

Disclosure Scotland Board

Wednesday 10 March 2021

09:15 to 13:15

Held over Teams Due to Covid-19 Restrictions

MINUTES

Present:	Gerard Hart	(Chief Executive, Chair)
	Alan Eastwood	(Director of Corporate Services)
	Neill Kemp	(Director of Digital and Service Owner)
	Lynne McMin	(Director of Policy and Communications)
	Laura McCluskey	(Deputy Chief Executive)
	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)
	Michael Chalmers	(Director of Children and Families)
Attending:	[redacted]	(Senior Communications Manager)
Observers:	[redacted]	(Executive Assistant to CEO)
	[redacted]	(Corporate Governance Team)
	[redacted]	(Corporate Governance Team)
Apologies:	None	
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/Dec:** Senior Governance Manager to provide Performance Framework as a BTL paper with next Business Plan review; and
 - **Action/01/Jan:** Director of Digital and Service Owner investigate digital investment and efficiency savings for the SFAP.

Chief Executive Update

5. Service Levels - the Current Service Level, against a target of doing 90% of disclosures within fourteen days, is now around 93% overall. With the pro-active approach from the Business Improvement Change Team, we are in a strong position to deal with an increase in applications.
6. Public Beta and digital uptake - Public Beta has now launched along with the communications campaign, with excellent engagement reported overall. As of 4th March 2021, 386 organisations have been on-boarded to PVG Online. Notably, high volume organisations are rolling out PVG Online iteratively, rather than immediately, and organisations who have already been started on the email route are now being advised to resubmit via PVG Online. Work is ongoing to reduce the volume of email and paper Basic applications. Engagement with organisations has been positive and numbers are expected to decline.

Horizon Scanning

7. The Chair advised the Board that he was a member of the Programme Board for Digital Identity Scotland (DIS). The aim of the DIS Programme being to improve people's access to public services by providing a safe, reusable way to prove who they are or that they are eligible for a public service. He said that there was an opportunity for DS to become more involved with this online identity portal to determine how we could do our own identity checks in the future.
8. KR noted others in the industry are looking at digital identity and this is a good time to be engaged. NK shared a concern, ensuring it doesn't impact the Act road map. The Board agreed to have digital identity a future agenda item.

Action/01/Mar: Senior Governance Manager to add digital identity to the Board Calendar of Business.

Director for Digital and Service Owner update

9. Security - an external organisation has been engaged to test if there are any vulnerabilities to our platform in order that we can quantify the risk. As a result of a cyber-attack on another organisation, there were a number of recommendations that all SG organisations were expected to follow. These have either been completed or are underway. CDAP will monitor these and inform the Board by exception.
10. Self-service - the discovery phase is now complete for registration and the alpha is now underway to design an online system for registered Countersignatories to self-service their account. This is the first discovery and alpha specifically related to delivery of the Disclosure Act.
11. System stability - system performance remains stable. It is carefully monitored to ensure there are no performance issues. It was agreed system performance will be reported to the Board by exception.

Act Implementation Roadmap

12. The Director of Digital and Service Owner provided a presentation on the roadmap to deliver the Act and shared a high level plan with key milestones and associated risks, along with an anticipated delivery date.
13. SS asked for reassurance as to around the financial implications and to what extent this is built into the capital and revenue budget for next year. NK stated work is ongoing with the Director of Corporate Services to determine funding requirements for next year and beyond.
14. KC asked about the risks to the plan and additional work as a result of stakeholder's expectations. NK noted there will be pressure on the digital team but it will be clear the Act is priority. LMCM noted, although unlikely, there is scope for a number of political changes which could add additional pressure.
15. DH asked what the main risk was. NK stated unknown priorities. Having to divert resources to resolve any unknown issues will impact the roadmap. LM noted we have a Corporate Risk review planned for this month and Act risks form part of this.
16. SS raised a question around resources and support. NK confirmed the current resources are appropriate but will increase in order to deliver the roadmap. Resources may include third parties, which is better aligned to the delivery approach.

Update from Chair of the Audit and Risk Committee

17. Risk - there were discussions around risk tolerance and it was stated by external audit that DS would be expected to develop a Digital Investment Plan. SS noted the plan should align to the principles set out in the HM Treasury Green Book and be consistent with other corporate documents. The Board agreed a meeting with external audit was required.

Action/02/Mar: Director of Corporate Services to set up a meeting with external audit to discuss Digital Investment Plan.
18. Governance structure - the ARC proposed a deep dive into the change strategy and the new agile governance arrangements to ensure the approach being taken will allow the organisation to achieve its strategic goals and to determine that the CEO has appropriate assurance. This will inform an assurance mapping exercise and a clearer reporting process.

Action/03/Mar: Deep dive on governance structure added to the ARC calendar of business.

Feedback from the Governance Forums and Change Groups

Change Delivery Advisory Panel (CDAP) chair update

19. The Chair of CDAP noted the panel focussed on the Act roadmap, agreeing it represents a viable and sensible way forward. The panel commended the digital team for their work.

