

Key Performance Indicator	Target				YTD	2018-19							
		Jan	Feb	Mar		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Business Processes / Safeguarding													
1b. DS Managed Services overall availability	0	341	409	469	31,407	343	1,015	1,980	2,045	715	1,302	1,268	119
2. % of certificates issued in 14 calendar days	≥90%	99.85%	99.92%	99.73%	99.87%	99.53%	98.70%	99.58%	99.43%	99.53%	99.41%	99.29%	99.91%
3. Number of red risks on the Corporate Risk Register	0	1	0	0		1	1	1	1	1	1	0	0
4. % certificates issued containing accurate personal information	≥99.87%	99.90%	99.90%	99.93%	99.94%	99.93%	99.97%	99.95%	99.90%	99.86%	99.84%	99.84%	99.91%
5. % of PVG Initial Consideration cases completed within agreed timescales	≥95%	98.1%	95.7%	93.3%	95.6%	90.5%	98.6%	91.8%	96.3%	95.6%	98.2%	95.8%	97.1%
6. % of formal consideration cases completed in first 14 weeks of statutory disclosure period	≥50%	46.4%	45.0%	34.8%	48.7%	36.5%	45.7%	51.0%	47.8%	59.1%	55.3%	53.9%	58.8%
7. Transformation Programme status	G	A	A	A		A	A	A	A	R	A	A	A
Customers/Stakeholders													
8. % of transactions completed online	Maintain or increase	65%	50%	47%	75%	47%	43%	45%	40%	41%	39%	43%	43%
9. PAD & PVG Applications Received: Actual v Forecast	0%	-29.1%	12.7%	4.3%	-0.5%	22.2%	20.4%	-7.5%	-14.9%	-6.1%	1.8%	3.3%	-0.2%
10. % of complaints resolved at Stage 1 within 5 working days	≥95%	100%	100%	100%	98%	100%	100%	100%	100%	100%	100%	100%	100%
Financial Performance													
11. Capital DEL: Projected Out-turn v Budget	100%	83.2%	72.9%	77.1%	#N/A	129.0%	129.0%	162.0%	162.0%	162.0%	220.0%	220.0%	220.0%
12. Resource DEL Cash: Income less Expenditure	<98%	108.8%	112.6%	113.9%	#N/A	113.1%	110.0%	100.0%	103.6%	133.8%	131.9%	131.9%	131.3%
Organisational Capacity													
13. People Survey Engagement Index 2018	Increase				62%	61%							
14. Average Working Days Lost per FTE over last 12 months (SG only)	≤ 7 days/FTE	11.8	11.7	11.4		11.1	11.3	11.5	11.7	12.3	12.6	12.8	12.9
15. % of permanent staff out of all staff (FTE)	Increase (keep in view)	56%	71%	74%	53%	82%	78%	75%	66%	66%	67%	68%	68%
16. Staff turnover corrected for employees starting and leaving within the same month	tbc	11.7%	25.8%	4.3%	9%	7.4%	6.2%	3.2%	5.6%	3.2%	4.5%	4.4%	1.4%
By Exception Performance Indicators													
BX1. Security status	Minimise	1	4	1	11	0	1	1	0	3	7	7	1
BX2. % of FOI responded to within timescale.	100%	100%	100%	100%	94.4%	100%	100%	100%	100%	100%	100%	85%	100%

				YTD	2019-20												YTD
Dec	Jan	Feb	Mar		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
60	527	0	0	9,372	No Data	100.0%	100.0%	94.2%	92.4%	96.2%	99.2%	92.8%	96.4%	97.9%	98.6%	-	96.7%
99.86%	99.75%	99.38%	97.98%	99.35%	97.5%	97.9%	98.7%	98.0%	96.5%	75.6%	51.1%	81.21%	95.55%	98.94%	99.65%	-	89.04%
0	0	0	0	1	0	0	0	0	1	1	1	2	1	3	3	-	1
99.96%	99.97%	99.95%	99.95%	99.91%	99.89%	99.81%	99.88%	99.86%	99.78%	N/A	N/A	N/A	N/A	N/A	N/A	-	46.38%
99.2%	97.2%	95.0%	97.3%	96.0%	96.1%	94.8%	95.3%	95.6%	94.0%	N/A	N/A	N/A	N/A	N/A	N/A	-	95.2%
46.3%	44.6%	45.1%	29.3%	46.8%	47.4%	63.5%	43.5%	52.7%	47.0%	44.2%	43.8%	46.0%	69.8%	36.8%	39.6%	-	46.9%
A	A	R-A	A	0	A	A	A	A	A	A	A	A	AR	A	A	-	A
41%	45%	42%	40%	43%	41%	44%	41%	38%	42%	43%	41%	36%	35%	45%	40%	-	40%
-11.0%	3.3%	2.6%	1.7%	-0.6%	7.7%	-2.7%	-9.1%	-5.8%	-9.6%	-13.8%	0.6%	8.2%	1.2%	1.5%	-1.2%	-	2.3%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	-	100%
220.0%	99.3%	98.5%	98.5%	#N/A	-	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	98.1%	-	-	-
125.3%	93.3%	92.3%	92.0%	#N/A	-	100.0%	115.9%	115.9%	116.1%	118.0%	120.2%	119.9%	119.7%	118.8%	-	-	-
				61%	58%												58%
13.2	13.8	14.4	15		15.1	15.2	15.1	15.1	14.8	14.5	14.0	13.3	13	12.2	11.5	-	
69%	69%	68%	68%	70%	69%	69%	66%	65%	65%	65%	64%	65%	66%	65%	65%	-	60%
1.9%	1.9%	0.9%	2.7%	5%	3.6%	1.8%	0.7%	6.2%	4.2%	3.9%	3.5%	3.0%	2.6%	4.2%	1.9%	-	3.9%
Dec	Jan	Feb	Mar	YTD	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
3	1	1	3	28	A	A	R	A	R	R	G	G	G	G	G	-	G
100%	100%	100%	100%	97%	100%	100%	100%	100%	100%	100%	100%	75%	100%	100%	100%	-	93%

Disclosure Scotland Leadership Team	
Date	09/06/2023
Reporting period	May 2023
Subject	Key Performance Indicators

Background

The performance data below is presented according to our strategic themes, disclose, protect, promote – and according to enabling objectives where appropriate, our people, our systems, and the way we work.

This allows us to align our performance to our six strategic objectives which are;

- We make Scotland's people safer by barring unsuitable people from working with us when we are vulnerable and providing a quality, effective and efficient disclosure regime to support safe recruitment decisions.
- We use our influence and expertise beyond our organisational boundaries to integrate disclosure with wider initiatives in the service of Scotland, supporting the Scottish Government to deliver its National Outcomes
- We will innovate to deliver high quality services in an affordable way by boosting efficiency, innovation and reducing costs to deliver value for public money.
- We will innovate digital technology in partnership with our customers and build a disclosure service that is affordable, efficient, accurate and easily accessible.
- We will deliver a comprehensive programme of digital and policy disclosure reform to make Scotland safer and fairer.
- We invest in the development of our people to grow a talented, diverse, and inclusive workforce tailored to deliver our disclosure and safeguarding national outcomes.

These objectives were set by the Disclosure Scotland Board in October 2022 and are the high level aims we will measure ourselves against unto March 2025.

This information is part of the DS Performance framework and should be considered in parallel to our business plan, corporate strategy and annual report and accounts reporting.

Key Performance Indicators

Disclose

Key Performance Indicator	Target	2022-23 Baseline	2023-24		YTD average
			April	May	
Disclose					
The percentage of Disclosure certificates issued within 14 calendar days	90%	98.4%	97.40%	97.80%	97.60%
The percentage of Customer Contact Centre calls answered	95%	95%	89.30%	90.40%	89.85%
The percentage of correspondence received at DSResponse@mailbox actioned within 5 working days	90%	94%	95%	93%	94.00%
Customer Contact Centre average call handling time	4.5 minutes	4.06 minutes	4.36	4.31	4.34

Protect

Key Performance Indicator	Target	2022-23 Baseline	2023-24		YTD average
			April	May	
The percentage of notification of consideration for listing letters issued to individuals and organisations within 4 working days	95%	NA	95.70%	98.42%	97.06%
The percentage of automatic listing cases completed within 5 working days	95%	NA	95.40%	81.82%	88.61%
The percentage of notifications of barring decisions issued within 3 working days	98%	99%	92.04%	100%	96.02%

Promote

Key Performance Indicator	Target	2022-23 Baseline	2023-24		YTD average
			April	May	
Promote					
Percentage increase of social media followers	5%	55.1% increase	Not reported until August	Not reported until August	
33% increase of stakeholder reach	33%	76%	75%	Not reported until August	
The percentage of complaints resolved at Stage 1 within 5 days	>95%	88.60%	100%	80%	90.91%

Digital

Key Performance Indicator	Target	2022-23 Baseline	2023-24		YTD average
			April	May	
Digital					
The percentage of customer service availability	99.50%	100%	100%	99.96%	100.00%
The percentage of business service availability	99.50%	99.91%	100%	100%	100.00%

People

Key Performance Indicator	Target	2022-23 Baseline	2023-24		YTD average
			April	May	
People					
Staff engagement index	68%	65%	No information until December	No information until December	
Average working days lost	10 days	10 days	9.9	9.8	985.00 %
Staff attrition	6%	1.35%	1.36%	0.91%	1.36%

Finance

Key Performance Indicator	Target	2022-23 Baseline	2023-24		YTD average
			April	May	
Finance					
The percentage of invoices paid within 10 days	100%	95%	99%	98%	98.50%
The percentage of debt older than 60 days	<5%	0.43%	0.36%	0.81%	0.59%

Governance and Data Protection

Key Performance Indicator	Target	2022-23 Baseline	2023-24		YTD average
			April	May	
The percentage of adherence to legislative timescales for Subject Access Requests (SAR)	100%	100%	100%	100%	100.00%
The percentage of adherence to legislative timescales for Freedom of Information (FOI)	100%	92.59%	100%	No reports made	100.00%
The percentage of data breaches reported within 72 hours	100%	No reports made in 22/23	No reports made	No reports made	

Disclosure Scotland Leadership Team	
Date	14/07/2023
Reporting period	June 2023
Subject	Key Performance Indicators

Background

The performance data below is presented according to our strategic themes, disclose, protect, promote – and according to enabling objectives where appropriate, our people, our systems, and the way we work.

This allows us to align our performance to our six strategic objectives which are;

- We make Scotland's people safer by barring unsuitable people from working with us when we are vulnerable and providing a quality, effective and efficient disclosure regime to support safe recruitment decisions.
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- We will deliver a comprehensive programme of digital and policy disclosure reform to make Scotland safer and fairer.
- We invest in the development of our people to grow a talented, diverse, and inclusive workforce tailored to deliver our disclosure and safeguarding national outcomes.

These objectives were set by the Disclosure Scotland Board in October 2022 and are the high level aims we will measure ourselves against unto March 2025.

This information is part of the DS Performance framework and should be considered in parallel to our business plan, corporate strategy and annual report and accounts reporting.

Key Performance Indicators

Disclose

Key Performance Indicator	Target	2022-23 Baseline	2023-24		
			April	May	Jun
Disclose					
The percentage of Disclosure certificates issued within 14 calendar days	90%	98.4%	97.40%	97.80%	92.50%
The percentage of Customer Contact Centre calls answered	95%	95%	89.30%	90.40%	95%
The percentage of correspondence received at DSResponse@mailbox actioned within 5 working days	90%	94%	95%	93%	95%
Customer Contact Centre average call handling time	4.5 minutes	4.06 minutes	4.36	4.31	4.5

Protect

Key Performance Indicator	Target	2022-23 Baseline	2023-24		
			April	May	Jun
Protect					
The percentage of notification of consideration for listing letters issued to individuals and organisations within 4 working days	95%	NA	95.70%	98.42%	100%
The percentage of automatic listing cases completed within 5 working days	95%	NA	95.40%	81.82%	87.50%
The percentage of notifications of barring decisions issued within 3 working days	98%	99%	92.04%	100%	98.76%

Promote

Key Performance Indicator	Target	2022-23 Baseline	2023-24		
			April	May	Jun
Promote					
Percentage increase of social media followers	5%	55.1% increase	Not reported yet	Not reported yet	Not reported yet
33% increase of stakeholder reach	33%	76%	75%	69%	81%
The percentage of complaints resolved at Stage 1 within 5 days	>95%	88.60%	100%	80%	100%

Digital

Key Performance Indicator	Target	2022-23 Baseline	2023-24		
			April	May	Jun
Digital					
The percentage of customer service availability	99.50%	100%	100%	100%	100%
The percentage of business service availability	99.50%	99.91%	100%	99.96%	99.27%

People

Key Performance Indicator	Target	2022-23 Baseline	2023-24		
			April	May	Jun
People					
Staff engagement index	68%	65%	No information until December	No information until December	No information until December
Average working days lost	10 days	10 days	9.9	9.8	9.6
Staff attrition	6%	1.35%	1.36%	0.91%	2.53%

Finance

Key Performance Indicator	Target	2022-23 Baseline	2023-24		
			April	May	Jun
Finance					
The percentage of invoices paid within 10 days	100%	95%	99%	98%	98%
The percentage of debt older than 60 days	<5%	0.43%	0.36%	0.81%	0.42%

Governance and Data Protection

Key Performance Indicator	Target	2022-23 Baseline	2023-24		
			April	May	Jun
Governance and Data Protection					
The percentage of adherence to legislative timescales for Subject Access Requests (SAR)	100%	100%	100%	100%	100%
The percentage of adherence to legislative timescales for Freedom of Information (FOI)	100%	92.59%	100%	No reports made	No reports made
The percentage of data breaches reported within 72 hours	100%	No reports made in 22/23	No reports made	No reports made	No reports made

Disclosure Scotland Leadership Team	
Date	12/09/2023
Reporting period	August 2023
Subject	Key Performance Indicators

Background

The performance data below is presented according to our strategic themes, disclose, protect, promote – and according to enabling objectives where appropriate, our people, our systems, and the way we work.

This allows us to align our performance to our six strategic objectives which are;

- We make Scotland's people safer by barring unsuitable people from working with us when we are vulnerable and providing a quality, effective and efficient disclosure regime to support safe recruitment decisions.
- We use our influence and expertise beyond our organisational boundaries to integrate disclosure with wider initiatives in the service of Scotland, supporting the Scottish Government to deliver its National Outcomes
- We will innovate to deliver high quality services in an affordable way by boosting efficiency, innovation and reducing costs to deliver value for public money.
- We will innovate digital technology in partnership with our customers and build a disclosure service that is affordable, efficient, accurate and easily accessible.
- We will deliver a comprehensive programme of digital and policy disclosure reform to make Scotland safer and fairer.
- We invest in the development of our people to grow a talented, diverse, and inclusive workforce tailored to deliver our disclosure and safeguarding national outcomes.

These objectives were set by the Disclosure Scotland Board in October 2022 and are the high level aims we will measure ourselves against into March 2025.

This information is part of the Disclosure Scotland Performance framework and should be considered in parallel to our business plan, corporate strategy and annual report and accounts reporting.

Key Performance Indicators

Key Performance Indicator	Target	2022-23 Baseline	2023-24				
			April	May	Jun	Jul	Aug
Disclose							
The percentage of Disclosure certificates issued within 14 calendar days (D1)	90%	98.4%	97.40%	97.80%	92.50%	94.70%	94.80%
The percentage of Customer Contact Centre calls answered (D2)	95%	95%	89.30%	90.40%	95%	95.60%	95.10%
The percentage of correspondence received at DSResponse@mailbox actioned within 5 working days (D3)	90%	94%	95%	93%	95%	93%	94%
Customer Contact Centre average call handling time (D4)	4.5 minutes	4.06 minutes	4.36	4.31	4.5	4.26	4.35

Key Performance Indicator	Target	2022-23 Baseline	2023-24				
			April	May	Jun	Jul	Aug
Protect							
The percentage of notification of consideration for listing letters issued to individuals and organisations within 4 working days (PRT1)	95%	NA	95.70%	98.42%	100%	84.53%	100%
The percentage of automatic listing cases completed within 5 working days (PRT2)	95%	NA	95.40%	81.82%	87.50%	95%	100%
The percentage of notifications of barring decisions issued within 3 working days (PRT3)	98%	99%	92.04%	100%	98.76%	99%	100%

Key Performance Indicator	Target	2022-23 Baseline	2023-24				
			April	May	Jun	Jul	Aug

Promote							
Percentage increase of social media followers (PRO1)	5%	55.1% increase	Not reported	Not reported	Not reported	16%	Not reported
33% increase of stakeholder reach (PRO2)	33%	76%	75%	69%	81%	82.50%	
The percentage of complaints resolved at Stage 1 within 5 days (PRO3)	>95%	88.60%	100%	80%	100%	100%	100%

Key Performance Indicator	Target	2022-23 Baseline	2023-24				
			April	May	Jun	Jul	Aug

Digital							
The percentage of customer service availability (DG1)	99.50%	100%	100%	100%	100%	100%	100%
The percentage of business service availability (DG2)	99.50%	99.91%	100%	99.96%	99.27%	99.08%	99.91%

Key Performance Indicator	Target	2022-23 Baseline	2023-24				
			April	May	Jun	Jul	Aug

People

Staff engagement index (P1)	68%	65%	No data until December	No data until December	No data until December	No data until December	No data until December
Average working days lost (P2)	10 days	10 days	9.9	9.8	9.6	9.4	9.5
Staff attrition	6%	1.35%	1.36%	0.91%	2.53%	1.81%	

Key Performance Indicator	Target	2022-23 Baseline	2023-24				
			April	May	Jun	Jul	Aug

Finance

The percentage of invoices paid within 10 days (F1)	100%	95%	99%	98%	98%	98%	99%
The percentage of debt older than 60 days (F2)	<5%	0.43%	0.36%	0.81%	0.42%	0.67%	0.83%

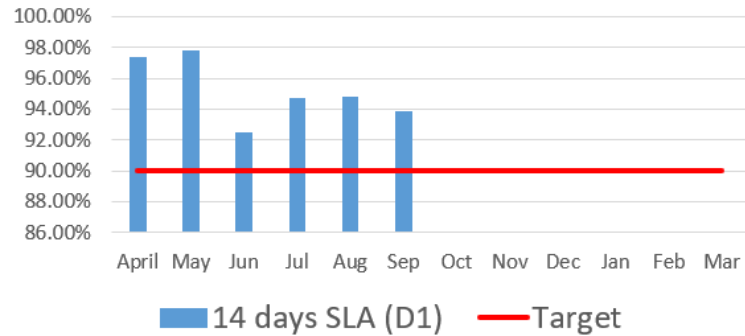
Key Performance Indicator	Target	2022-23 Baseline	2023-24				
			April	May	Jun	Jul	Aug
Governance and Data Protection							
The percentage of adherence to legislative timescales for Subject Access Requests (SAR) (GDP1)	100%	100%	100%	100%	100%	100%	100%
The percentage of adherence to legislative timescales for Freedom of Information (FOI) (GDP2)	100%	92.59%	100%	No reports made	No reports made	100%	100%
The percentage of data breaches reported within 72 hours (GDP3)	100%	No reports made in 22/23	No reports made	No reports made	No reports made	No reports made	No reports made

Disclosure Scotland Leadership Team	
Date	05/10/2023
Reporting period	September 2023
Subject	Key Performance Indicators

Background
<p>The performance data below is presented according to our strategic themes, disclose, protect, promote – and according to enabling objectives where appropriate, our people, our systems, and the way we work.</p> <p>This allows us to align our performance to our six strategic objectives which are;</p> <ul style="list-style-type: none"> • We make Scotland's people safer by barring unsuitable people from working with us when we are vulnerable and providing a quality, effective and efficient disclosure regime to support safe recruitment decisions. • We use our influence and expertise beyond our organisational boundaries to integrate disclosure with wider initiatives in the service of Scotland, supporting the Scottish Government to deliver its National Outcomes • We will innovate to deliver high quality services in an affordable way by boosting efficiency, innovation and reducing costs to deliver value for public money. • We will innovate digital technology in partnership with our customers and build a disclosure service that is affordable, efficient, accurate and easily accessible. • We will deliver a comprehensive programme of digital and policy disclosure reform to make Scotland safer and fairer. • We invest in the development of our people to grow a talented, diverse, and inclusive workforce tailored to deliver our disclosure and safeguarding national outcomes. <p>These objectives were set by the Disclosure Scotland Board in October 2022 and are the high level aims we will measure ourselves against unto March 2025.</p> <p>This information is part of the Disclosure Scotland Performance framework and should be considered in parallel to our business plan, corporate strategy and annual report and accounts reporting.</p>

Key Performance Indicators

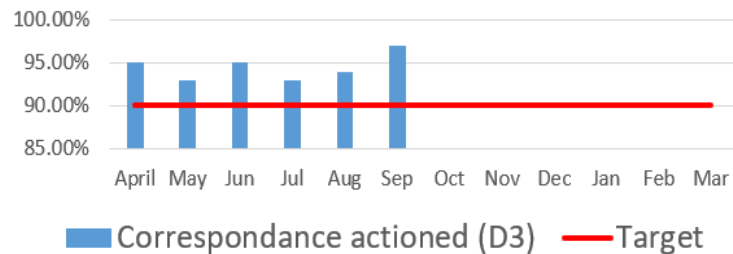
Disclose - The percentage of Disclosure certificates issued within 14 calendar days (D1)



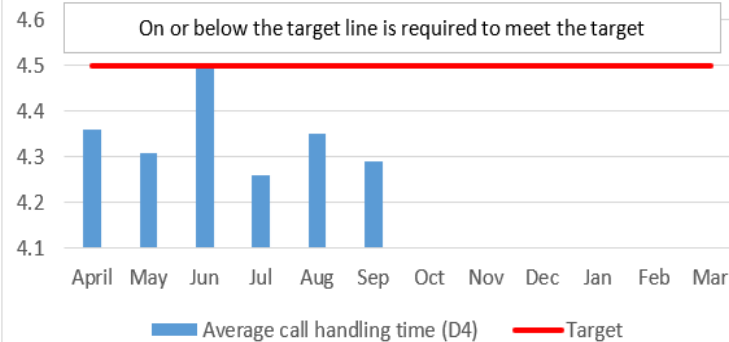
Disclose - The percentage of Customer Contact Centre calls answered (D2)



Disclose - The percentage of correspondence received at DSResponse@mailbox actioned within 5 working days (D3)



Disclose - Customer Contact Centre average call handling time (D4)



- Key Performance Indicator

D1 – The percentage of Disclosure certificates issued within 14 calendar days.

