

DISCLOSURE SCOTLAND STRATEGIC BOARD - 16 MARCH 2010

MINUTES OF MEETING

Present: Board Members

D Patel (Disclosure Scotland) - Chair  
B Gorman (Disclosure Scotland)  
T Grant (Disclosure Scotland)  
G Hart (Disclosure Scotland) - from Item 3  
M Gibb (British Telecom)  
R Gwyon (Non-Executive Director)  
B McQueen (Non-Executive Director)

Presenting Papers

T Lawson (British Telecom) – from item 3 – presenting paper 2/2  
P Taheri (British Telecom) – from item 3 – presenting paper 2/2  
M Proctor (SG PVG team) – from item 3 - presenting paper 2/3  
J Dunlop (Disclosure Scotland) – from item 3 - presenting paper 2/3

L Maguire – Secretary (Disclosure Scotland)

Apologies: None

**Welcome and Declaration**

1. All Board members reported that they had no interests to declare.

**Matters Arising and Action Points from Previous Meeting**

- **Action 2010/1/1: Agency to consider publication policy on force enquiries.**

2. The Board considered publishing performance figures in relation to force enquiries as a means of driving improved performance. The general consensus was that, in the absence of evidence as to the effectiveness of such an approach, no action should be taken at this stage but the issue could be revisited if a need emerged. **Closed**

- **Action 2010/1/2: Board to consider governance arrangements in the near future.**

3. The Board considered whether there should be police representation on some Disclosure Scotland Boards. It was agreed that this merited further informed consideration.

**Ongoing**

- **Action 2010/1/3: Outline business plan to be discussed by the Board at an early opportunity.**

4. The Board was given a brief overview of an outline Business Plan for 2010 – 11. A fuller draft would be sent at the end of March. It was agreed that Non-Executive Members would review and submit comments prior to the next meeting and the full Board would discuss. **Ongoing.**

- **Action 2010/1/4: PVG Team to be invited to next Board.**

5. Minute below refers. **Closed**

- **Action 2010/1/5: Board to consider ‘Ways of Working’ paper prior to the next meeting.**

6. Minute below refers. **Closed**

#### **Board Ways of Working (Paper 2/1)**

7. A number of points were noted and discussed. The Board considered the need to define its terms of reference to ensure it retained a strategic role. It also considered how to monitor its performance and discussed how it would assess how it added value to the Agency and deliver ‘real-world’ outcomes.

8. The Board recognised the difficulties in quantifying outcomes arising from an ‘arm’s-length’ service. The Agency has major customers who have no statutory obligation to use its service. These customers place particular value on their reputation and their decision to require basic disclosure certificates from prospective employees provides an added level of assurance.

9. Additionally, the Agency operates a business and operational model not necessarily typical to that employed in the wider public sector. The Board considered whether it had a promotional role in generating business by demonstrating added value and in presenting its business and operational model to the public sector.

- **Action 2010/2/1: the Chair will consider working this promotional role into the Terms of Reference and amend its work programme for the next 12 months.**
- **Action 2010/2/2: when the Board has ratified this work, the Chair will prepare a brief to Scottish Ministers to ensure consistency with ministerial expectation**

10. The Board considered how it might engage at a strategic level with external stakeholders and Agency staff. The Chair reported a wide variation amongst Agencies in terms of how they reported on Board activity. The Board expressed a commitment to transparency.

11. The Board considered what values it should display and how it should promote collegiate behaviour. It was agreed that the values should be articulated in simple language so that the Board and the Agency were committed to a shared set of core behaviours. In developing these values, the Board will have regard to broader views within the organisation

- **Action 2010/2/3: the Chair will consider performance assessment for individuals and potential for a facilitated annual assessment of the Board as a whole.**
- **Action 2010/2/4: MG will provide the values and behaviour matrix used by British Telecom**

12. The Board discussed responsibility and agreed that in all matters the Chair would speak for the Board. In dealing with conflict, it was agreed that a collegiate approach to developing a solution was essential.

