

Disclosure Scotland Board

Wednesday 23 June 2021

10:00 to 13:00

Held over Teams Due to Covid-19 Restrictions

MINUTES

Present:	Gerard Hart	(Chief Executive, Chair)
	Neill Kemp	(Director of Digital and Service Owner)
	Lynne McMinn	(Director of Policy and Communications)
	Laura McCluskey	(Director of Operations and Strategic Change)
	Douglas Hutchens	(Non-Executive Board Member)
	Stuart Smith	(Non-Executive Board Member)
	Christopher Wroath	(Non-Executive Board Member)
	Keith Rosser	(Non-Executive Board Member)
	Kavita Chetty	(Non-Executive Board Member)
Attending:	Lynn Gallagher	(Senior Communications Manager)
	Chris McCrone	(Head of Finance)
Observers:	[redacted]	(Executive Assistant to CEO)
	[redacted]	(Corporate Governance Team)
	[redacted]	(Corporate Governance Team)
Apologies:	Michael Chalmers	(Director of Children and Families)
Secretariat:	Fiona Price	(Senior Governance Manager)

Welcome and Introductions

1. The Chief Executive (CE) welcomed everyone to the meeting.
2. The Board noted the 25th Anniversary of the Dunblane tragedy and shared their condolences.

Declaration of Interests

3. None.

Previous Actions

4. It was agreed that all actions, apart from the following could be closed:

- **Action/01/Jan:** Head of Finance investigate digital investment and efficiency savings for the SFAP.

Chief Executive Update

Operational Performance

5. Operational performance is good with over 90% turnover, this is due to a collaborative effort from staff.
6. June has been busier than expected however, performance has been sustained.
7. Profiling work has been undertaken with stakeholders to better understand volumes and improve forecasting and indications so far are showing this is making a positive difference.

PVG Online

8. There has been overwhelming success with 90% + saturation.
9. This is a positive level of performance and the benefits of this change have included being able to move a number of staff to higher value added tasks, having a positive impact on our Service Level Agreement (SLA), and reducing the number of manual workarounds.
10. Further work will also be commissioned to record and track benefits realisation.

Action/01/June: Director of Operations and Strategic Change commission benefit realisation work on PVG Online.

11. KR asked about confidence levels in terms of volume forecasting for the peak application period.
12. LMcC confirmed we are less than forecast for quarter 3. Caution is being taken around frontline staff reduction and work has been undertaken by the Business Analysts and Customer Engagement Team to better predict volumes.

PASS System

13. Continuing to learn from the section 22, a decision has been made to remove the case management system, provided by an external organisation, for security reasons.
14. The Change Delivery Advisory Panel considered the removal and used an evidence based approach to provide advice to the Leadership Team, with a recommendation to remove.

Budget

15. There is a budget pressure of 3.6 million which has been escalated with Scottish Government.

Online presence

16. An important part of the Chief Executive's strategy is being an ever-more open and listening organisation. We are investing in increasing content on social media and the frequency of messaging.

Undercharge issue

17. The majority of the monies have been recovered and there is a strategy in place to recover the remaining amount.
18. DH asked if this issue will cause reputational damage? The Chair stated the ownership of the error and the firmness of the ask for the sums to be repaid were approached with openness and transparency and the engagement with affected organisations has been mostly positive. This should mitigate reputational damage, but preventing any repetition was key.

Horizon Scanning

19. KR raised an issue that was reported in the media regarding sex offenders changing their names by deed poll to escape criminal history during the employment process and asked if this could be an issue for Disclosure Scotland.
20. The Chair confirmed there are a number of processes to capture different names including a robust search algorithm however, this will be reviewed.
21. KC raised the high level of sensitivity around gender recognition name change.
22. LMcM confirmed an audit has been done on this and there is low risk.

Feedback from the ARC

23. The Chair of the ARC provided an update from the ARC and asked for the deep dive on Governance to be sent to the Board to ensure understanding of the outcomes.

Action/02/ /June: Senior Governance Manager send out deep dive on Change Strategy and Governance paper to the Board.

Change Delivery and Assurance Update

24. The Director of Operations and Strategic Change noted the update had been developed alongside the Board Executive Summary to ensure clear lines of separation between the operational matters of Disclosure Scotland and associated governing function provided by the Board in relation to corporate advice and assurance, and the function of the Non Executives in relation to change advice and assurance as Independent Advisory Panel Chairs.

25. The Director of Operations and Strategic Change provided the Board with a view of change delivery progress and strategic assurance.
26. DH commented the paper was helpful however, raised one area of concern around finance, as the Director of Corporate Services has now departed.
27. The Chair confirmed that one Director has been given line management of the finance team and has been working very effectively in that space to good effect. The other Directors are taking responsibility, integrating finance with their delivery plans to which finance experts feed in. It is right that all senior managers have a clear view of the financial controls necessary in their areas and across the whole organisation. This is a moment of change and it is being used to explore and be reflective while looking at bringing more accountancy capability into the organisation.
28. The Board had a discussion around assurance and decision making and agreed the paper should note what advice and assurance was given by the governing groups and state what decision was made and where the decision took place, noting the Chief Executive is ultimately accountable for decision making and receives advice and guidance from the Board in discharging this responsibility.