D2 – The percentage of Customer Contact Centre calls answered – target 95%.

D3 – The percentage of correspondence received at DSResponse@mailbox actioned within 5 working days – target 90%.

D4 – Customer Contact Centre average call handling time – target 4.5 minutes.

- Context of Key Performance Indicator

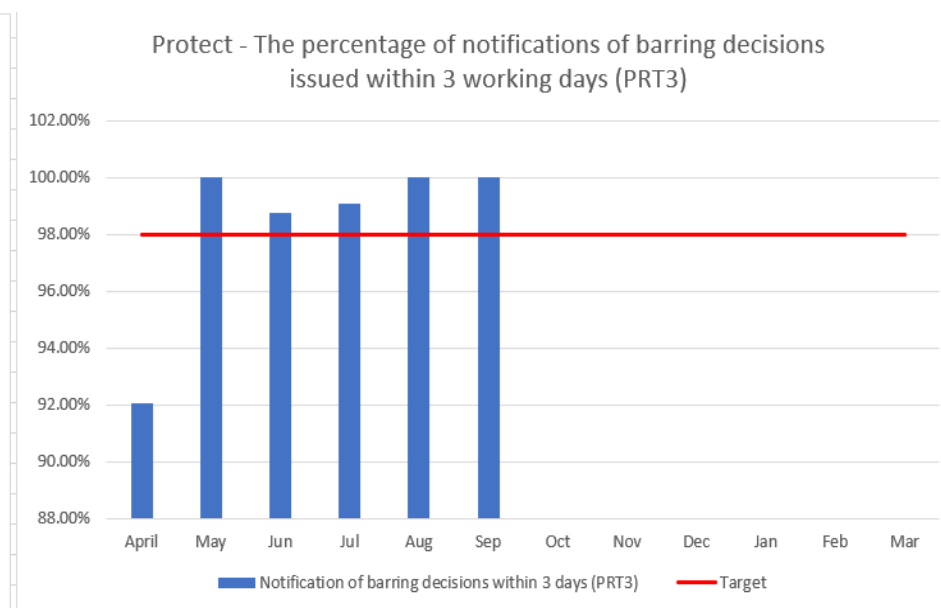
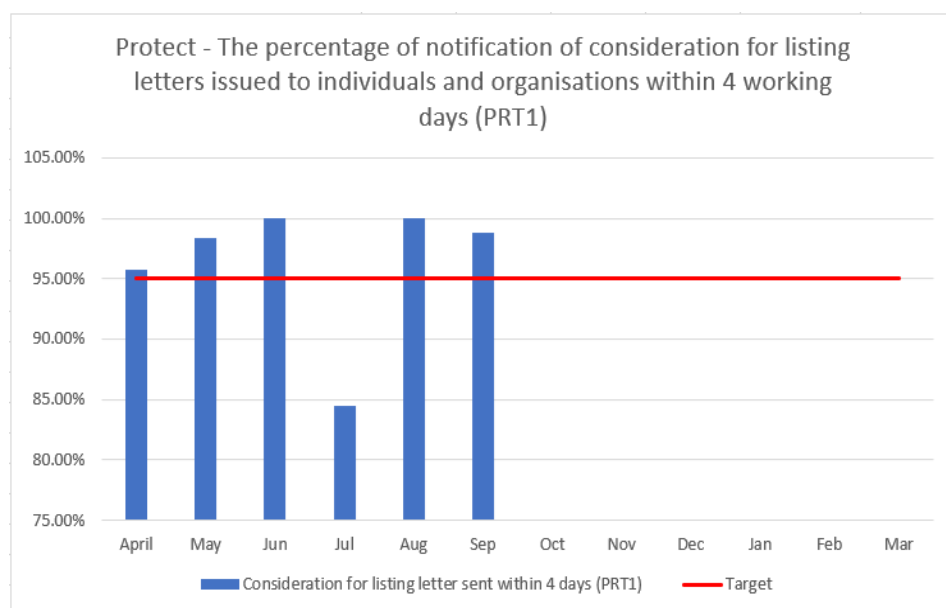
These Key Performance Indicators aid Disclosure Scotland in:

D1 – Understanding its Service Level Agreement position throughout the year and allows it to view the years' Service Level Agreement against any other factors to help future year predictions;

D2 – Understanding how well changes noted below improve our customer contact service to customers;

D3 – Understanding how any changes to our systems, procedures and legislation affect volumes of queries and how quickly we can respond to them;

D4 – Understanding how simple we have made our systems, procedures and letters/emails sent to customers.



- Key Performance Indicator

PRT1 – The percentage of notification of consideration for listing letters issued to individuals and organisations within 4 working days – target 90%.

PRT2 – The percentage of automatic listing cases completed within 5 working days – target under review.

PRT3 – The percentage of notifications of barring decisions issued within 3 working days – target 98%.

- Context of Key Performance Indicator

These Key Performance Indicators aid Disclosure Scotland in:

PRT1 – Ensuring that organisations for whom we know an individual is doing regulated work, are notified at the earliest opportunity that we are considering listing the individual, enabling the organisation to consider whether it requires to take an action to safeguard vulnerable groups.

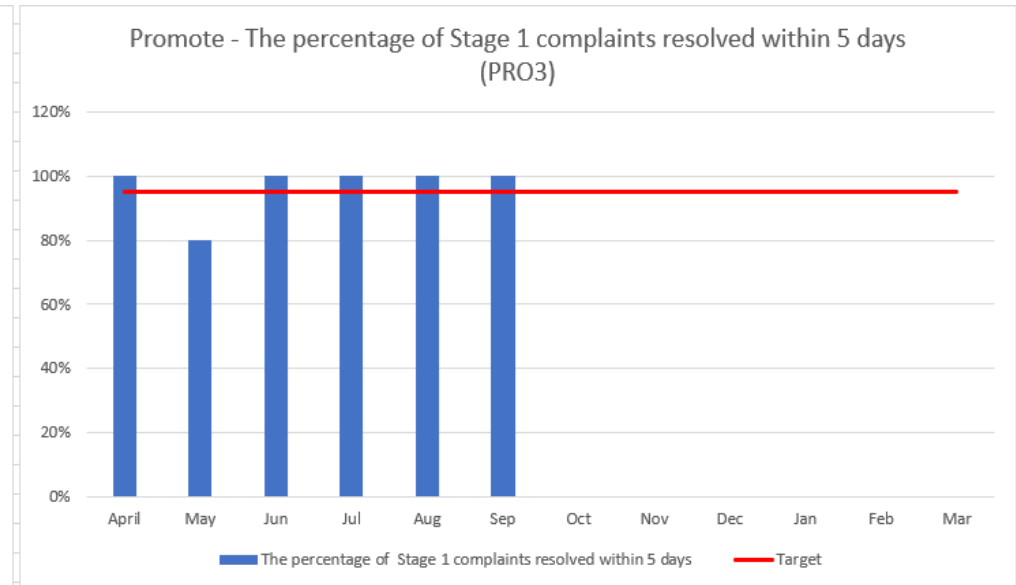
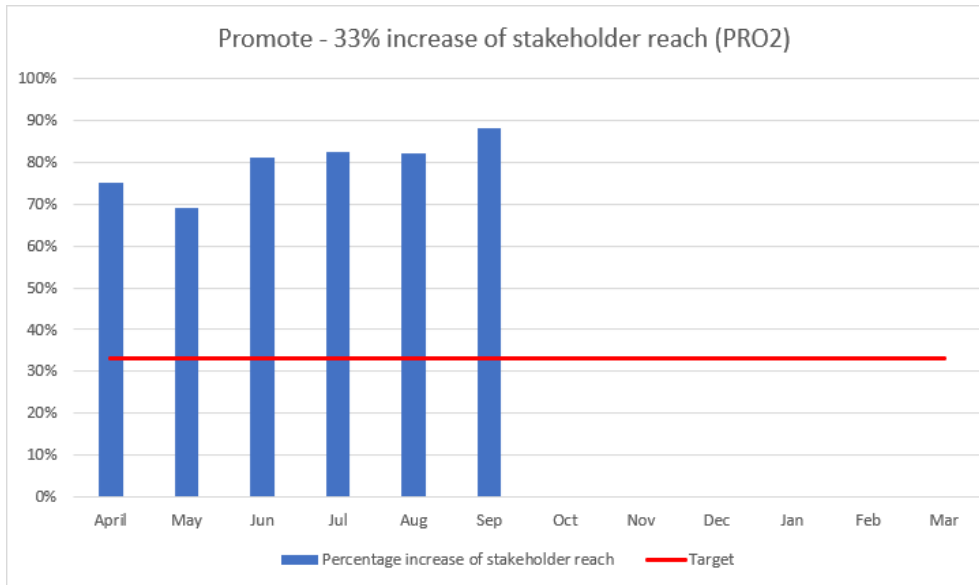
PRT2 – Ensuring those who are convicted of an automatic listing offence are barred and removed from regulated work at the earliest opportunity (please see comments below regarding this Key Performance Indicator);

PRT3 – Ensuring that we notify, at the earliest opportunity, individuals, and organisations for whom we know they are doing regulated work, that they are now barred and that they must cease doing/ be removed from regulated work. This is key to ensuring the safety of the vulnerable people of Scotland.

Promote - The percentage of notification of consideration for listing letters issued to individuals and organisations within 4 working days (PRT1)

This figure is reported each quarter with quarter 1 showing a 16% increase.

Target for this Key Performance Indicator is 5%



- Key Performance Indicator

PRO1 – Percentage increase of social media followers – target 5%.

PRO2 – 33% increase of stakeholder reach.

PRO3 – The percentage of Stage 1 complaints resolved within 5 days – target 96%.

- Context of Key Performance Indicator

These Key Performance Indicators aid Disclosure Scotland in:

PRO1 – building our social media presence supports the delivery of Disclosure Scotland’s communications and engagement strategy 2022 to 2025 through meeting our business objectives and further connecting with our customers;

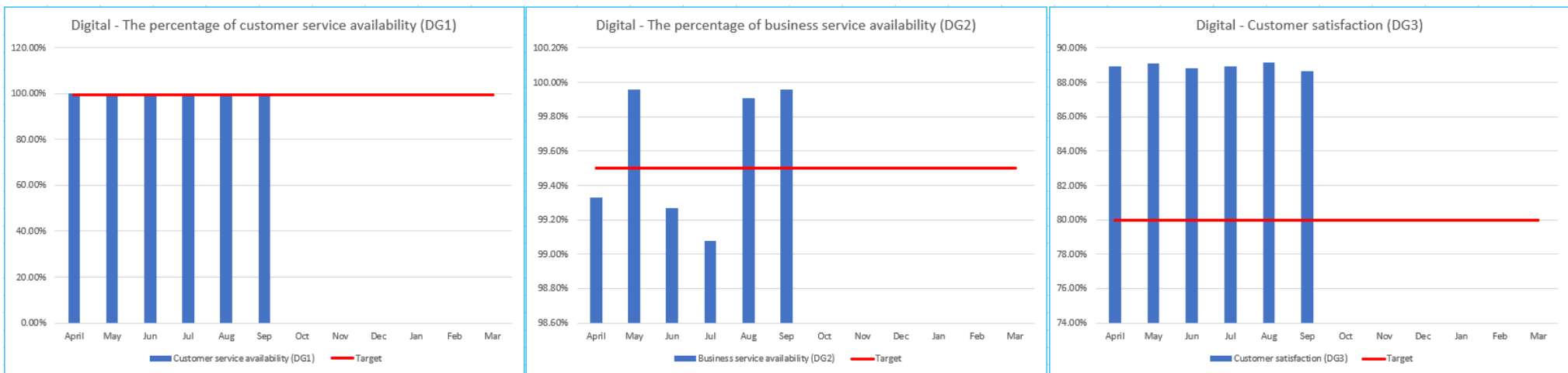
PRO2 – Increasing our stakeholder reach to this level helps us to further connect with more of our customers. It also ensures that more of our customers understand our services and regulatory obligations, whilst maintaining our relationships with stakeholders with whom we are already connected. This Key Performance Indicator helps provide a further platform to promote key messages directly to stakeholders when required;

PRO3 – monitoring that we are responding to customers in a timely manner, we are also able to review the log and discuss with other business areas if and when we note patterns of complaints.

- Further intelligence for PRO2

The Head of Customer Engagement is now able to provide further information to support PRO2 using the table below.

Month	Volume of engagement (non-training) through meetings or trade forums (number of meetings)	Volume of engagement specifically focused on new/developing stakeholder relationships	Percentage of overall engagement focused on new/developing stakeholder relationships
April	28	4	14%
May	30	3	10%
June	29	1	3%
July	16	2	13%
August	30	4	13%
September	30	3	10%



- Key Performance Indicator

DG1 – The percentage of customer service availability – target 99.5%.

DG2 – The percentage of business service availability – target 99.5%.

DG3 – Customer satisfaction – target 80%.

- Context of Key Performance Indicator

These Key Performance Indicators aid Disclosure Scotland in:

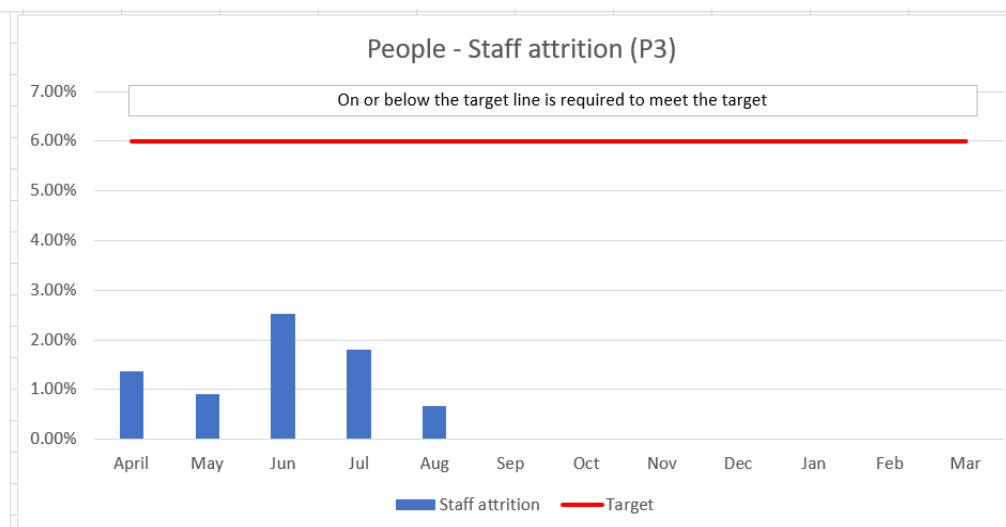
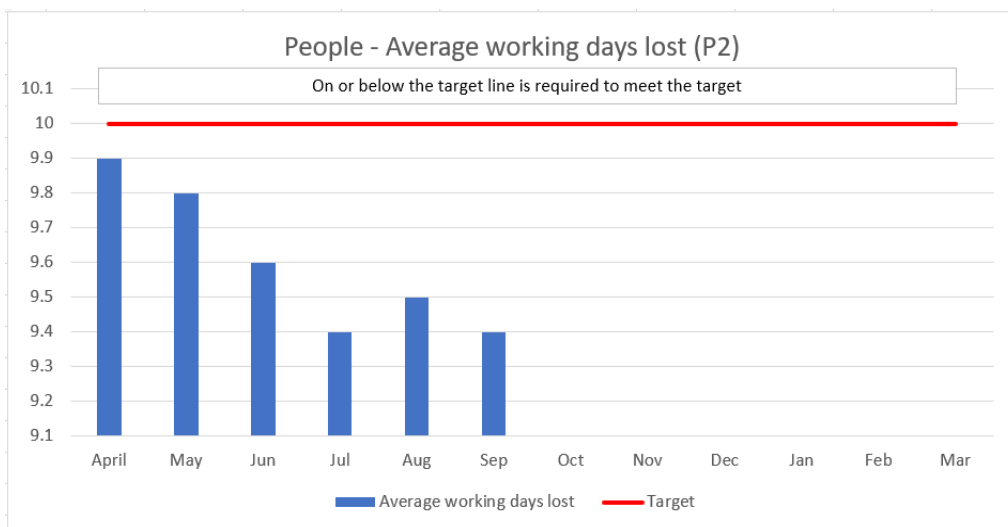
DG1 – Monitoring how often customers have access to our online services. Drops in this Key Performance Indicator should be managed carefully to ensure customers can access our services in a way that is suitable to them;

DG2 – Monitoring how often our colleagues can access the system to process applications within Disclosure Scotland;

DG3 – Enables us to monitor how satisfied our customers are with our online service.

People - Staff engagement index (P1)

This figure is not available until December as it is taken from the staff survey results. Baseline figure is 65%, target figure is 68%



- Key Performance Indicator

P1 – Staff engagement index – target 68%.

P2 – Average working days lost – target 10 days.

P3 – Staff attrition – target 6%.

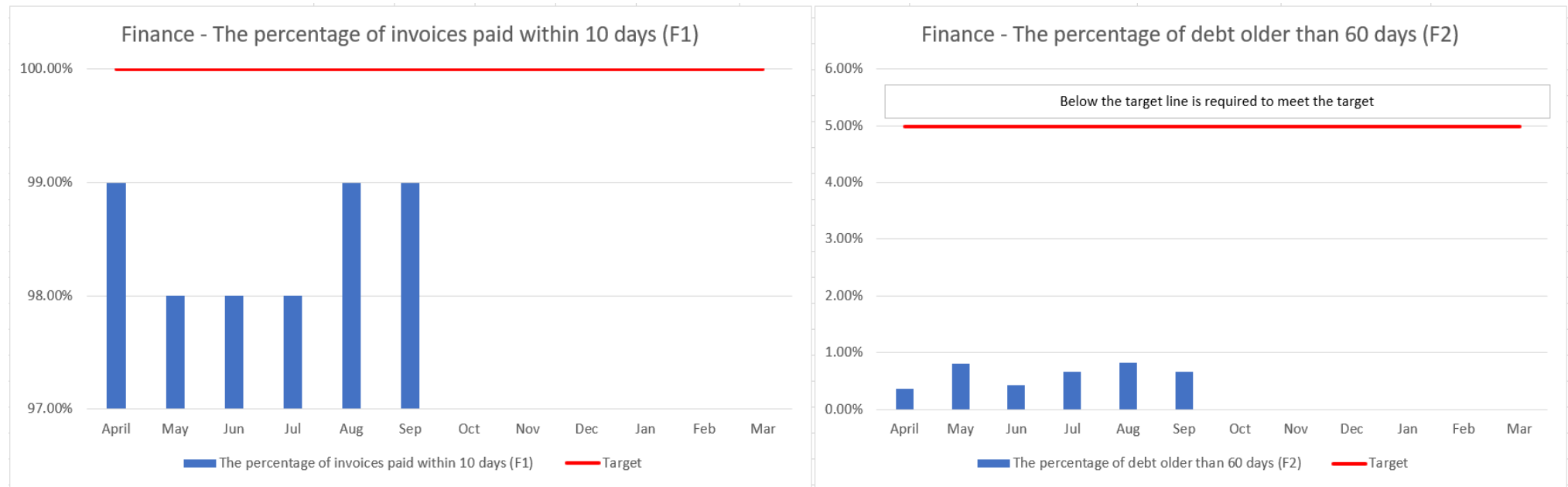
- Context of Key Performance Indicator

P1 – Staff Engagement Index – Having an engaged workforce will be critical to our success now and in the future. Having engaged colleagues who participate, are motivated, share their views and ideas and who take responsibility for delivering our goals will support Disclosure Scotland to achieve our strategic objectives and create a fair, engaged and healthy culture. Staff engagement will help drive greater collaboration whether by individuals, teams, departments, projects or with our stakeholders. This will be important and is the focus of the current internal audit on collaboration.

