

## **DS BOARD**

**Wednesday 26<sup>th</sup> October 11:30 to 14:30**

### **MINUTES**

#### **Present:**

**Present:** Lorna Gibbs (Chief Executive, Chair)  
Douglas Hutchens (Non-Executive Director)  
Stephanie Kerr (Non-Executive Director)  
Keith Ross (Non-Executive Director)  
Alan Eastwood (Director of Corporate Services)  
Gerry Hart (Director of Protection Services and Policy)  
Tracy McIntyre (Director of Disclosure Services)

**Attending:** Leanne Carson (Head of Business Transformation)

**Apologies:** Gerry McLafferty (Programme Director)

**Observers:** [REDACTED]  
[REDACTED]

**Secretary:** [REDACTED]

#### **1. Welcome and Apologies**

The Chief Executive (CE) welcomed everyone to her first meeting as CE and apologies were noted.

#### **2. Declaration of Interests**

None declared.

#### **3. Minutes and action points of previous meeting Wednesday 31<sup>st</sup> August 2016**

Amendment paragraph 7 to December 2016. Minutes were agreed as a true reflection of the meeting of 31<sup>st</sup> August 2016.

**June/02/16** – Non-executives attended workshop which was conducted on 25<sup>th</sup> October 2016, where they gained additional insight into strategic challenges currently being experienced by Disclosure Scotland (DS). **Action closed.**

**Aug/01/16** – This will be revised and a copy will be sent to Board

**Aug/02/16** – Report issued. **Action closed.**

**Aug/03/16** – Report issued. **Action closed.**

**Aug/04/16** – Paper presented to Board. **Action closed.**

**Aug/05/16** – Discussed at Corporate Risk Review Group meeting. A decision was made not to include this on Corporate Risk Register as will be dealt with through the outputs of the workshop which was conducted on 3<sup>rd</sup> October 2016. **Action closed.**

#### **4. Chief Executive update**

An update was provided on the Atos position. Mediation took place on 31<sup>st</sup> August 2016. A further Court hearing took place on 28<sup>th</sup> September 2016. Hearing dates have been scheduled for autumn 2017 and paperwork must be lodged by 22<sup>nd</sup> December 2016. Witness statements must be lodged by 28<sup>th</sup> February 2017. Mediation will remain open.

Disclosure Scotland (DS) is experiencing the highest volumes of applications ever for this time of year. Volumes typically peak due to seasonal recruitment and the Board were advised that there is also an increased appetite for employers to check their potential employees. A special thanks was given for all the staff effort which has gone into preparing and managing the work.

There was discussion around whether DS should actively promote Basics and it was agreed that this should be considered for future Board discussion.

The CE has been in post for six weeks. She has found that staff have a clear understanding of DS's protection role and showed clear commitment to delivery. She has noted that there is a healthy challenge between the Senior Management Team and the Senior Leadership Team and recognised that there is a strong focus on the learning and development.

DS has experienced some real successes over the past 12 months and the Head of Organisational Development, Learning and Communications will investigate a more efficient method of celebrating success across the organisation.

She observed that there is a risk of change fatigue which makes prioritisation, supported with a clear statement of our direction as being crucial.

The CE believes that the governance boundaries between the Board, Senior Leadership Team and Senior Management Team requires further exploration and will come back to the Board with the views in due course.

## **5. Business Plan Mid-Year Review**

A summary of the progress of the business plan was provided by the Director of Corporate Services to support the tracking matrix which had been presented. The Board were assured that the business plan was still reflective of DS's priorities and agreed that the review process requires focus on outcomes as opposed to tracking activities. The corporate governance team will explore other formats for presenting and tracking the business plan in future years.

## **6. PVG Update**

The Director of Policy and Protection Unit provided additional information to support the paper which had been presented. The Deputy First Minister will launch the stakeholder event which is scheduled for 21<sup>st</sup> November 2016, where DS will engage with approximately 200 stakeholders.

The event will be supported by both DS staff and service users.