Board Executive Summary

29. The Director of Operations and Strategic Change provided the Board with a view of operational priorities, performance and delivery.
30. The Director of Operations and Strategic Change noted a full review of the DS Balanced Scorecard is underway, with an aim to identify meaningful measures that explicitly align to our corporate aims. The key performance indicators identified will also provide the measures by which we will assess our strategic progress and be complimented by more qualitative measures as part of our business plan reporting framework. The Board were asked to endorse reporting by exception and quarterly review of the scorecard.
31. The Board were content with this approach and noted some minor points to refine the Executive Summary, including more information on the cross cutting organisational issues e.g. drawing out variants in plans and ensuring all updates are appropriate for Board level with less operational jargon.

Corporate Risk

32. The Director of Operations and Strategic Change provided an update on risk noting the Leadership Team are no longer members of the Corporate Risk Review Group. Membership of the group has been agreed (including new Chair) and risks previously owned by members of the Leadership Team have been transferred over to the new members. Work is continuing on the Risk Strategy but other work priorities have delayed its completion. This work will be resumed as soon as possible.
33. The Corporate profile from a Corporate Risk Review Group assessment perspective is amber.

34. The Board discussed red risks, the addition of a new financial risk, relating to funding for financial year 2021/22, and corporate risk 14 around the interface between our accounting system and our PASS system.

Business Plan 20/21 End of Year Review

35. The Director of Operations and Strategic Change provided the Board with an end of year update on progress against the objectives and outcomes detailed in our 2019/20 Business Plan.
36. The Board endorsed the end of year review and agreed there has been some good positives however, it was suggested for next year to highlight key points and provide the extent to which the objective was met, any lessons learned and how it feeds into the next year.
37. The Senior Governance Manager noted these points for next year.
38. SS noted there had been a lot of work on the Framework Document that could have been highlighted more.
39. The Chair noted discussions have taken place with Michael Chalmers, Director of Children and Families, on the Framework Document and it will be updated to reflect accountability clearer.

Action/03/June: Senior Governance Manager to revise the Framework document and present draft to the Board.

Performance 20/21 End of Year Review

40. The Director of Operations and Strategic Change provided an update on end of year performance stating the priority service we committed to in March 2020, to expedite Covid response worker applications within 5 days as opposed to standard SLA of 14, was delivered. This was consistently achieved for each period during the year and maintained during the challenging period of quarter 3.
41. The Year to Date (YTD) SLA target was not met by March 31. However, as we enter into quarter 2 of 2021-22 lessons have been learned and improvements implemented.
42. The YTD for the new financial year 21/22 has been over 90% across all product types. A range of actions to improve/sustain performance are in place and via the Business Improvement Change Group.
43. The Board thanked all involved for the huge effort in the response to the pandemic and noted their assurance in lessons being learned and action being taken as a result.

Office Reload Survey Results

- 44. The Head of People Services presented highlights from the Office Reload Survey which was commissioned to consult on future ways of working.
- 45. The survey was launched in May and was open for two weeks with 344 staff, (75.27%), completing the survey. The majority of staff stated they would prefer either a blended or home based working.
- 46. The aim is to have a flexible workforce that can work from home, but is agile to respond to business needs and come into work if required. Baseline requirements for business needs to deliver an optimal service will be refined and a focus on communications and engagement with staff.
- 47. The Board agreed expectation management and the framing and messaging around this is critical. It was also noted that there must be a fair and equal approach.

Corporate Strategy Final Draft

- 48. The Board endorsed the final draft of the Corporate Strategy and shared their thanks to all involved.

AOB

- 49. None.

Actions	Responsible	Due by	Status
Action/01/Jan: Head of Finance investigate digital investment and efficiency savings for the SFAP	Head of Finance	7 May 2021	23/04/2021: Owner changed to Head of Finance from Director of Digital and Service Owner. 16/06/2021: on-going.
Action/01/June: Director of Operations and Strategic Change investigate the benefits realised by PVG Online and the difference it has made.	Director of Operations and Strategic Change	27 October 2021	Paper will be presented at the Board meeting in October.
Action/02/June: Senior Governance Manager send out deep dive on Change Strategy and Governance paper to the Board.	Senior Governance Manager	30 June 2021	Paper sent out on 28 June 2021. Action Closed.
Action/03/June: Senior Governance Manager revise the Framework document and present draft to the Board.	Senior Governance Manager	27 October 2021	Paper will be presented at the Board meeting in October.