P2 – This provides us with important data to ensure our attendance management processes are working well and that the wellbeing of our colleagues continues to be a priority. Average Working Days Lost helps us to predict trends across the year for example where we might expect more absence in winter due to flu and viruses we can align our workforce planning strategies to mitigate. This Key Performance Indicator can also have an impact on other Key Performance Indicators being reported on as it has a direct link to available resource which then can result in other KPI performance being affected. Monitoring

and taking action in line with this Key Performance Indicator is also important as part of robust financial management in terms of cost of sickness absence and backfill or impact on other colleagues.

P3 – staff attrition – this provides us with data about our leavers on a monthly basis. Staff attrition helps us identify any particular trends e.g. increases in attrition at specific times of the year, some departments/teams have higher attrition than others, increase in retirements, enabling us to investigate and put in place interventions and workforce planning strategies to minimise the impact across the organisation and our people. Monitoring and taking action in line with this Key Performance Indicator is important as part of a robust workforce planning strategy, resourcing, attraction, staff engagement and financial management in terms of cost of backfilling staff, ensuring we have the right and sufficient skills to delivery our strategic objectives and promoting Disclosure Scotland as ‘a great place to work’.



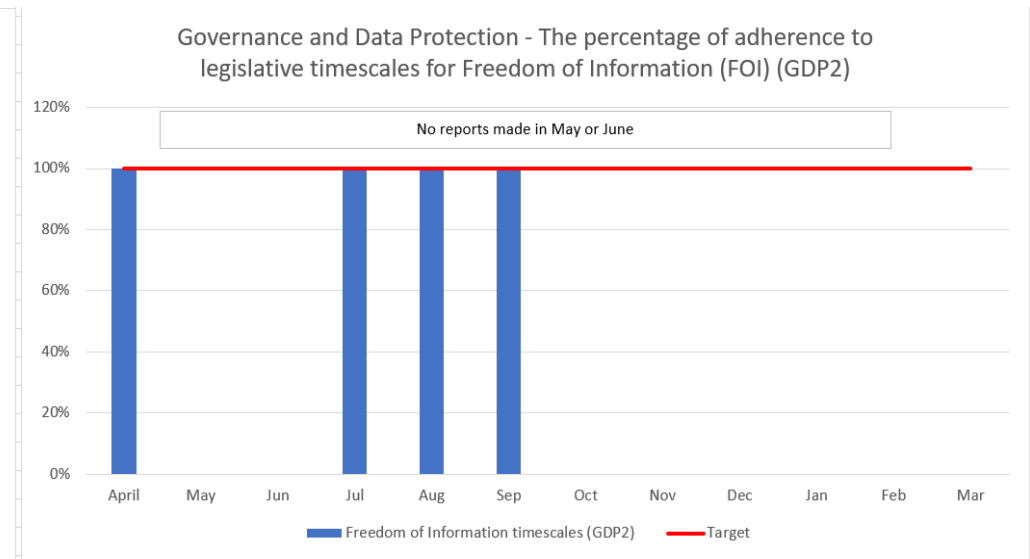
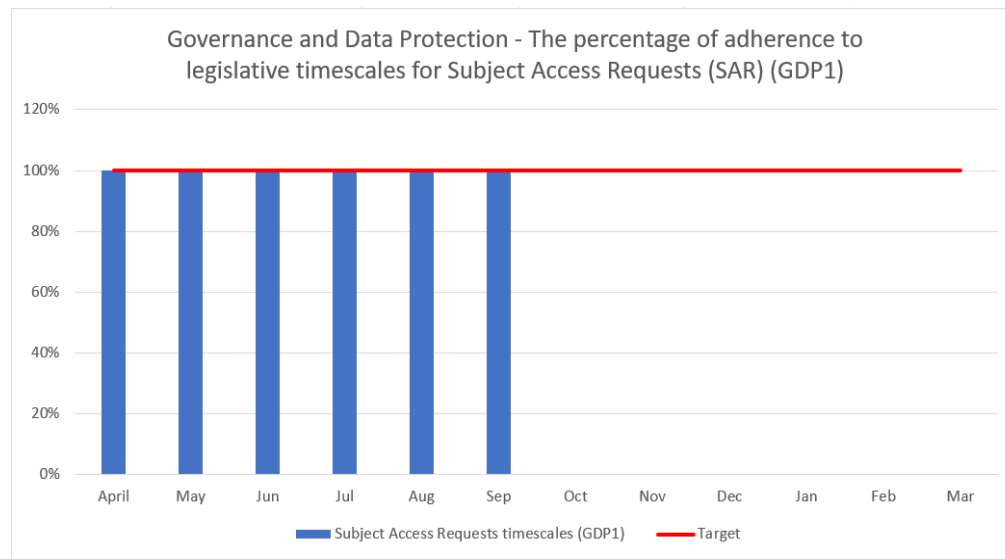
- Key Performance Indicator
- F1 – The percentage of invoices paid within 10 days – target 100%.
- F2 – The percentage of debt older than 60 days – target under 5%.

- Context of Key Performance Indicator

F1 – This is a Key Performance Indicator set in place by Scottish Government, although we strive to meet 100% Finance have noted The Scottish Government's prompt payment policy requires that all suppliers' invoices not in dispute are paid within the terms of the relevant contract. The Scottish Government aims to pay 100% of invoices, including disputed invoices once the dispute has been settled, on time in these terms.

As part of its plan for supporting economic recovery in Scotland, the then First Minister announced on 9 October 2008 that the Scottish Government would aspire to a 10 working day target for paying bills to businesses in Scotland. This aspiration is above and beyond our contractual commitment to pay suppliers within 30 days. Paying supplier bills within ten working days is seen as a key objective, and an important expression of the Scottish Government's commitment to supporting business. In order for Disclosure Scotland to meet this target we need to complete everything in 8 days to allow Scottish Government two days for their tasks.

F2 – This is a Key Performance Indicator set in place by our Finance colleagues to ensure best use of public funds to recover all debt in an efficient manne



Governance and Data Protection - The percentage of data breaches reported within 72 hours (GDP3)
 Please note this has no figures for any month in this financial year so far as no data breaches met the standard required to report to the Information Commissioners Office

- Key Performance Indicator

GDP1 – The percentage of adherence to legislative timescales for Subject Access Requests (SAR) – target 100%.

GDP2 – The percentage of adherence to legislative timescales for Freedom of Information (FOI) – target 100%.

GDP3 – The percentage of data breaches reported within 72 hours – target 100%.

- Context

GDP1 – This is a legislative timescale and must be met. Any misses must be fully reviewed and lessons learned drafted to mitigate this being missed in the future

GDP2 – This is a legislative timescale and must be met. Any misses must be fully reviewed and lessons learned drafted to mitigate this being missed in the future. The target was not met last year however a number of changes were made across Disclosure Scotland to reduce the chance of that happening this year. **Please note this has no figure for May and June as no Freedom of Information requests were made those months.**

GDP3 – This is a target set by the Information Commissioners Office, any misses to this target must be fully reviewed and lessons learned drafted to mitigate this being missed in the future. We must also share any reasons for this with the Information Commissioners Office. Misses to this Key Performance Indicator could result in reputational damage. **Please note this has no figures for any month in this financial year so far as no data breaches met the standard required to report to the Information Commissioners Office.**

Disclosure Scotland Leadership Team	
Date	13/11/2023
Reporting period	October 2023
Subject	Key Performance Indicators

Background

The performance data below is presented according to our strategic themes, disclose, protect, promote – and according to enabling objectives where appropriate, our people, our systems, and the way we work.

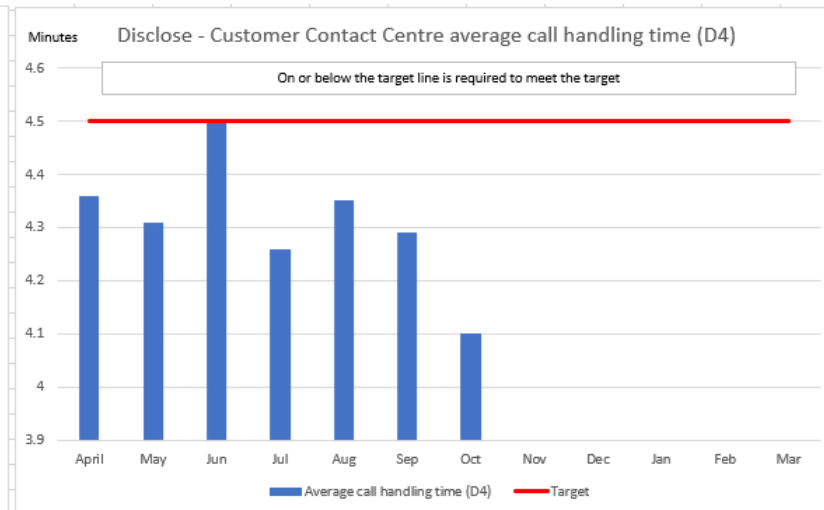
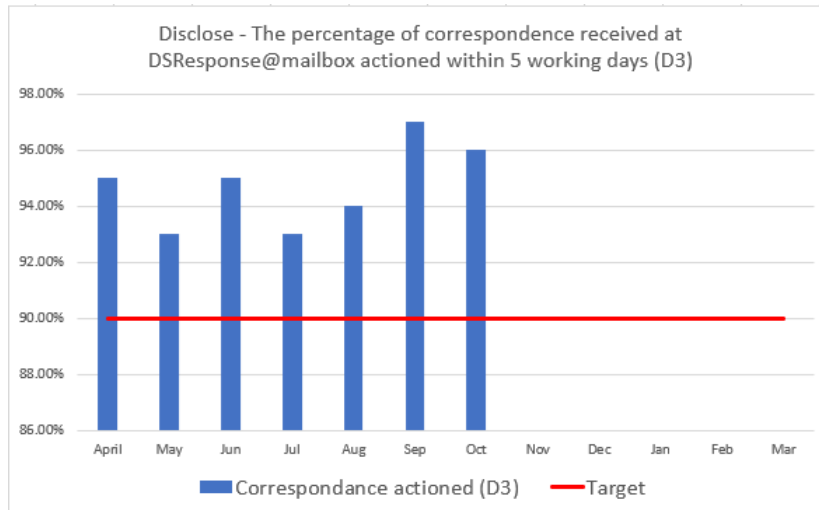
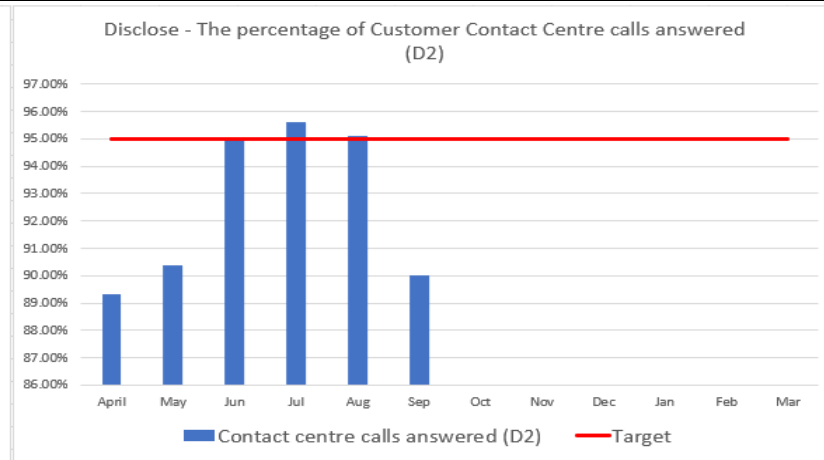
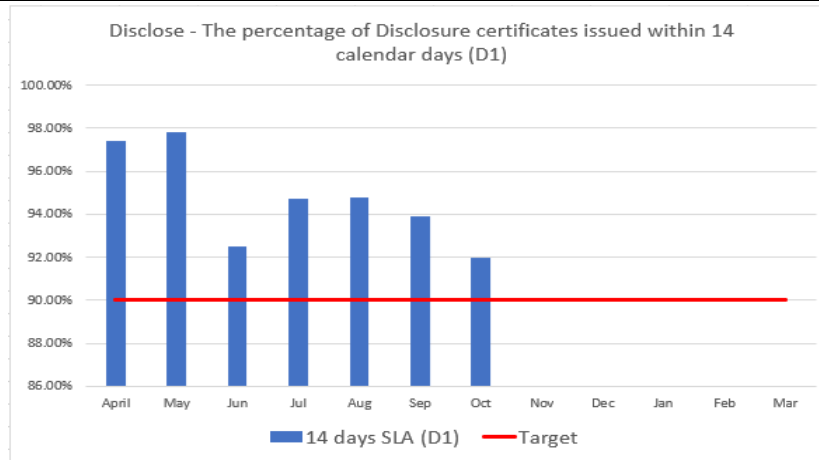
This allows us to align our performance to our six strategic objectives which are;

- We make Scotland's people safer by barring unsuitable people from working with us when we are vulnerable and providing a quality, effective and efficient disclosure regime to support safe recruitment decisions.
- We use our influence and expertise beyond our organisational boundaries to integrate disclosure with wider initiatives in the service of Scotland, supporting the Scottish Government to deliver its National Outcomes
- We will innovate to deliver high quality services in an affordable way by boosting efficiency, innovation and reducing costs to deliver value for public money.
- We will innovate digital technology in partnership with our customers and build a disclosure service that is affordable, efficient, accurate and easily accessible.
- We will deliver a comprehensive programme of digital and policy disclosure reform to make Scotland safer and fairer.
- We invest in the development of our people to grow a talented, diverse, and inclusive workforce tailored to deliver our disclosure and safeguarding national outcomes.

These objectives were set by the Disclosure Scotland Board in October 2022 and are the high level aims we will measure ourselves against unto March 2025.

This information is part of the Disclosure Scotland Performance framework and should be considered in parallel to our business plan, corporate strategy and annual report and accounts reporting.

Key Performance Indicators



- Key Performance Indicator

D1 – The percentage of Disclosure certificates issued within 14 calendar days.

D2 – The percentage of Customer Contact Centre calls answered – target 95%.

D3 – The percentage of correspondence received at DSResponse@mailbox actioned within 5 working days – target 90%.
 D4 – Customer Contact Centre average call handling time – target 4.5 minutes.

- Context of Key Performance Indicator

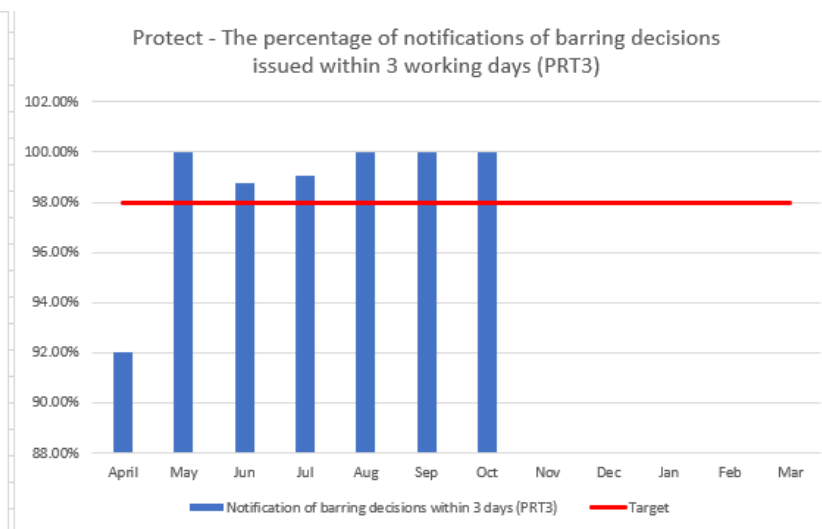
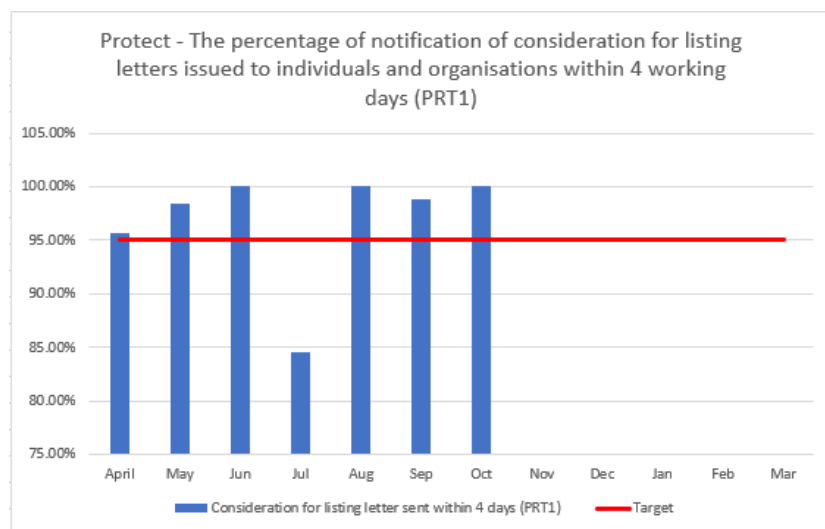
These Key Performance Indicators aid Disclosure Scotland in:

D1 – Understanding its Service Level Agreement position throughout the year and allows it to view the years' Service Level Agreement against any other factors to help future year predictions;

D2 – Understanding how well changes noted below improve our customer contact service to customers;

D3 – Understanding how any changes to our systems, procedures and legislation affect volumes of queries and how quickly we can respond to them;

D4 – Understanding how simple we have made our systems, procedures and letters/emails sent to customers.



- Key Performance Indicator

PRT1 – The percentage of notification of consideration for listing letters issued to individuals and organisations within 4 working days – target 90%.

PRT2 – The percentage of automatic listing cases completed within 5 working days – target under review.

PRT3 – The percentage of notifications of barring decisions issued within 3 working days – target 98%.

- Context of Key Performance Indicator

These Key Performance Indicators aid Disclosure Scotland in:

PRT1 – Ensuring that organisations for whom we know an individual is doing regulated work, are notified at the earliest opportunity that we are considering listing the individual, enabling the organisation to consider whether it requires to take an action to safeguard vulnerable groups.

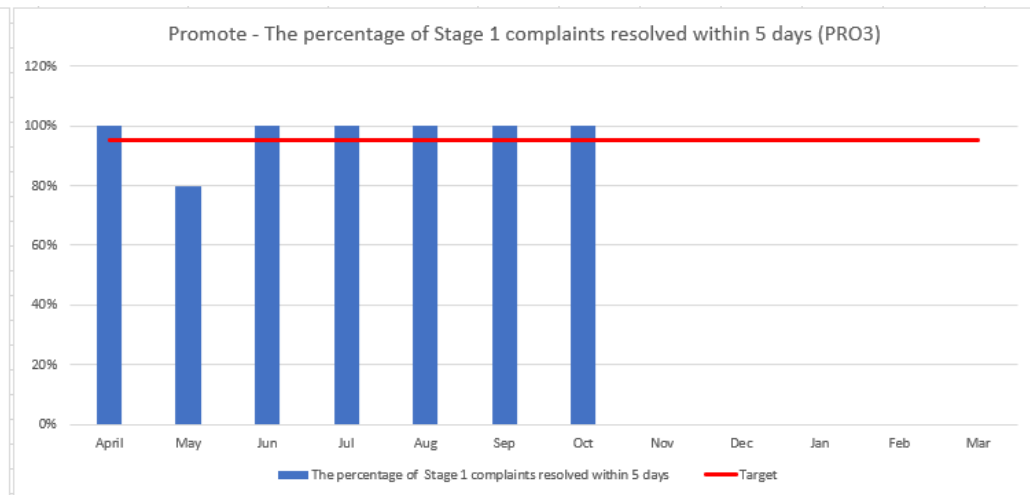
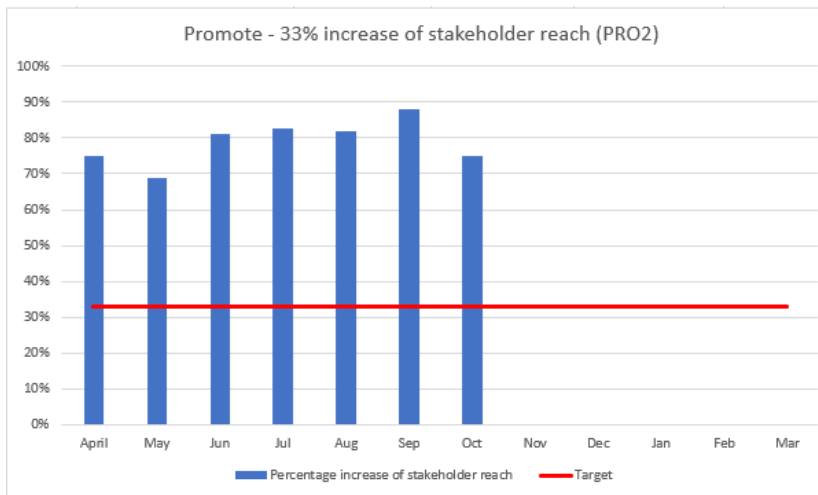
PRT2 – Ensuring those who are convicted of an automatic listing offence are barred and removed from regulated work at the earliest opportunity (please see comments below regarding this Key Performance Indicator);

PRT3 – Ensuring that we notify, at the earliest opportunity, individuals, and organisations for whom we know they are doing regulated work, that they are now barred and that they must cease doing/ be removed from regulated work. This is key to ensuring the safety of the vulnerable people of Scotland.