13. The Board placed a high value on establishing a relevancy for staff and will consider a number of ways to start this process including participating in Q & A sessions.

14. The Board was advised of a proposal to seek Ministerial approval to appoint a third member for the Agency's Audit Committee. When established, continuity would be underpinned by a feedback loop between the Audit Committee, Ministers and the Strategic Board.

15. The Board also considered how it engaged with stakeholders and took some assurance from the Agency's bi-annual customer satisfaction survey.

#### **BT IT Delivery Programme (paper 2/2) and PVG Implementation Programme Governance Arrangements (paper 2/3)**

16. To set this paper in context, the Board was given an overview of the current IT system and the new IT system which will support the delivery of the PVG Scheme. The Board was also advised of the Disaster Recovery arrangements built into the existing IT infrastructure and how effectiveness is assessed. The Board also heard about Business Continuity arrangements should the physical work environment be compromised.

17. The Board was advised that these arrangements were developed in partnership with the Scottish Government's assurance service provider and had been subject to Gateway Review.

18. The Board was advised of transition arrangements, phased implementation and the process of transferring ownership to the Agency.

19. It was noted that key risks to successful implementation fell broadly into 4 categories:

- The IT System
- Connectivity and Functionality
- The Agency's readiness
- Stakeholder Engagement

20. The Board were given an overview of activity in these areas to mitigate risk. The Board acknowledged that this could be viewed as a step change programme designed to deliver measurable benefits and as such was more than an IT project. The Board expressed

an interest in understanding the risks that would be transferred to Disclosure Scotland from the PVG programme and in the proposals for future governance transfer.

**AOB**

21. At the conclusion of the meeting, papers were distributed covering Register of Interests and Terms of Reference for the Audit Committee.

**Action 2010/2/5: Board Members to submit comments on Register of Interests Paper to the Secretary**

**Action 2010/2/6: Board Members to submit comments on Audit Committee Terms of Reference Paper to the Secretary**

**Secretary to Strategic Board**  
March 2010

Action List

MINUTE REFERENCE	ACTION	RESPONSE(S) BY
2010/2/1	<b>The Chair will consider working this promotional role into the Terms of Reference and amend its work programme for the next 12 months</b>	Chair
2010/2/2	<b>When the Board has ratified this work, the Chair will prepare a brief to Scottish Ministers to ensure consistency with ministerial expectation</b>	Chair
2010/2/3	<b>The Chair will consider performance assessment for individuals and potential for a facilitated annual assessment of the Board as a whole.</b>	Chair
2010/2/4	<b>MG will provide the values and behaviour matrix used by British Telecom</b>	Mervyn Gibb
2010/2/5	<b>Board Members to submit comments on Register of Interests Paper to the Secretary</b>	Board Members
2010/2/6	<b>Board Members to submit comments on Audit Committee Terms of Reference Paper to the Secretary</b>	Board Members

Live Action Register

MINUTE REFERENCE	ACTION AND UPDATE	RESPONSE(S) BY
2010/1/2	<b>Board to consider governance arrangements in the near future.</b> 16/03/10 – the Board considered whether there should be Police representation on certain Disclosure Scotland Boards – further consideration	Board Members
2010/1/3	<b>Outline business plan to be discussed by the Board at an early opportunity.</b> 16/03/10 – Non-Executive Members asked to forward comments on outline Business Plan. Full Board to discuss at next meeting.	Non-Executive Members

Closed Actions

MINUTE REFERENCE	ACTION AND RESOLUTION	DATE CLOSED
2010/1/1	<b>Agency to consider publication policy on force enquiries.</b> – No evidence as to effectiveness – may revisit if need emerges	16/03/10
2010/1/4	<b>PVG Team to be invited to next Board.</b> – Paper presented to the Board	16/03/10
2010/1/5	<b>Board to consider ‘Ways of Working’ paper prior to the next meeting.</b> – Fully discussed at meeting but opportunity remains for further development	16/03/10

