service Owner and chair of CDAP	Board on 20 April	23/06/20: Currently on hold to focus on coronavirus response. Will be covered as part of future road map. Work underway on technical strategy which will be brought to the Board.
Action/05/Mar: Director of Corporate Services ensure more descriptive around income	Director of Corporate Services	ASAP	23/06/20: Strategic finance paper will be distributed shortly for Board sight and comment. Action Closed.
Action/06/Mar: Senior Governance Manager revise Business Plan 20/21.	Senior Governance Manager	ASAP	12/06/2020: Meeting arranged with LT to review on 8 July 2020.
Action/01/Apr: Senior Governance Manager to share Digital update paper with IA and EA.	Senior Governance Manager	July 2020	12/06/2020: Meeting arranged with LT to review on 8 July 2020.

<p>Action/02/Apr: Interim CE and Chair of CDAP discuss date of next CDAP meeting and additional members.</p>	<p>Interim CE and Chair of CDAP</p>	<p>June 2020</p>	<p>23/06/20: CDAP meeting arrange and 2 new members appointed and attended their first meeting on Monday 15 June 2020.</p> <p>Action Closed.</p>
---	-------------------------------------	------------------	--