Promote - Percentage increase of social media followers (PRO1)

This figure is reported each quarter with quarter 1 showing a 16% increase.

Target for this Key Performance Indicator is 5%



- Key Performance Indicator

PRO1 – Percentage increase of social media followers – target 5%.

PRO2 – 33% increase of stakeholder reach.

PRO3 – The percentage of Stage 1 complaints resolved within 5 days – target 96%.

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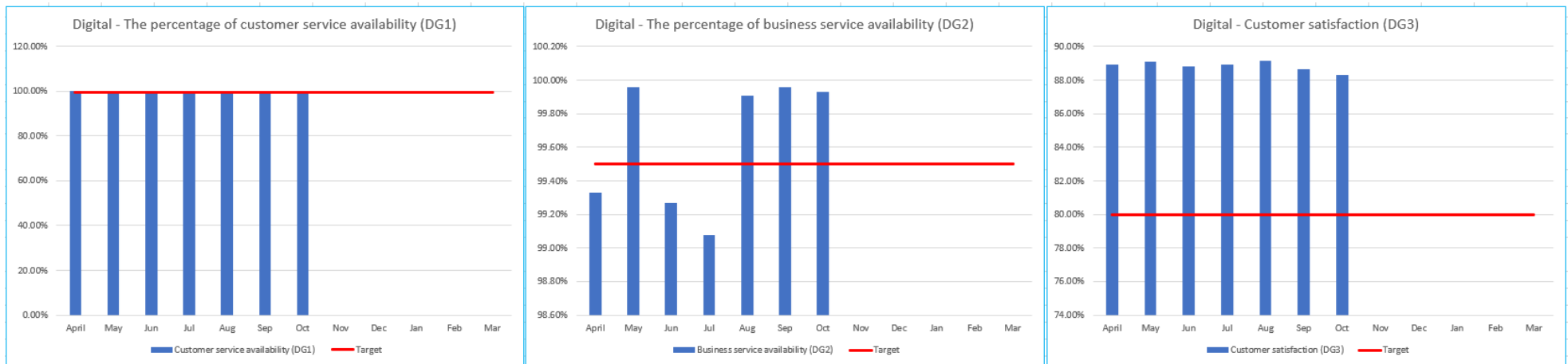
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October	38	2	5%



- Key Performance Indicator

DG1 – The percentage of customer service availability – target 99.5%.

DG2 – The percentage of business service availability – target 99.5%.

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- Context of Key Performance Indicator

These Key Performance Indicators aid Disclosure Scotland in:

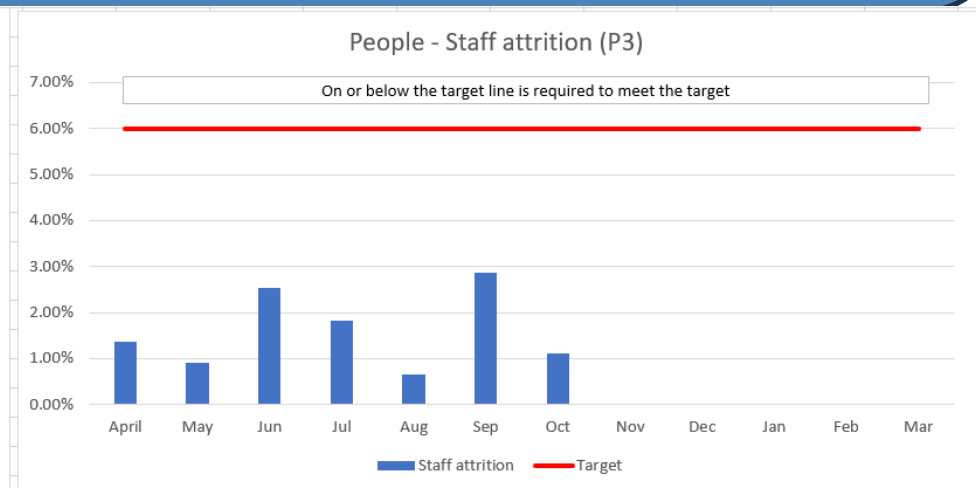
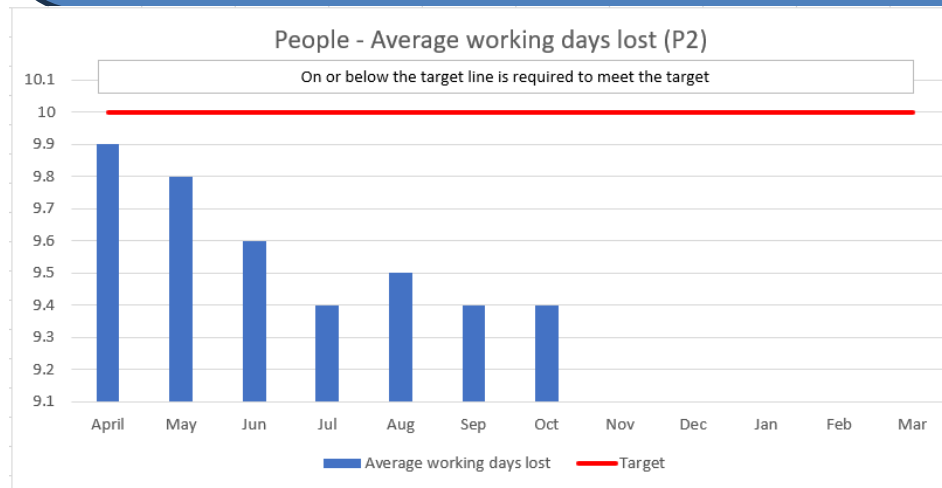
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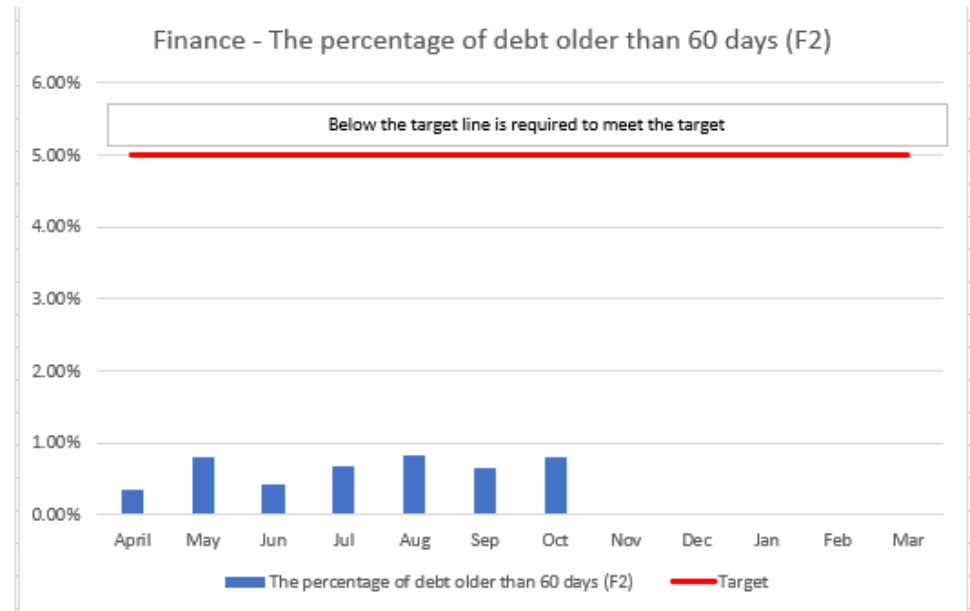
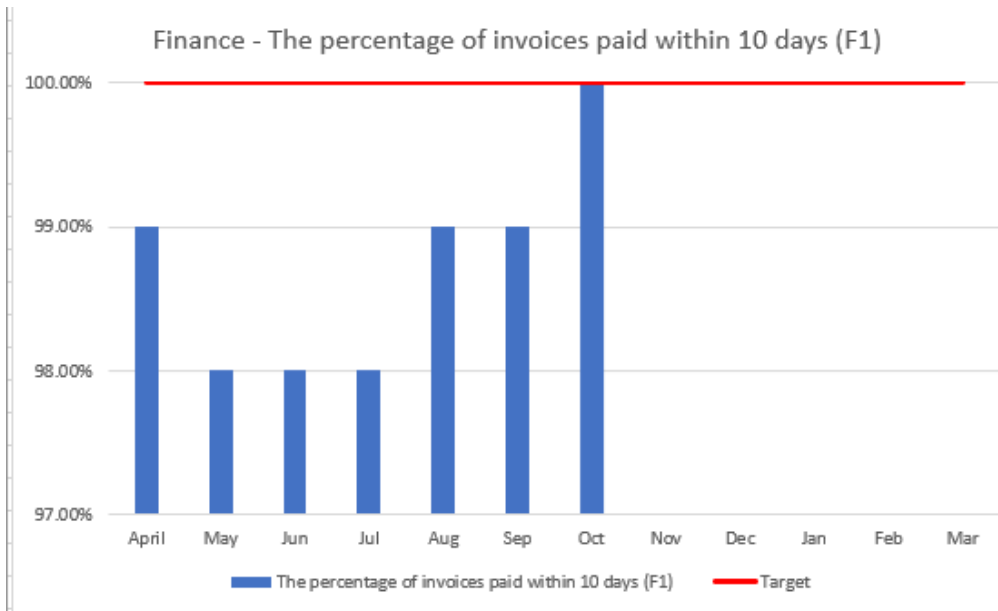
- Context of Key Performance Indicator

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P2 – This provides us with important data to ensure our attendance management processes are working well and that the wellbeing of our colleagues continues to be a priority. Average Working Days Lost helps us to predict trends across the year for example where we might expect more absence in winter due to flu and viruses we can align our workforce planning strategies to mitigate. This Key Performance Indicator can also have an impact on other Key Performance Indicators being reported on as it has a direct link to available resource which then can result in

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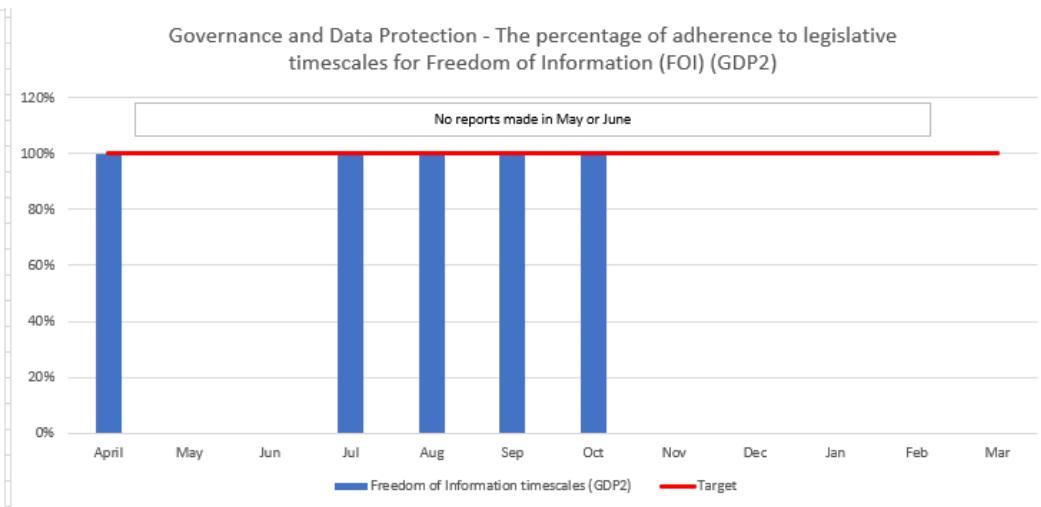
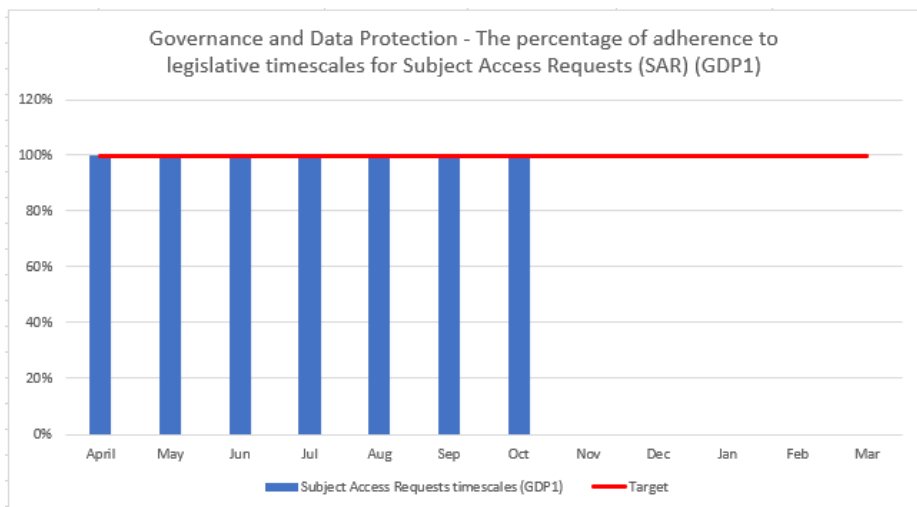
- Key Performance Indicator
- F1 – The percentage of invoices paid within 10 days – target 100%.
- F2 – The percentage of debt older than 60 days – target under 5%.

- Context of Key Performance Indicator

F1 – This is a Key Performance Indicator set in place by Scottish Government, although we strive to meet 100% Finance have noted The Scottish Government's prompt payment policy requires that all suppliers' invoices not in dispute are paid within the terms of the relevant contract. The Scottish Government aims to pay 100% of invoices, including disputed invoices once the dispute has been settled, on time in these terms.

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Governance and Data Protection - The percentage of data breaches reported within 72 hours (GDP3)
 Please note this has no figures for any month in this financial year so far as no data breaches met the standard required to report to the Information Commissioners Office

- GDP1 – The percentage of adherence to legislative timescales for Subject Access Requests (SAR) – target 100%.
- GDP2 – The percentage of adherence to legislative timescales for Freedom of Information (FOI) – target 100%.
- GDP3 – The percentage of data breaches reported within 72 hours – target 100%.

- Context

GDP1 – This is a legislative timescale and must be met. Any misses must be fully reviewed and lessons learned drafted to mitigate this being missed in the future

GDP2 – This is a legislative timescale and must be met. Any misses must be fully reviewed and lessons learned drafted to mitigate this being missed in the future. The target was not met last year however a number of changes were made across Disclosure Scotland to reduce the chance of that happening this year. **Please note this has no figure for May and June as no Freedom of Information requests were made those months.**

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Disclosure Scotland Leadership Team	
Date	18/12/2023
Reporting period	November 2023
Subject	Key Performance Indicators

Background

The performance data below is presented according to our strategic themes, disclose, protect, promote – and according to enabling objectives where appropriate, our people, our systems, and the way we work.

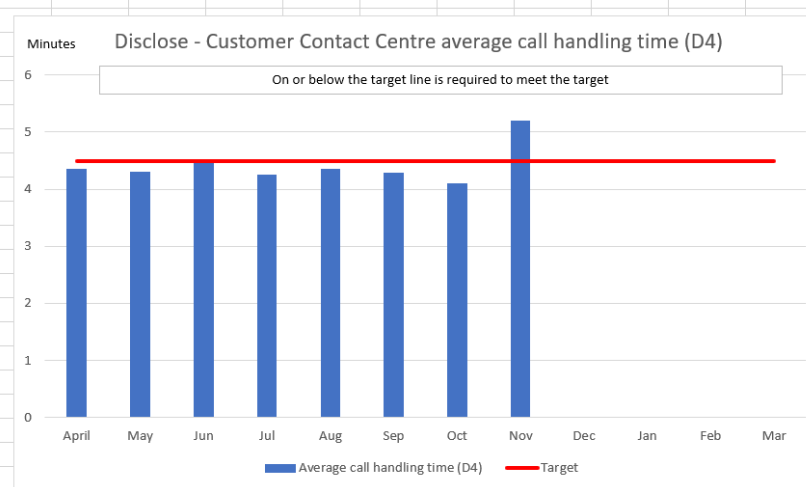
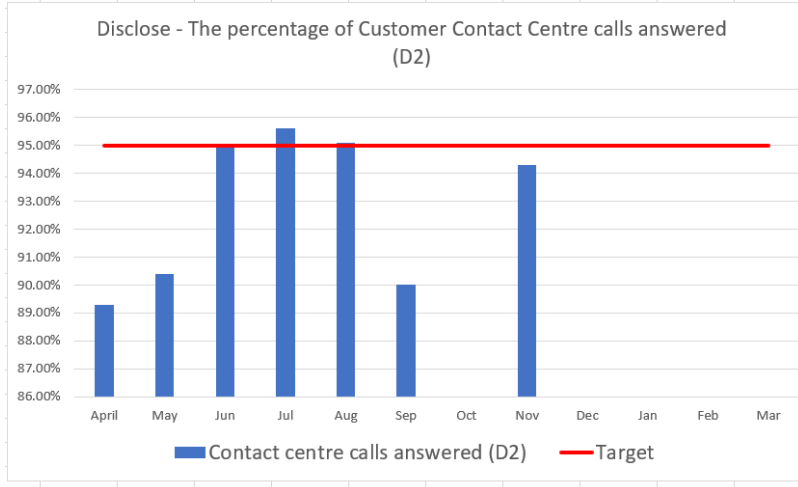
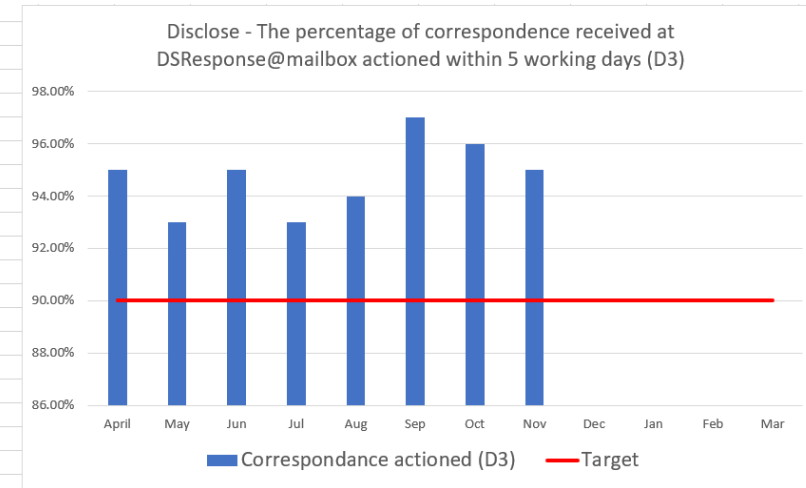
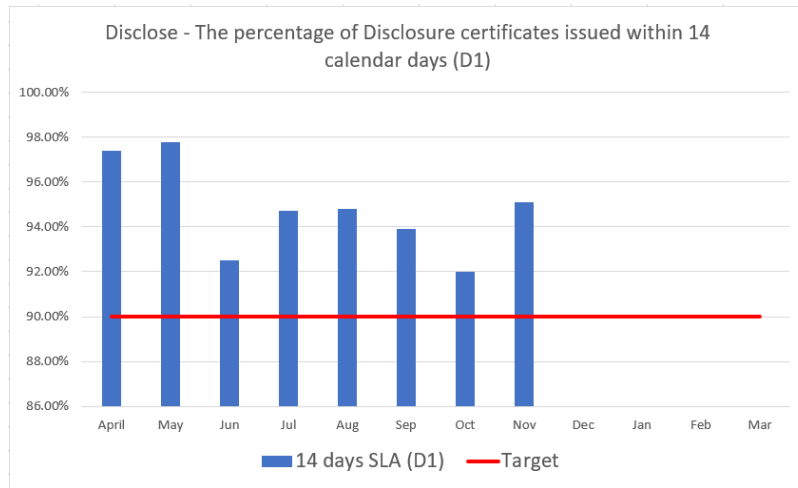
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- We make Scotland's people safer by barring unsuitable people from working with us when we are vulnerable and providing a quality, effective and efficient disclosure regime to support safe recruitment decisions.
- We use our influence and expertise beyond our organisational boundaries to integrate disclosure with wider initiatives in the service of Scotland, supporting the Scottish Government to deliver its National Outcomes
- We will innovate to deliver high quality services in an affordable way by boosting efficiency, innovation and reducing costs to deliver value for public money.
- We will innovate digital technology in partnership with our customers and build a disclosure service that is affordable, efficient, accurate and easily accessible.
- We will deliver a comprehensive programme of digital and policy disclosure reform to make Scotland safer and fairer.
- We invest in the development of our people to grow a talented, diverse, and inclusive workforce tailored to deliver our disclosure and safeguarding national outcomes.