Legislation Implementation Advisory Panel (LIAP) chair update

20. The chair of LIAP noted there is on-going dialogue with the Director of Policy and Communications. The next meeting is scheduled for 11 March to review the suite of documentation, an update will be provided at the next meeting.

Stakeholder Engagement Advisory Panel (SEAP) chair update

21. The panel members are now confirmed and include Criminal Justice Voluntary Sector Forum, Tesco Bank and TSB. The Change Team have met monthly since December to work through challenge statements and the role of customer.
22. The panel members have worked on supporting the drive to Online PVG by agreeing joint messaging with industry and promoting the message externally and the first formal meeting of SEAP is scheduled for week beginning 22 March.

Business Innovation Advisory Panel (BIAP) chair update

23. It was discussed that change readiness is critical before changes are made to avoid change fatigue. DS is currently investigating capacity and capability to determine and address any gaps identified.
24. The panel have provided challenge around the Business Improvement Change Team (BICT) challenge statements and how they were being viewed. The BICT have identified common themes that could present risk to successful change delivery. A SWOT analysis will be conducted to expand the identified risks.

Strategic Finance Advisory Panel (SFAP) chair update

25. The chair advised the Board that a progress report is being designed to provide assurance and inform discussion. This report will be presented to the panel at each meeting to include progress against the key themes of the Strategic Finance Plan, the work of the Strategic Finance and Savings Change Team (SFSCT) and a high level financial overview.
26. Discussions around contracts management and best value led to an action for the Director of Corporate Services to contact the Finance Director at DBS to discuss efficiency and benchmarking.

Strategic Finance Update

27. The Director of Corporate Services provided an overview of the financial position for both Financial Year (FY) 2020/21 and FY 2021/22. He advised that Board that Disclosure Scotland would contain expenditure for FY 2020/21 within agreed funding and that Directors were taking a proactive approach to ensure that this happens.
28. The Board were also advised that Scottish Government has confirmed that Disclosure Scotland will be allocated that same baseline budget in FY 2021/22 as that original agreed for FY 2020/21. This means that there will be pressures to manage and internal budgets are presently being determined. The Board noted that the macro-economic uncertainty due to covid would further suppress income as we move into FY 2021/22.
29. An update was also provided on the themed areas of the Strategic Finance Plan that will influence over funding needs over the coming years.

Corporate Risk

30. The Deputy Chief Executive and Director of Operations and Business Continuity provided an update. The Board were advised that all Change teams are progressing with their risk registers. Review meetings to streamline and realign the department registers to our risk manage portfolio, have been arranged between the Chair of Corporate Risk Review Group (CRRG) and department risk leads. Work is continuing to improve our risk management approach, define our risk strategy and articulation and management of risk.
31. From the last update advised to the Board, one risk has been added and another de-escalated through mitigations. The current position recommended by the CRRG is Amber. The Board noted their agreement with the Amber status, due to the impact of mitigations and controls.

Corporate Strategy 2021-2024/Business Plan 2021-2022

32. The Board discussed the Corporate Strategy which will look at the end result as well as paths to achieve desired outcomes. It will include DS's vision of a Target Operating Model that will define the desired end state of our strategic intent. The Board agreed that having such a strategy will enable Disclosure Scotland to have an agreed vision to derive the plans that will deliver our strategic goals.
33. The Board will have a significant role in the development of the Corporate Strategy and will be consulted at key intervals (dates to be agreed) during the process.
34. To ensure periodic transparency DS will produce annual Business Plans that align to the Corporate Strategy. The annual Business Plan will flow from the strategy and the plan will be based upon the roadmaps agreed for each of the change teams established to deliver strategic outcomes on our change journey.

35. The Board reviewed and agreed the strategy and the high-level time line, welcoming the approach being taken.

AOB

36. None.

Next Meeting Tuesday 12 May 2021 (Away Day).

Actions	Responsible	Due by	Status
<p>Action/01/Dec: Senior Governance Manager to provide Performance Framework as a BTL paper with next Business Plan review.</p>	<p>Senior Governance Manager</p>	<p>Board on 10 March 2021</p>	<p>Performance Framework will be shared at the Board on 10 March 2021.</p> <p>22/02/2021: Business Plan review will take place after the year end therefore, associated paper and Performance Framework will be added to the agenda for the Board in May.</p>
<p>Action/01/Jan: Director of Digital and Service Owner investigate digital investment and efficiency savings for the SFAP</p>	<p>Director of Digital and Service Owner</p>	<p>7 May 2021</p>	
<p>Action/01/Mar: Senior Governance Manager to add digital identity to the Board Calendar of Business</p>	<p>Senior Governance Manager</p>	<p>31 March 2021</p>	
<p>Action/02/Mar: Director of Corporate Services to set up a meeting with external audit to discuss Digital Investment Plan</p>	<p>Director of Corporate Services</p>	<p>31 March 2021</p>	<p>Meeting took place on 16 March 2021. Action Closed.</p>

Action/03/Mar: Deep dive on governance structure added to the ARC calendar of business

Assistant
Governance
Manager

31 March 2021