## **7. DBS Update**

A paper had been provided for the Board on the Disclosure and Barring Services (DBS) transition which has been postponed until the end of June 2017. The Director of Disclosure Services provided additional information and confirmed that DS will continue to provide support to DBS, whilst recognising the impact on DS staff in terms of stability and morale. Currently there is a high attrition rate, due to DS's reliance on Agency staff, and there are several challenges which are currently impacting on DS's Information Technology, buddying system, learning and development and police vetting. Longer terms solutions are being explored to address the attrition rate.

A further health check is scheduled for January 2017 where an assessment of the project will be conducted.

A discussion of financial projections took place. The Board requested that a report of the financial position, in light of the DBS transition postponement, be made available in advance of the next Board Meeting

**Action Point: Oct/01/16: Director of Corporate Services to provide a report on financial projections for 2017**

## **8. Follow up from Board Development Day**

The CE sought feedback on whether there had been improvements to how the Board operated following on from the Board development day which took place on 1<sup>st</sup> September 2016. The non-executive members stated that they welcomed the more inclusive approach which had been adopted and stated that they found their inclusion in the event which took place on 25<sup>th</sup> October 2016 very valuable in terms of the insight they gained. They stated that a future session which focusses on the long-term strategic direction of DS would be beneficial and would support the development of a shared vision.

They also suggested a “buddy” relationship and a review of the Board terms of reference to reflect the non-executives as “critical friends”.

The CE will discuss further with the Board Secretary to agree whether these suggestions be dealt with as a separate event or scheduled into future Board agendas.

The Board was advised that Julie Culligan had resigned. Douglas Hutchens has been asked to chair the Audit and Risk Committee. It was agreed that there were knowledge gaps in the non-executive skill set in public sector finance and communications and these skills would be the focus on a new appointment round. The Board were also advised that we would have to be mindful of maintaining a gender balance.

## **9. Transformation Programme Governance**

The Head of Business Transformation sought feedback on the paper which had been circulated on transformation governance. The Board suggested that amendments be made to paragraphs 6.2, 6.41 and 8.2 and that the process chart be simplified. The Head of business transformation will amend and re-circulate to the Board out-with the meetings.

It was proposed that the non-executives be advised of future “show and tell” events and it was agreed that this would be useful.

The Board signed off the paper in principle as it defines the governance arrangements and powers of delegation. Once amendments are made the paper will be circulated and signed off by Board members by COP 4<sup>th</sup> November 2016.

**Action Point: Oct/02/16: Head of Business Transformation to revise report and chart and recirculate to the Board**

**Action Point Oct/03/16: Head of Business Transformation to send non-executive members details of show and tell events**

## **10. AOB**

The Director of Corporate Services advised that a revised finance document will be submitted to Scottish Government colleagues by 14<sup>th</sup> November 2016.

There was some information missing from the hard copies of the monthly performance reports. The corporate governance team will be asked to ensure that all tabs are printed before they are posted to non-executives.

The Board members were advised that work was currently being done to give them access to SharePoint for sharing document and for use as a collaborative tool. Further details will be sent once arrangements are in place.

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<b>Actions</b>	<b>Responsible</b>	<b>Due by</b>	<b>Status</b>
<b>Aug/01/16:</b> Copy of communication plan and timeline to be issued to DS Board	Director of Disclosure Services	7 <sup>th</sup> December 2016	Paper emailed 28 <sup>th</sup> November 2016  Action Closed
<b>Oct/01/16:</b> DS to provide a report of financial projections for 2017 in light of DBS transition postponement	Director of Corporate Services	7 <sup>th</sup> December 2016	Included as agenda item for meeting 7 <sup>th</sup> December 2016  Action Closed
Oct/02/16: Head of Business Transformation to revise report and chart and recirculate to the Board	Head of Business Transformation	Immediately	Transformation Governance Paper amended and recirculated 15 <sup>th</sup> November 16  Action Closed
Oct/03/16: Head of Business Transformation to send non-executive members details of show and tell events	Head of Business Transformation	Immediately	Issued 10 <sup>th</sup> November 16  Action Closed