These objectives were set by the Disclosure Scotland Board in October 2022 and are the high level aims we will measure ourselves against unto March 2025.

This information is part of the Disclosure Scotland Performance framework and should be considered in parallel to our business plan, corporate strategy and annual report and accounts reporting.

Key Performance Indicators



- Key Performance Indicator

D1 – The percentage of Disclosure certificates issued within 14 calendar days.

D2 – The percentage of Customer Contact Centre calls answered – target 95%.

D3 – The percentage of correspondence received at DSResponse@mailbox actioned within 5 working days – target 90%.

D4 – Customer Contact Centre average call handling time – target 4.5 minutes.

- Context of Key Performance Indicator

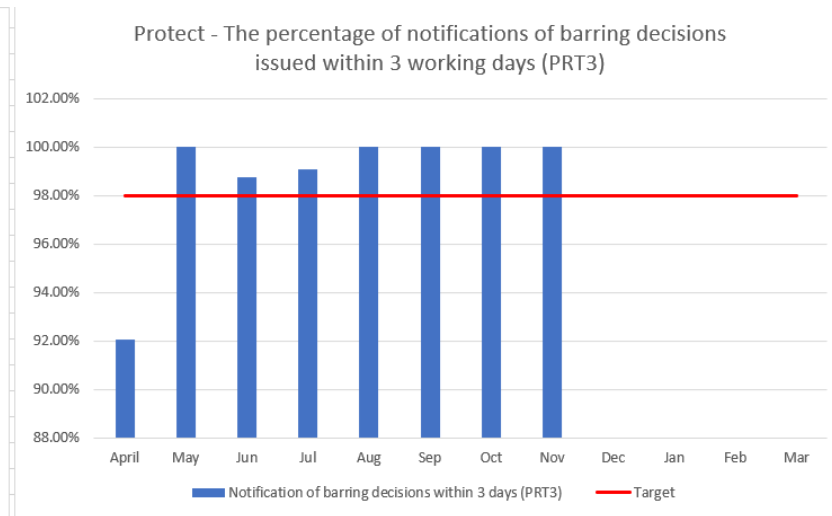
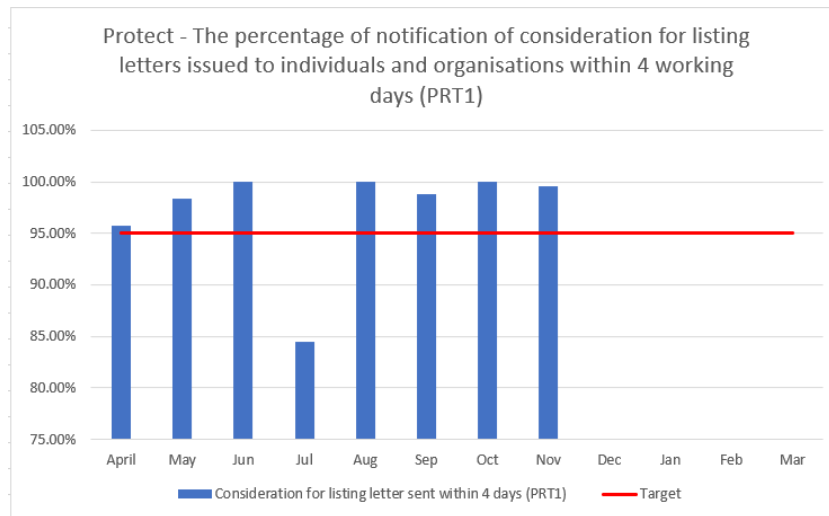
These Key Performance Indicators aid Disclosure Scotland in:

D1 – Understanding its Service Level Agreement position throughout the year and allows it to view the years' Service Level Agreement against any other factors to help future year predictions;

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- Key Performance Indicator

PRT1 – The percentage of notification of consideration for listing letters issued to individuals and organisations within 4 working days – target 90%.

PRT2 – The percentage of automatic listing cases completed within 5 working days – target under review.

PRT3 – The percentage of notifications of barring decisions issued within 3 working days – target 98%.

- Context of Key Performance Indicator

These Key Performance Indicators aid Disclosure Scotland in:

PRT1 – Ensuring that organisations for whom we know an individual is doing regulated work, are notified at the earliest opportunity that we are considering listing the individual, enabling the organisation to consider whether it requires to take an action to safeguard vulnerable groups.

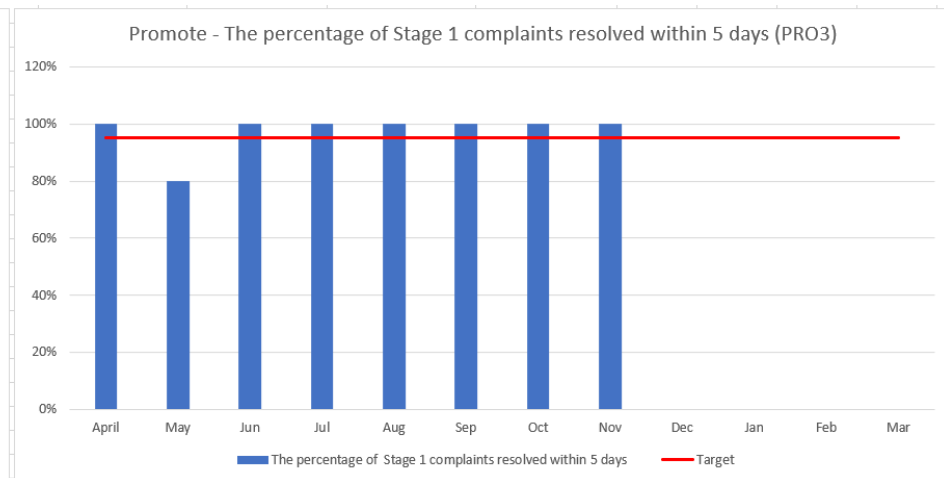
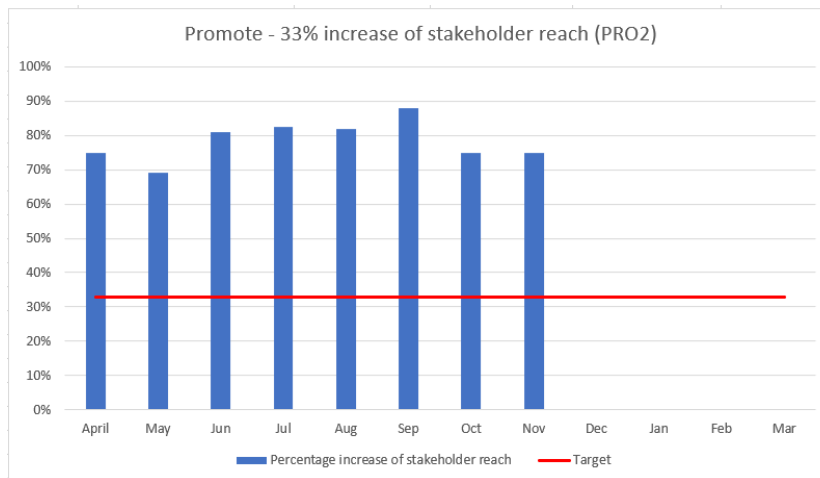
PRT2 – Ensuring those who are convicted of an automatic listing offence are barred and removed from regulated work at the earliest opportunity (please see comments below regarding this Key Performance Indicator);

PRT3 – Ensuring that we notify, at the earliest opportunity, individuals, and organisations for whom we know they are doing regulated work, that they are now barred and that they must cease doing/ be removed from regulated work. This is key to ensuring the safety of the vulnerable people of Scotland.

Promote - Percentage increase of social media followers (PRO1)

This figure is reported each quarter with quarter 1 showing a 16% increase.

Target for this Key Performance Indicator is 5%



- Key Performance Indicator

PRO1 – Percentage increase of social media followers – target 5%.

PRO2 – 33% increase of stakeholder reach.

PRO3 – The percentage of Stage 1 complaints resolved within 5 days – target 96%.

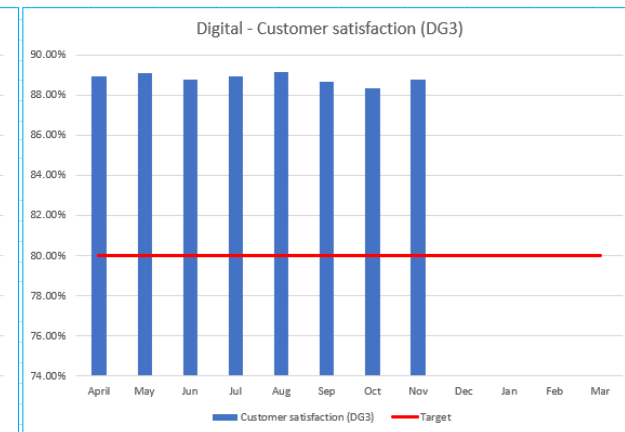
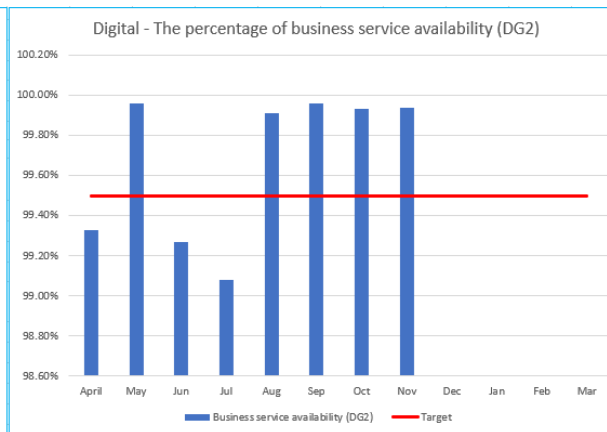
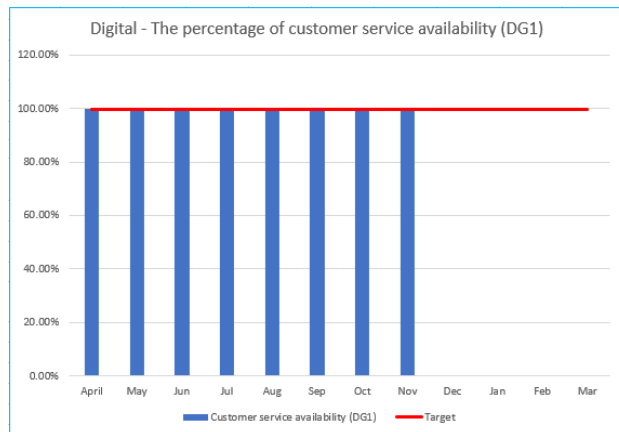
- Context of Key Performance Indicator

These Key Performance Indicators aid Disclosure Scotland in:

PRO1 – building our social media presence supports the delivery of Disclosure Scotland’s communications and engagement strategy 2022 to 2025 through meeting our business objectives and further connecting with our customers;

PRO2 – Increasing our stakeholder reach to this level helps us to further connect with more of our customers. It also ensures that more of our customers understand our services and regulatory obligations, whilst maintaining our relationships with stakeholders with whom we are already connected. This Key Performance Indicator helps provide a further platform to promote key messages directly to stakeholders when required;

PRO3 – monitoring that we are responding to customers in a timely manner, we are also able to review the log and discuss with other business areas if and when we note patterns of complaints.



- Key Performance Indicator

DG1 – The percentage of customer service availability – target 99.5%.

DG2 – The percentage of business service availability – target 99.5%.

DG3 – Customer satisfaction – target 80%.

- Context of Key Performance Indicator

These Key Performance Indicators aid Disclosure Scotland in:

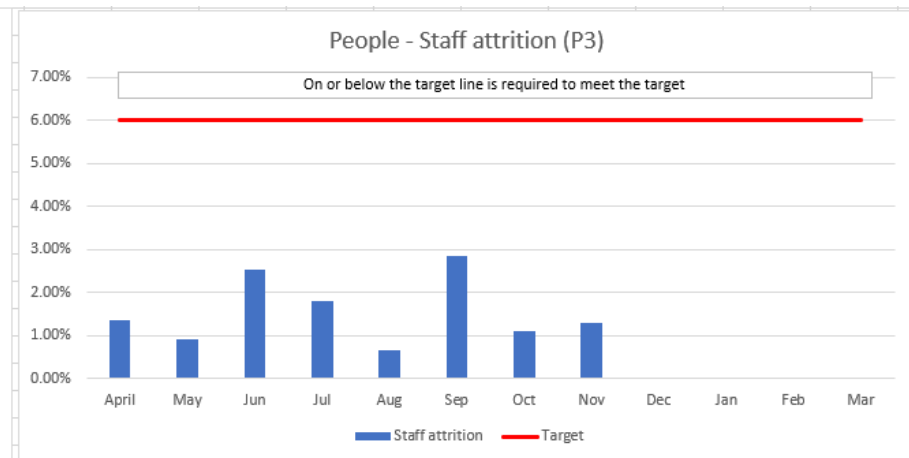
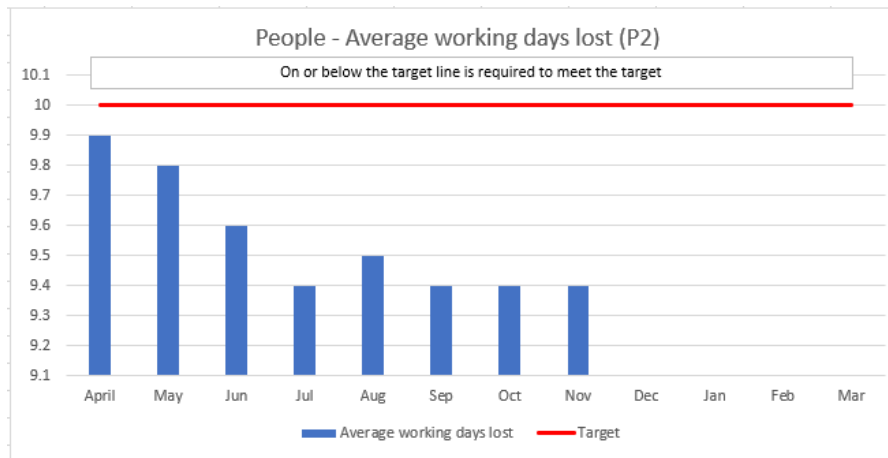
DG1 – Monitoring how often customers have access to our online services. Drops in this Key Performance Indicator should be managed carefully to ensure customers can access our services in a way that is suitable to them;

DG2 – Monitoring how often our colleagues can access the system to process applications within Disclosure Scotland;

DG3 – Enables us to monitor how satisfied our customers are with our online service.

People - Staff engagement index (P1)

This figure is not available until December as it is taken from the staff survey results. Baseline figure is 65%, target figure is 68%



- Key Performance Indicator

P1 – Staff engagement index – target 68%.

P2 – Average working days lost – target 10 days.

P3 – Staff attrition – target 6%.

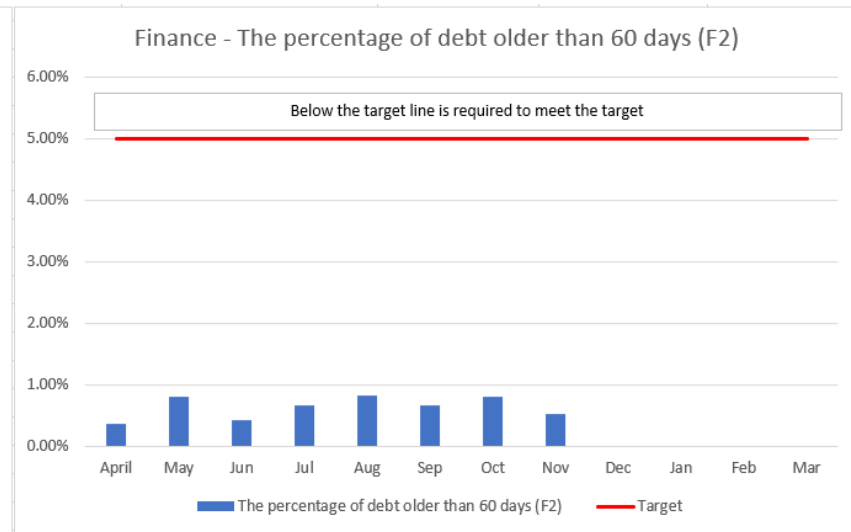
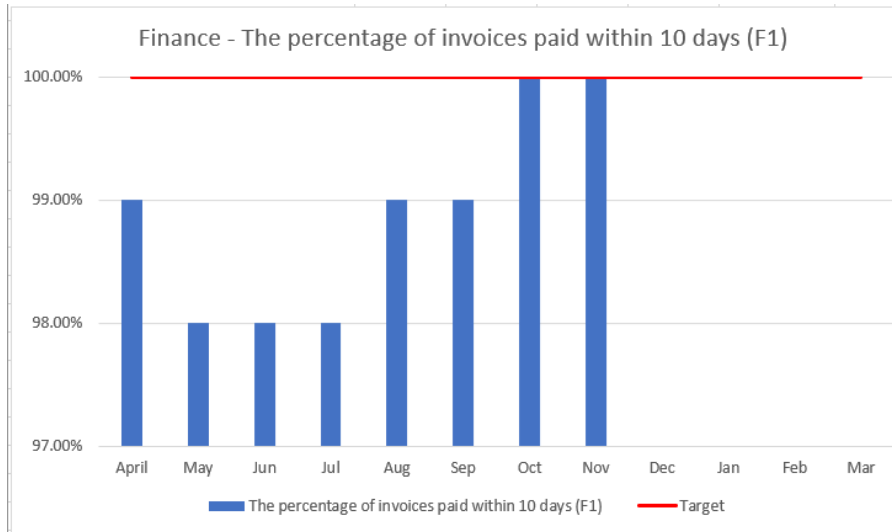
- Context of Key Performance Indicator

P1 – Staff Engagement Index – Having an engaged workforce will be critical to our success now and in the future. Having engaged colleagues

who participate, are motivated, share their views and ideas and who take responsibility for delivering our goals will support Disclosure Scotland to achieve our strategic objectives and create a fair, engaged and healthy culture. Staff engagement will help drive greater collaboration whether by individuals, teams, departments, projects or with our stakeholders. This will be important and is the focus of the current internal audit on collaboration.

P2 – This provides us with important data to ensure our attendance management processes are working well and that the wellbeing of our colleagues continues to be a priority. Average Working Days Lost helps us to predict trends across the year for example where we might expect more absence in winter due to flu and viruses we can align our workforce planning strategies to mitigate. This Key Performance Indicator can also have an impact on other Key Performance Indicators being reported on as it has a direct link to available resource which then can result in other KPI performance being affected. Monitoring and taking action in line with this Key Performance Indicator is also important as part of robust financial management in terms of cost of sickness absence and backfill or impact on other colleagues.

P3 – staff attrition – this provides us with data about our leavers on a monthly basis. Staff attrition helps us identify any particular trends e.g. increases in attrition at specific times of the year, some departments/teams have higher attrition than others, increase in retirements, enabling us to investigate and put in place interventions and workforce planning strategies to minimise the impact across the organisation and our people. Monitoring and taking action in line with this Key Performance Indicator is important as part of a robust workforce planning strategy, resourcing, attraction, staff engagement and financial management in terms of cost of backfilling staff, ensuring we have the right and sufficient skills to delivery our strategic objectives and promoting Disclosure Scotland as ‘a great place to work’



- Key Performance Indicator

F1 – The percentage of invoices paid within 10 days – target 100%.

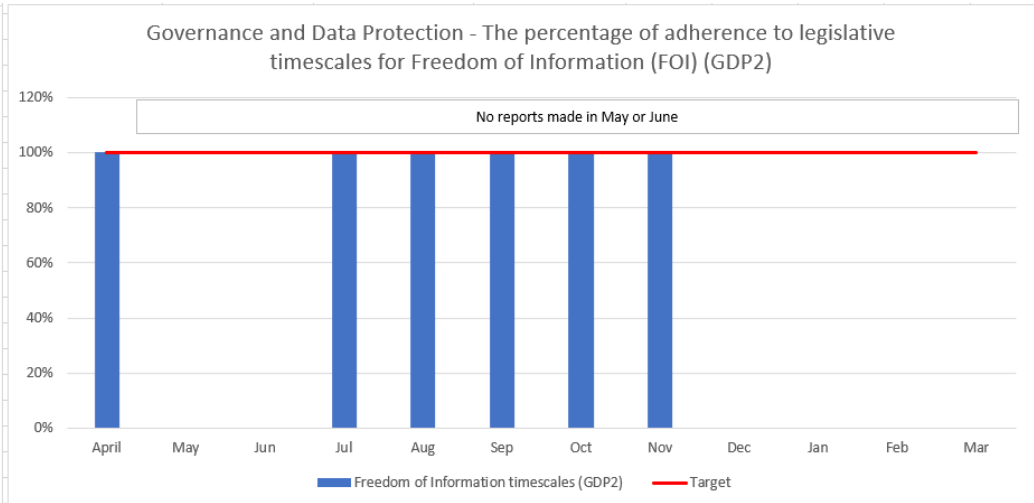
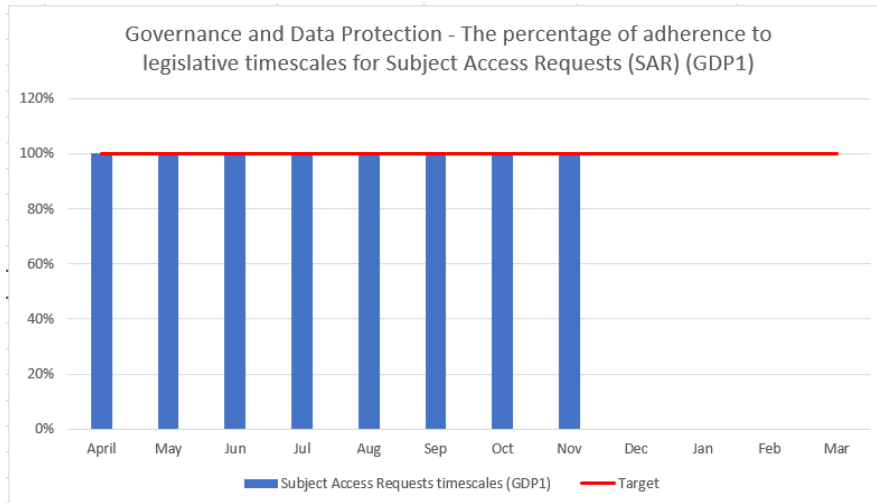
F2 – The percentage of debt older than 60 days – target under 5%.

- Context of Key Performance Indicator

F1 – This is a Key Performance Indicator set in place by Scottish Government, although we strive to meet 100% Finance have noted The Scottish Government's prompt payment policy requires that all suppliers' invoices not in dispute are paid within the terms of the relevant contract. The Scottish Government aims to pay 100% of invoices, including disputed invoices once the dispute has been settled, on time in these terms.

As part of its plan for supporting economic recovery in Scotland, the then First Minister announced on 9 October 2008 that the Scottish Government would aspire to a 10 working day target for paying bills to businesses in Scotland. This aspiration is above and beyond our contractual commitment to pay suppliers within 30 days. Paying supplier bills within ten working days is seen as a key objective, and an important expression of the Scottish Government's commitment to supporting business. In order for Disclosure Scotland to meet this target we need to complete everything in 8 days to allow Scottish Government two days for their tasks.

F2 – This is a Key Performance Indicator set in place by our Finance colleagues to ensure best use of public funds to recover all debt in an efficient manner.



Governance and Data Protection - The percentage of data breaches reported within 72 hours (GDP3)

Please note this has no figures for any month in this financial year so far as no data breaches met the standard required to report to the Information Commissioners Office. As of next month a reference to the volume of data breaches in the reported month will be supplied.

- GDP1 – The percentage of adherence to legislative timescales for Subject Access Requests (SAR) – target 100%.
- GDP2 – The percentage of adherence to legislative timescales for Freedom of Information (FOI) – target 100%.
- GDP3 – The percentage of data breaches reported within 72 hours – target 100%.

- Context

GDP1 – This is a legislative timescale and must be met. Any misses must be fully reviewed and lessons learned drafted to mitigate this being missed in the future

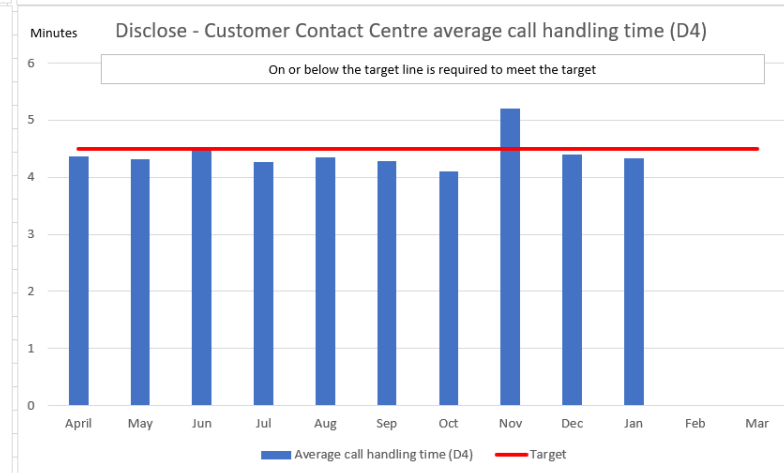
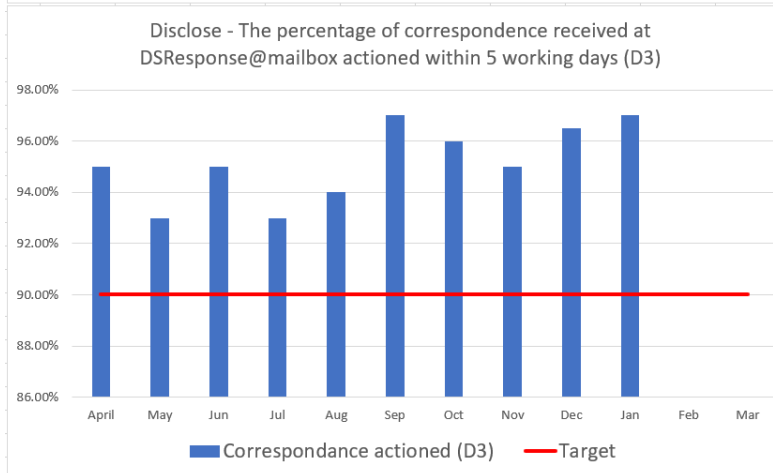
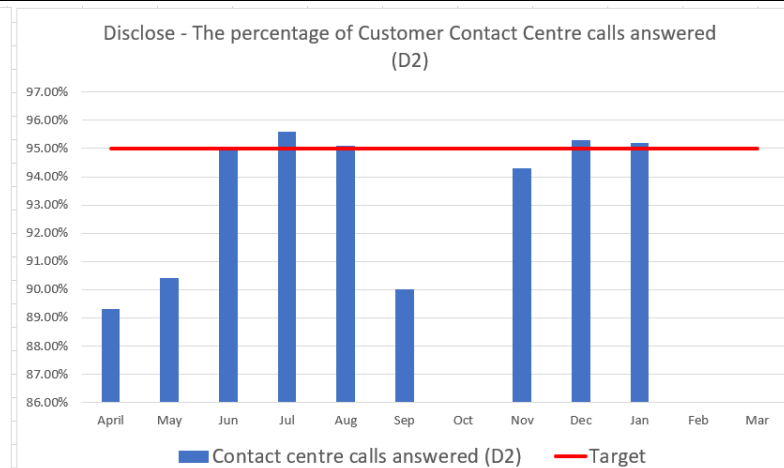
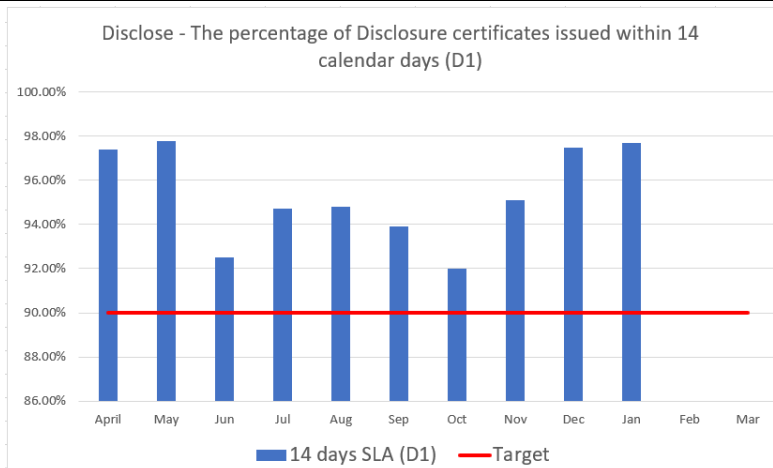
GDP2 – This is a legislative timescale and must be met. Any misses must be fully reviewed and lessons learned drafted to mitigate this being missed in the future. The target was not met last year however a number of changes were made across Disclosure Scotland to reduce the chance of that happening this year. **Please note this has no figure for May and June as no Freedom of Information requests were made those months.**

GDP3 – This is a target set by the Information Commissioners Office, any misses to this target must be fully reviewed and lessons learned drafted to mitigate this being missed in the future. We must also share any reasons for this with the Information Commissioners Office. Misses to this Key Performance Indicator could result in reputational damage. **Please note this has no figures for any month in this financial year so far as no data breaches met the standard required to report to the Information Commissioners Office.**

Disclosure Scotland Leadership Team	
Date	20/02/2024
Reporting period	January 2024
Subject	Key Performance Indicators

Background
<p>The performance data below is presented according to our strategic themes, disclose, protect, promote – and according to enabling objectives where appropriate, our people, our systems, and the way we work.</p> <p>This allows us to align our performance to our six strategic objectives which are;</p> <ul style="list-style-type: none"> • We make Scotland's people safer by barring unsuitable people from working with us when we are vulnerable and providing a quality, effective and efficient disclosure regime to support safe recruitment decisions. • We use our influence and expertise beyond our organisational boundaries to integrate disclosure with wider initiatives in the service of Scotland, supporting the Scottish Government to deliver its National Outcomes • We will innovate to deliver high quality services in an affordable way by boosting efficiency, innovation and reducing costs to deliver value for public money. • We will innovate digital technology in partnership with our customers and build a disclosure service that is affordable, efficient, accurate and easily accessible. • We will deliver a comprehensive programme of digital and policy disclosure reform to make Scotland safer and fairer. • We invest in the development of our people to grow a talented, diverse, and inclusive workforce tailored to deliver our disclosure and safeguarding national outcomes. <p>These objectives were set by the Disclosure Scotland Board in October 2022 and are the high level aims we will measure ourselves against unto March 2025.</p> <p>This information is part of the Disclosure Scotland Performance framework and should be considered in parallel to our business plan, corporate strategy and annual report and accounts reporting.</p>

Key Performance Indicators



- Key Performance Indicator

D1 – The percentage of Disclosure certificates issued within 14 calendar days.

D2 – The percentage of Customer Contact Centre calls answered – target 95%.

D3 – The percentage of correspondence received at DSResponse@mailbox actioned within 5 working days – target 90%.

D4 – Customer Contact Centre average call handling time – target 4.5 minutes.

- Context of Key Performance Indicator

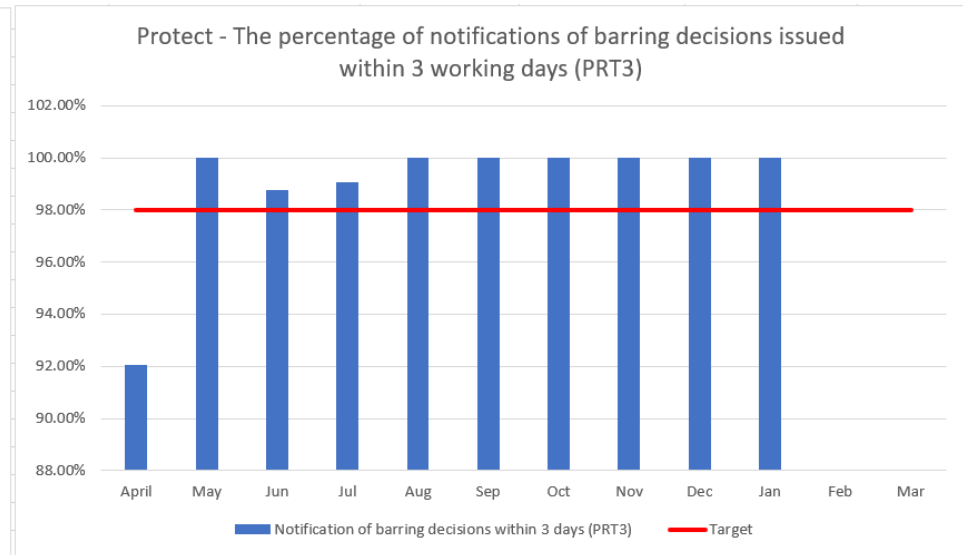
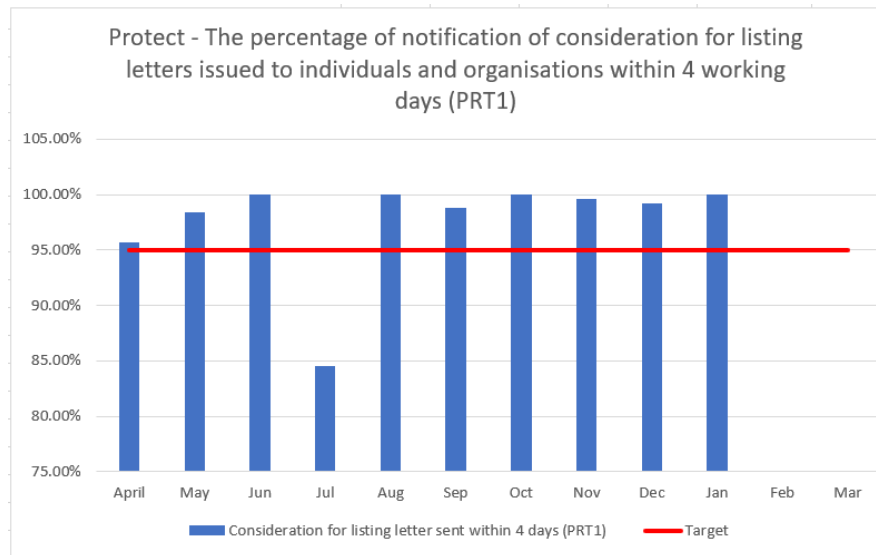
These Key Performance Indicators aid Disclosure Scotland in:

D1 – Understanding its Service Level Agreement position throughout the year and allows it to view the years’ Service Level Agreement against any other factors to help future year predictions;

D2 – Understanding how well changes noted below improve our customer contact service to customers;

D3 – Understanding how any changes to our systems, procedures and legislation affect volumes of queries and how quickly we can respond to them;

D4 – Understanding how simple we have made our systems, procedures and letters/emails sent to customers.



- Key Performance Indicator

PRT1 – The percentage of notification of consideration for listing letters issued to individuals and organisations within 4 working days – target 90%.

PRT2 – The percentage of automatic listing cases completed within 5 working days – target under review.

PRT3 – The percentage of notifications of barring decisions issued within 3 working days – target 98%.

- Context of Key Performance Indicator

These Key Performance Indicators aid Disclosure Scotland in:

PRT1 – Ensuring that organisations for whom we know an individual is doing regulated work, are notified at the earliest opportunity that we are considering listing the individual, enabling the organisation to consider whether it requires to take an action to safeguard vulnerable groups.

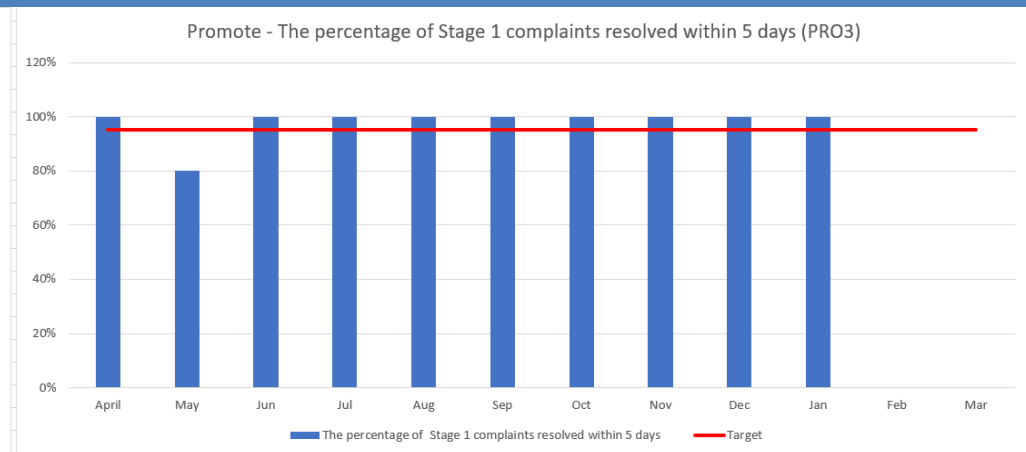
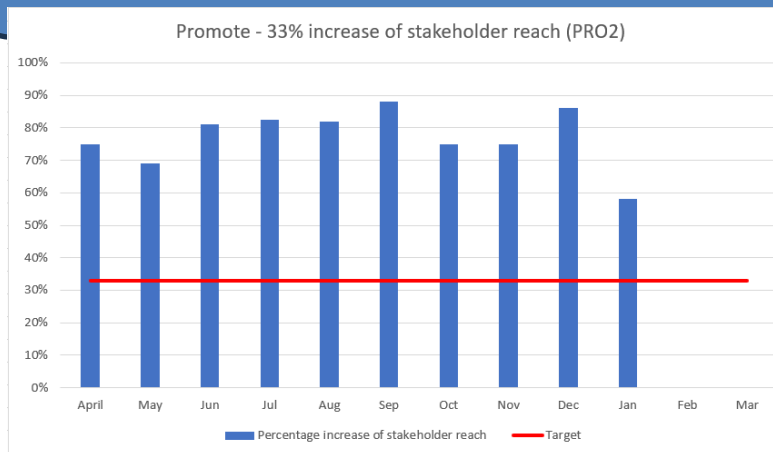
PRT2 – Ensuring those who are convicted of an automatic listing offence are barred and removed from regulated work at the earliest opportunity (please see comments below regarding this Key Performance Indicator);

PRT3 – Ensuring that we notify, at the earliest opportunity, individuals, and organisations for whom we know they are doing regulated work, that they are now barred and that they must cease doing/ be removed from regulated work. This is key to ensuring the safety of the vulnerable people of Scotland.

Promote - Percentage increase of social media followers (PRO1)

This figure is reported each quarter with quarter 1 showing a 16% increase, Quarter 2 showing a 2.3% increase and Quarter 3 showing a 2.2% increase.

Target for this Key Performance Indicator is 5%



- Key Performance Indicator

PRO1 – Percentage increase of social media followers – target 5%.

PRO2 – 33% increase of stakeholder reach.

PRO3 – The percentage of Stage 1 complaints resolved within 5 days – target 96%.

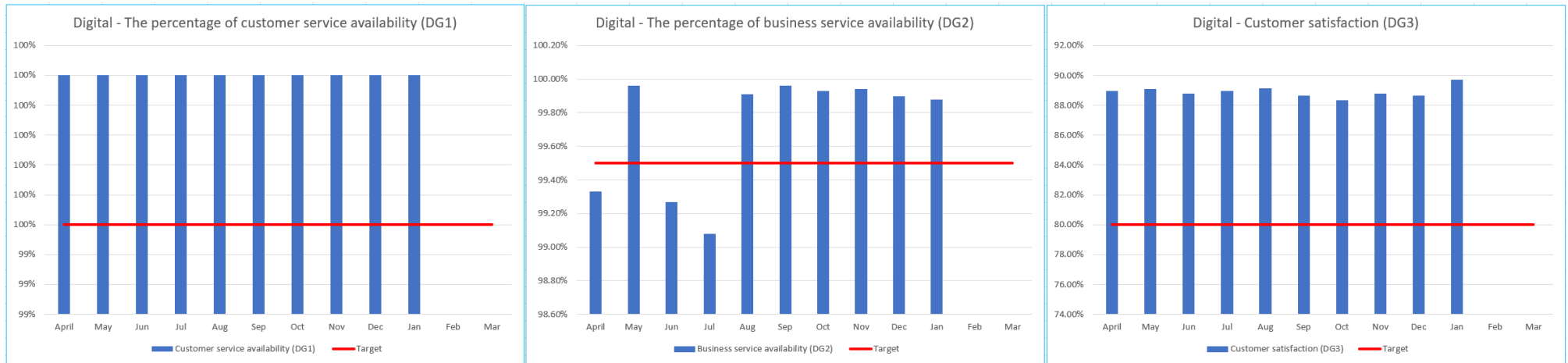
- Context of Key Performance Indicator

These Key Performance Indicators aid Disclosure Scotland in:

PRO1 – building our social media presence supports the delivery of Disclosure Scotland’s communications and engagement strategy 2022 to 2025 through meeting our business objectives and further connecting with our customers;

PRO2 – Increasing our stakeholder reach to this level helps us to further connect with more of our customers. It also ensures that more of our customers understand our services and regulatory obligations, whilst maintaining our relationships with stakeholders with whom we are already connected. This Key Performance Indicator helps provide a further platform to promote key messages directly to stakeholders when required;

PRO3 – monitoring that we are responding to customers in a timely manner, we are also able to review the log and discuss with other business areas if and when we note patterns of complaints.



- Key Performance Indicator

DG1 – The percentage of customer service availability – target 99.5%.

DG2 – The percentage of business service availability – target 99.5%.

DG3 – Customer satisfaction – target 80%.

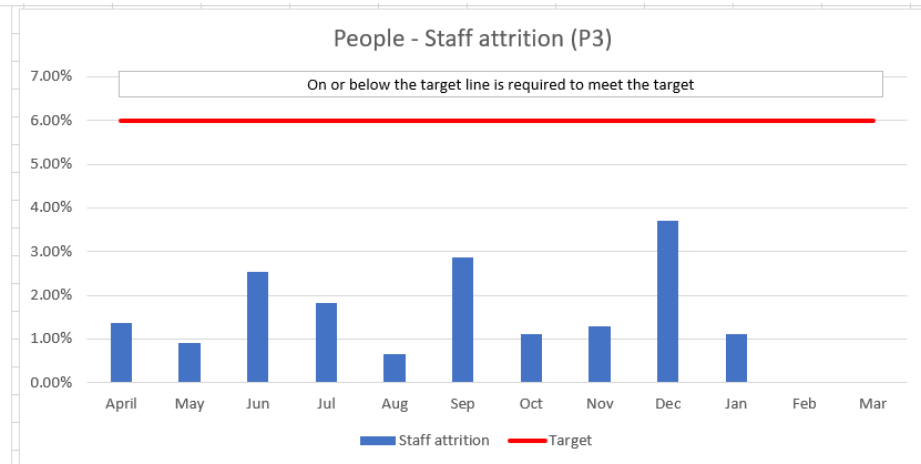
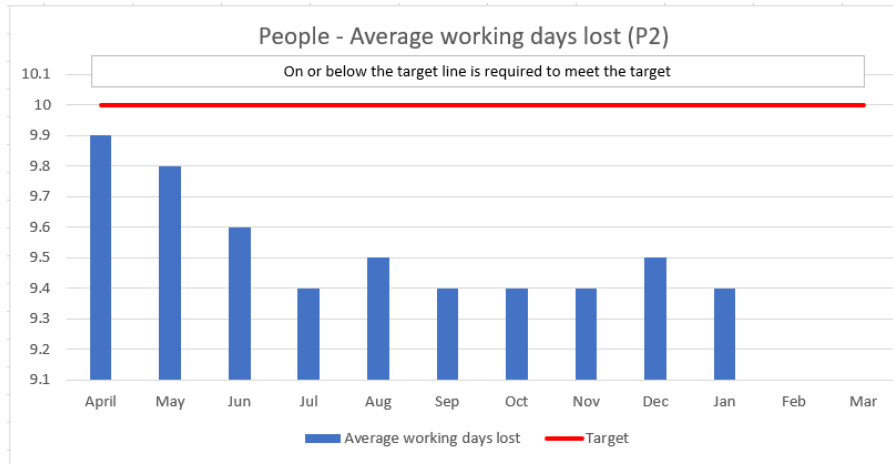
- Context of Key Performance Indicator

These Key Performance Indicators aid Disclosure Scotland in:

DG1 – Monitoring how often customers have access to our online services. Drops in this Key Performance Indicator should be managed carefully to ensure customers can access our services in a way that is suitable to them;
 DG2 – Monitoring how often our colleagues can access the system to process applications within Disclosure Scotland;
 DG3 – Enables us to monitor how satisfied our customers are with our online service.

People - Staff engagement index (P1)

Baseline figure is 65%, target figure is 68%. People survey 2023 figure is 64%



- Key Performance Indicator

- P1 – Staff engagement index – target 68%.
- P2 – Average working days lost – target 10 days.
- P3 – Staff attrition – target 6%.

- Context of Key Performance Indicator

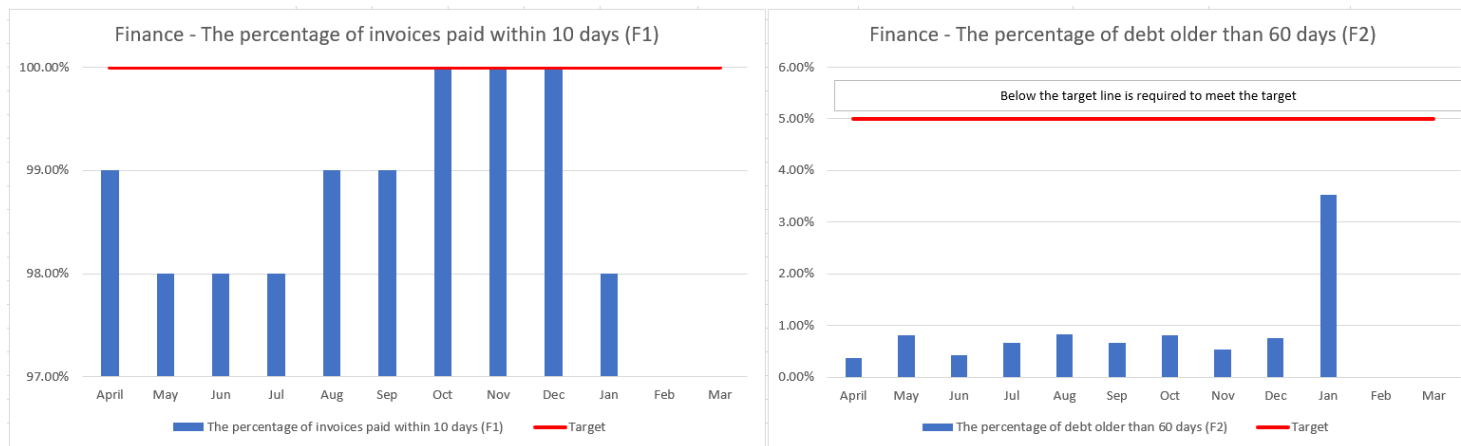
P1 – Staff Engagement Index – Having an engaged workforce will be critical to our success now and in the future. Having engaged colleagues who participate, are motivated, share their views and ideas and who take responsibility for delivering our goals will support Disclosure Scotland to achieve our strategic objectives and create a fair, engaged and healthy culture. Staff engagement will help drive greater collaboration whether

by individuals, teams, departments, projects or with our stakeholders. This will be important and is the focus of the current internal audit on collaboration.

P2 – This provides us with important data to ensure our attendance management processes are working well and that the wellbeing of our colleagues continues to be a priority. Average Working Days Lost helps us to predict trends across the year for example where we might expect more absence in winter due to flu and viruses we can align our workforce planning strategies to mitigate. This Key Performance Indicator can also have an impact on other Key Performance Indicators being reported on as it has a direct link to available resource which then can result in other KPI performance being affected. Monitoring and taking action in line with this Key Performance Indicator is also important as part of robust financial management in terms of cost of sickness absence and backfill or impact on other colleagues.

P3 – staff attrition – this provides us with data about our leavers on a monthly basis. Staff attrition helps us identify any particular trends e.g. increases in attrition at specific times of the year, some departments/teams have higher attrition than others, increase in retirements, enabling us to investigate and put in place interventions and workforce planning strategies to minimise the impact across the organisation and our people. Monitoring and taking action in line with this Key Performance Indicator is important as part of a robust workforce planning strategy, resourcing, attraction, staff engagement and financial management in terms of cost of backfilling staff, ensuring we have the right and sufficient skills to delivery our strategic objectives and promoting Disclosure Scotland as ‘a great place to work’.

These actions will be completed through 24/25



- Key Performance Indicator

F1 – The percentage of invoices paid within 10 days – target 100%.

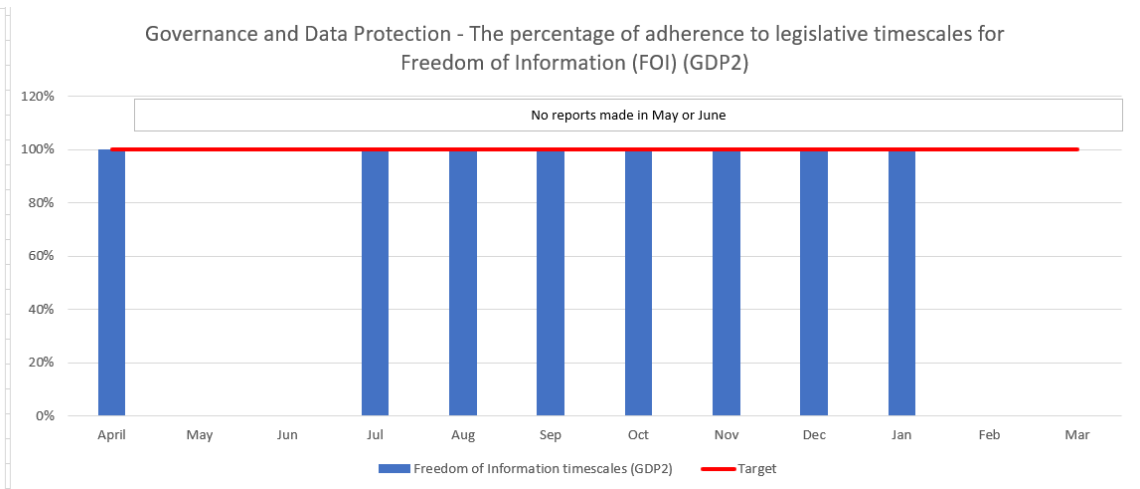
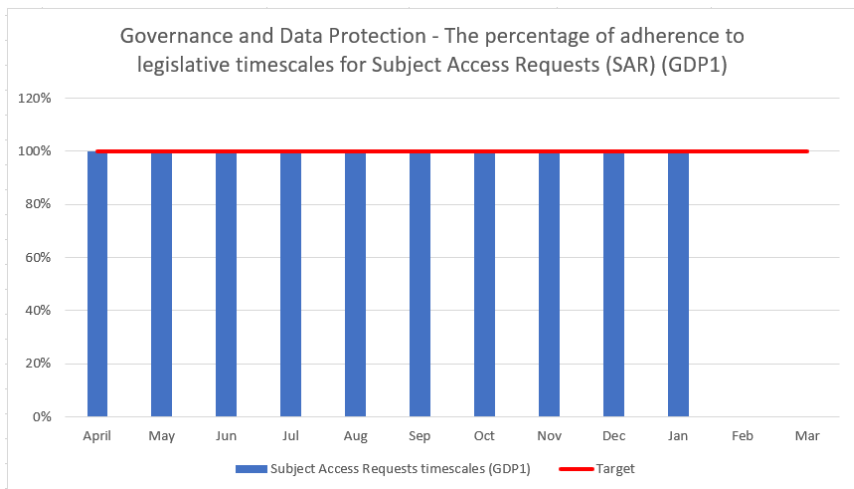
F2 – The percentage of debt older than 60 days – target under 5%.

- Context of Key Performance Indicator

F1 – This is a Key Performance Indicator set in place by Scottish Government, although we strive to meet 100% Finance have noted The Scottish Government's prompt payment policy requires that all suppliers' invoices not in dispute are paid within the terms of the relevant contract. The Scottish Government aims to pay 100% of invoices, including disputed invoices once the dispute has been settled, on time in these terms.

As part of its plan for supporting economic recovery in Scotland, the then First Minister announced on 9 October 2008 that the Scottish Government would aspire to a 10 working day target for paying bills to businesses in Scotland. This aspiration is above and beyond our contractual commitment to pay suppliers within 30 days. Paying supplier bills within ten working days is seen as a key objective, and an important expression of the Scottish Government's commitment to supporting business. In order for Disclosure Scotland to meet this target we need to complete everything in 8 days to allow Scottish Government two days for their tasks.

F2 – This is a Key Performance Indicator set in place by our Finance colleagues to ensure best use of public funds to recover all debt in an efficient manner.



Governance and Data Protection - The percentage of data breaches reported within 72 hours (GDP3)
 Please note this has no figures for any month in this financial year so far as no data breaches met the standard required to report to the Information Commissioners Office

GDP1 – The percentage of adherence to legislative timescales for Subject Access Requests (SAR) – target 100%.

GDP2 – The percentage of adherence to legislative timescales for Freedom of Information (FOI) – target 100%.

GDP3 – The percentage of data breaches reported within 72 hours – target 100%.

- Context

GDP1 – This is a legislative timescale and must be met. Any misses must be fully reviewed and lessons learned drafted to mitigate this being missed in the future

GDP2 – This is a legislative timescale and must be met. Any misses must be fully reviewed and lessons learned drafted to mitigate this being missed in the future. The target was not met last year however a number of changes were made across Disclosure Scotland to reduce the chance of that happening this year. **Please note this has no figure for May and June as no Freedom of Information requests were made those months.**

GDP3 – This is a target set by the Information Commissioners Office, any misses to this target must be fully reviewed and lessons learned drafted to mitigate this being missed in the future. We must also share any reasons for this with the Information Commissioners Office. Misses to this Key Performance Indicator could result in reputational damage. **Please note this has no figures for any month in this financial year so far as no data breaches met the standard required to report to the Information Commissioners Office.**

Disclosure Scotland Leadership Team	
Date	18/03/2024
Reporting period	February 2024
Subject	Key Performance Indicators

Background

The performance data below is presented according to our strategic themes, disclose, protect, promote – and according to enabling objectives where appropriate, our people, our systems, and the way we work.

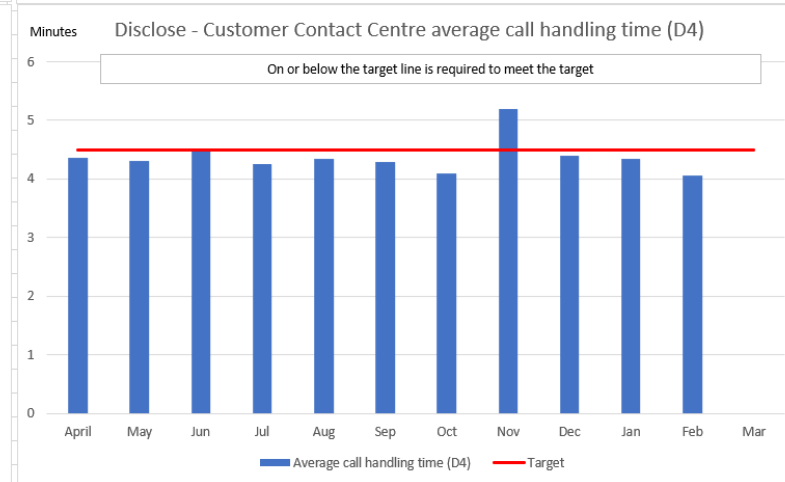
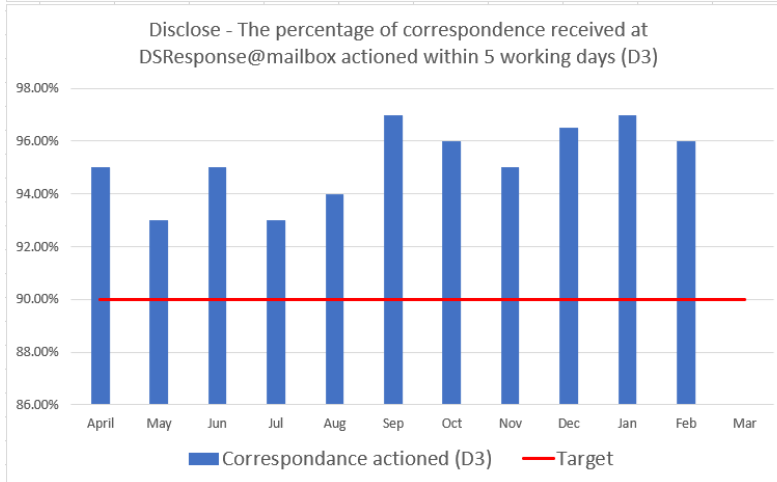
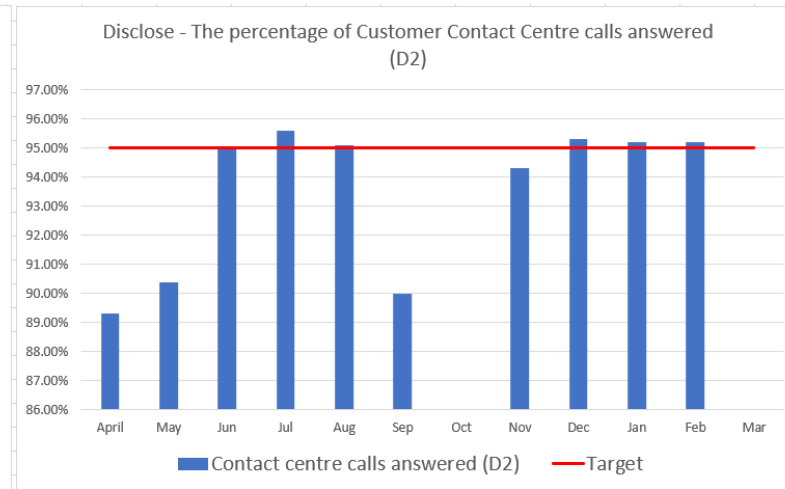
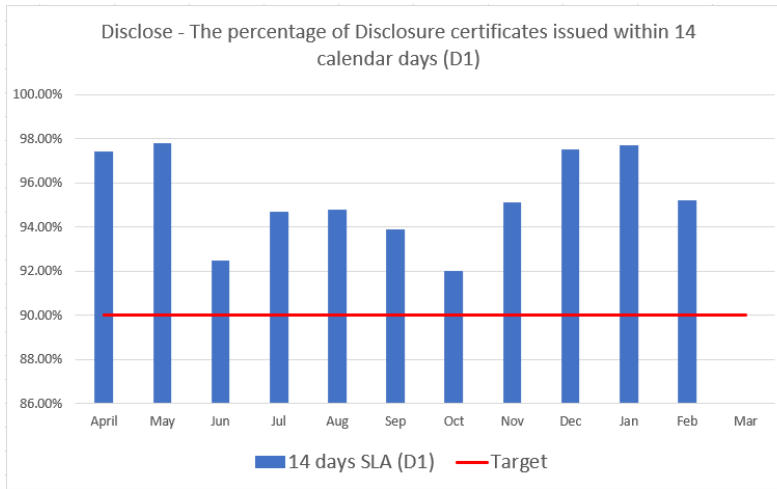
This allows us to align our performance to our six strategic objectives which are;

- We make Scotland's people safer by barring unsuitable people from working with us when we are vulnerable and providing a quality, effective and efficient disclosure regime to support safe recruitment decisions.
- We use our influence and expertise beyond our organisational boundaries to integrate disclosure with wider initiatives in the service of Scotland, supporting the Scottish Government to deliver its National Outcomes
- We will innovate to deliver high quality services in an affordable way by boosting efficiency, innovation and reducing costs to deliver value for public money.
- We will innovate digital technology in partnership with our customers and build a disclosure service that is affordable, efficient, accurate and easily accessible.
- We will deliver a comprehensive programme of digital and policy disclosure reform to make Scotland safer and fairer.
- We invest in the development of our people to grow a talented, diverse, and inclusive workforce tailored to deliver our disclosure and safeguarding national outcomes.

These objectives were set by the Disclosure Scotland Board in October 2022 and are the high level aims we will measure ourselves against unto March 2025.

This information is part of the Disclosure Scotland Performance framework and should be considered in parallel to our business plan, corporate strategy and annual report and accounts reporting.

Key Performance Indicators



- **Key Performance Indicator**

D1 – The percentage of Disclosure certificates issued within 14 calendar days.

D2 – The percentage of Customer Contact Centre calls answered – target 95%.

D3 – The percentage of correspondence received at DSResponse@mailbox actioned within 5 working days – target 90%.

D4 – Customer Contact Centre average call handling time – target 4.5 minutes.

- **Context of Key Performance Indicator**

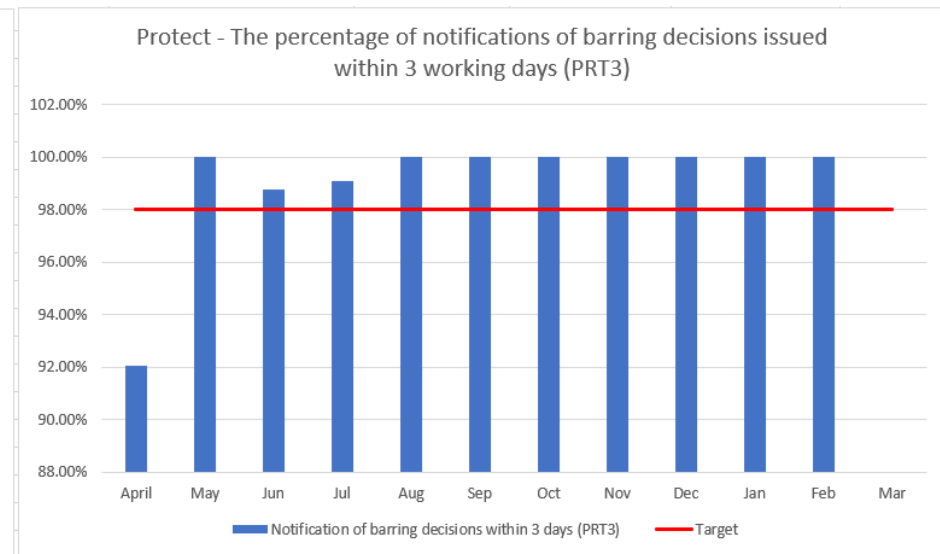
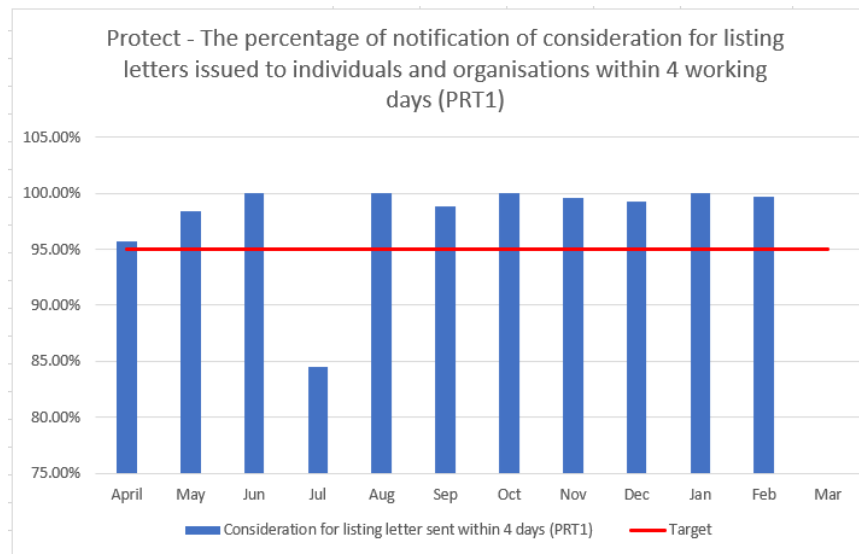
These Key Performance Indicators aid Disclosure Scotland in:

D1 – Understanding its Service Level Agreement position throughout the year and allows it to view the years’ Service Level Agreement against any other factors to help future year predictions;

D2 – Understanding how well changes noted below improve our customer contact service to customers;

D3 – Understanding how any changes to our systems, procedures and legislation affect volumes of queries and how quickly we can respond to them;

D4 – Understanding how simple we have made our systems, procedures and letters/emails sent to customers.



- **Key Performance Indicator**

PRT1 – The percentage of notification of consideration for listing letters issued to individuals and organisations within 4 working days – target 90%.

PRT2 – The percentage of automatic listing cases completed within 5 working days – target under review.

PRT3 – The percentage of notifications of barring decisions issued within 3 working days – target 98%.

- **Context of Key Performance Indicator**

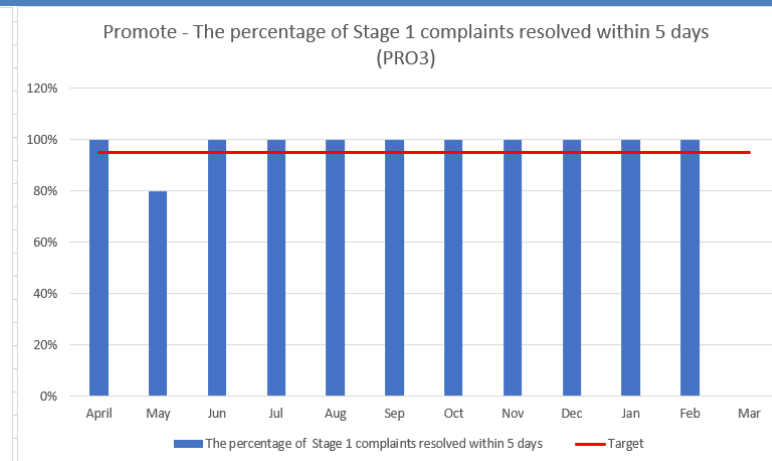
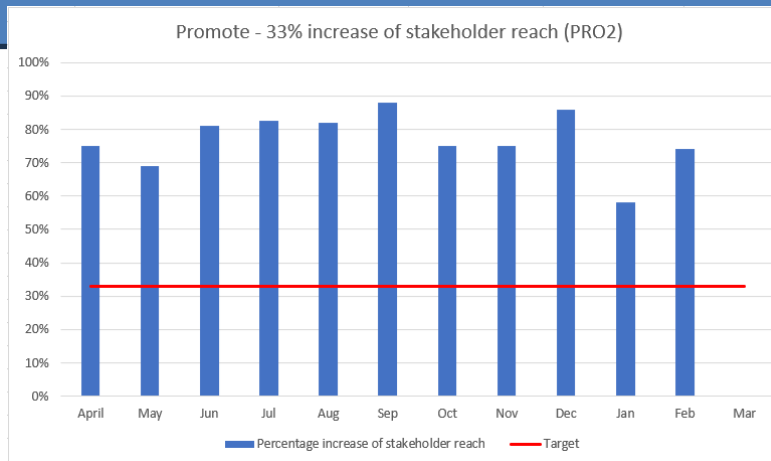
These Key Performance Indicators aid Disclosure Scotland in:

PRT1 – Ensuring that organisations for whom we know an individual is doing regulated work, are notified at the earliest opportunity that we are considering listing the individual, enabling the organisation to consider whether it requires to take an action to safeguard vulnerable groups.
 PRT2 – Ensuring those who are convicted of an automatic listing offence are barred and removed from regulated work at the earliest opportunity (please see comments below regarding this Key Performance Indicator);
 PRT3 – Ensuring that we notify, at the earliest opportunity, individuals, and organisations for whom we know they are doing regulated work, that they are now barred and that they must cease doing/ be removed from regulated work. This is key to ensuring the safety of the vulnerable people of Scotland.

Promote - Percentage increase of social media followers (PRO1)

This figure is reported each quarter with quarter 1 showing a 16% increase, Quarter 2 showing a 2.3% increase and Quarter 3 showing a 2.2% increase.

Target for this Key Performance Indicator is 5%



• **Key Performance Indicator**

PRO1 – Percentage increase of social media followers – target 5%.

PRO2 – 33% increase of stakeholder reach.

PRO3 – The percentage of Stage 1 complaints resolved within 5 days – target 96%.

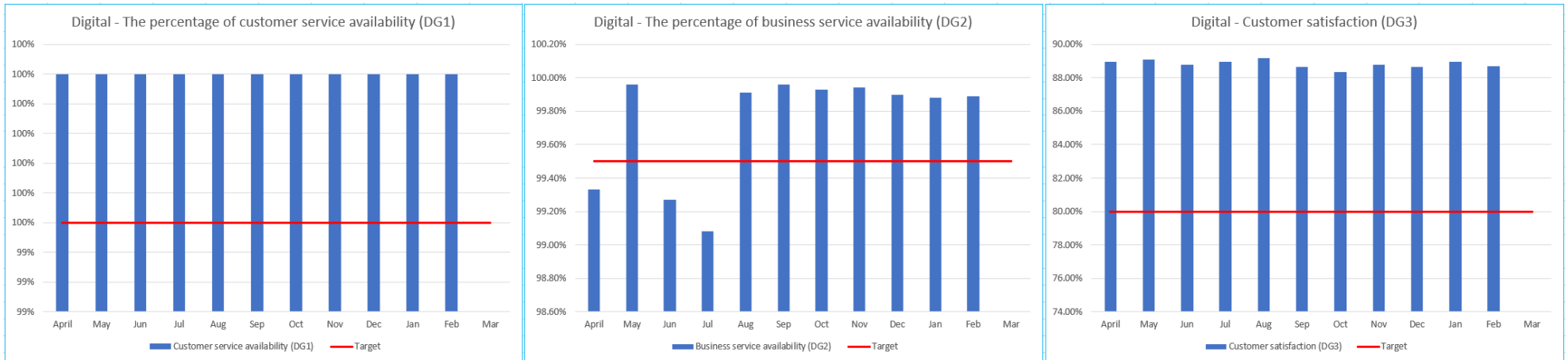
- **Context of Key Performance Indicator**

These Key Performance Indicators aid Disclosure Scotland in:

PRO1 – building our social media presence supports the delivery of Disclosure Scotland’s communications and engagement strategy 2022 to 2025 through meeting our business objectives and further connecting with our customers;

PRO2 – Increasing our stakeholder reach to this level helps us to further connect with more of our customers. It also ensures that more of our customers understand our services and regulatory obligations, whilst maintaining our relationships with stakeholders with whom we are already connected. This Key Performance Indicator helps provide a further platform to promote key messages directly to stakeholders when required;

PRO3 – monitoring that we are responding to customers in a timely manner, we are also able to review the log and discuss with other business areas if and when we note patterns of complaints.



- **Key Performance Indicator**

DG1 – The percentage of customer service availability – target 99.5%.

DG2 – The percentage of business service availability – target 99.5%.

DG3 – Customer satisfaction – target 80%.

- **Context of Key Performance Indicator**

These Key Performance Indicators aid Disclosure Scotland in:

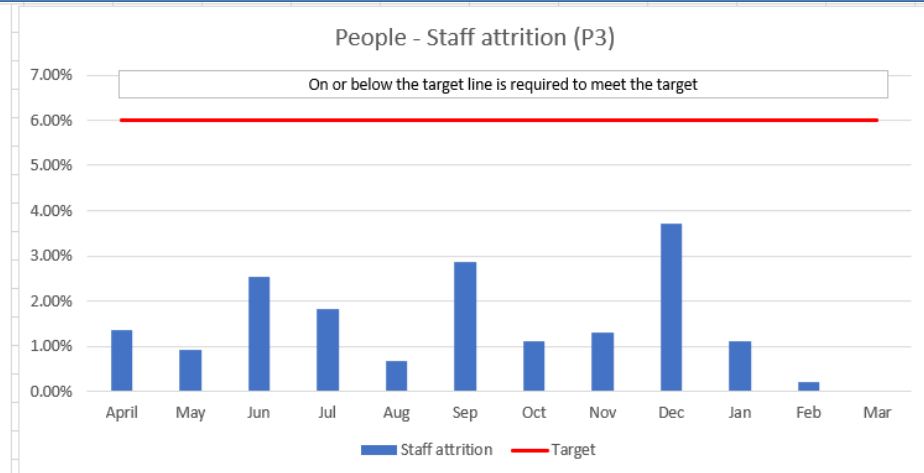
DG1 – Monitoring how often customers have access to our online services. Drops in this Key Performance Indicator should be managed carefully to ensure customers can access our services in a way that is suitable to them;

DG2 – Monitoring how often our colleagues can access the system to process applications within Disclosure Scotland;

DG3 – Enables us to monitor how satisfied our customers are with our online service.

People - Staff engagement index (P1)

Baseline figure is 65%, target figure is 68%. People survey 2023 figure is 64%



- **Key Performance Indicator**

P1 – Staff engagement index – target 68%.

P2 – Average working days lost – target 10 days.

P3 – Staff attrition – target 6%.

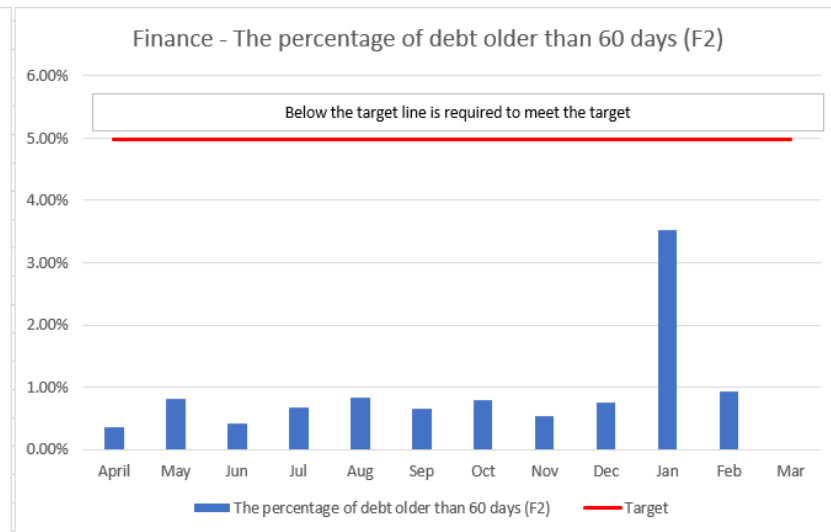
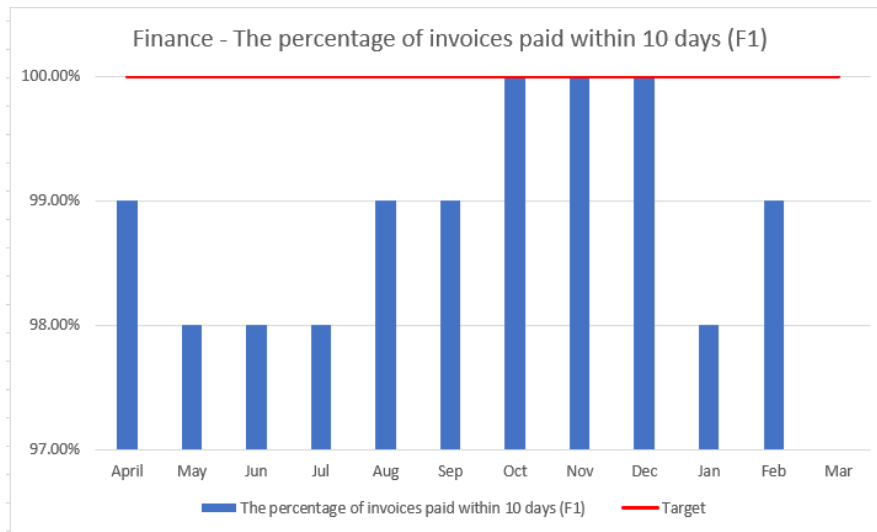
- **Context of Key Performance Indicator**

P1 – Staff Engagement Index – Having an engaged workforce will be critical to our success now and in the future. Having engaged colleagues who participate, are motivated, share their views and ideas and who take responsibility for delivering our goals will support Disclosure Scotland to achieve our strategic objectives and create a fair, engaged and healthy culture. Staff engagement will help drive greater collaboration whether by individuals, teams, departments, projects or with our stakeholders. This will be important and is the focus of the current internal audit on collaboration.

P2 – This provides us with important data to ensure our attendance management processes are working well and that the wellbeing of our colleagues continues to be a priority. Average Working Days Lost helps us to predict trends across the year for example where we might expect

more absence in winter due to flu and viruses we can align our workforce planning strategies to mitigate. This Key Performance Indicator can also have an impact on other Key Performance Indicators being reported on as it has a direct link to available resource which then can result in other KPI performance being affected. Monitoring and taking action in line with this Key Performance Indicator is also important as part of robust financial management in terms of cost of sickness absence and backfill or impact on other colleagues.

P3 – staff attrition – this provides us with data about our leavers on a monthly basis. Staff attrition helps us identify any particular trends e.g. increases in attrition at specific times of the year, some departments/teams have higher attrition than others, increase in retirements, enabling us to investigate and put in place interventions and workforce planning strategies to minimise the impact across the organisation and our people. Monitoring and taking action in line with this Key Performance Indicator is important as part of a robust workforce planning strategy, resourcing, attraction, staff engagement and financial management in terms of cost of backfilling staff, ensuring we have the right and sufficient skills to delivery our strategic objectives and promoting Disclosure Scotland as ‘a great place to work’.



- **Key Performance Indicator**

F1 – The percentage of invoices paid within 10 days – target 100%.

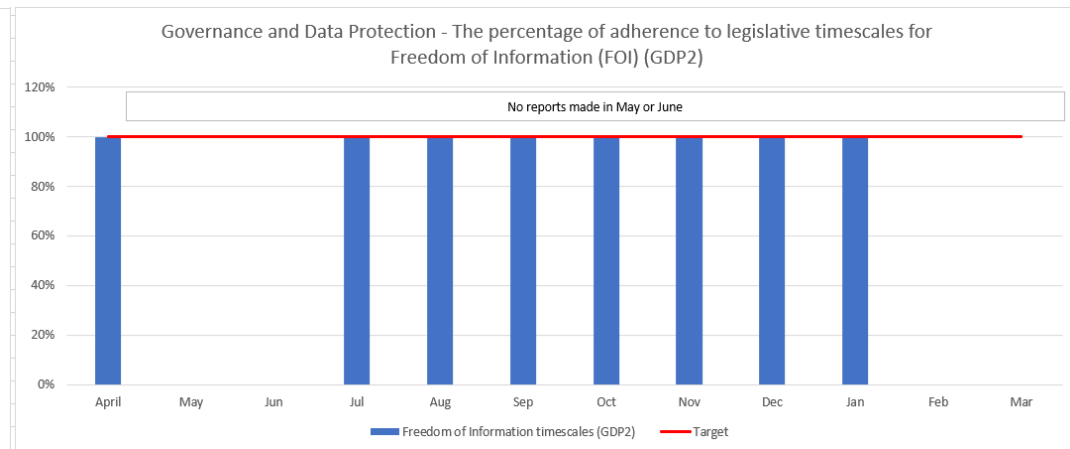
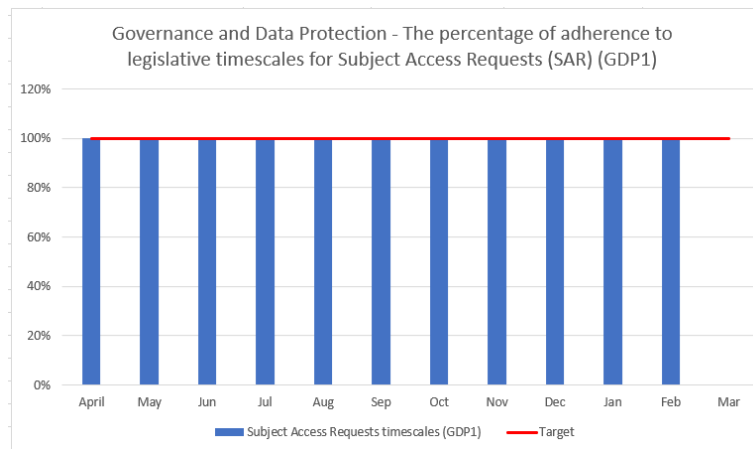
F2 – The percentage of debt older than 60 days – target under 5%.

- **Context of Key Performance Indicator**

F1 – This is a Key Performance Indicator set in place by Scottish Government, although we strive to meet 100% Finance have noted The Scottish Government's prompt payment policy requires that all suppliers' invoices not in dispute are paid within the terms of the relevant contract. The Scottish Government aims to pay 100% of invoices, including disputed invoices once the dispute has been settled, on time in these terms.

As part of its plan for supporting economic recovery in Scotland, the then First Minister announced on 9 October 2008 that the Scottish Government would aspire to a 10 working day target for paying bills to businesses in Scotland. This aspiration is above and beyond our contractual commitment to pay suppliers within 30 days. Paying supplier bills within ten working days is seen as a key objective, and an important expression of the Scottish Government's commitment to supporting business. In order for Disclosure Scotland to meet this target we need to complete everything in 8 days to allow Scottish Government two days for their tasks.

F2 – This is a Key Performance Indicator set in place by our Finance colleagues to ensure best use of public funds to recover all debt in an efficient manner.



Governance and Data Protection - The percentage of data breaches reported within 72 hours (GDP3)

Please note this has no figures for any month in this financial year so far as no data breaches met the standard required to report to the Information Commissioners Office

GDP1 – The percentage of adherence to legislative timescales for Subject Access Requests (SAR) – target 100%.

GDP2 – The percentage of adherence to legislative timescales for Freedom of Information (FOI) – target 100%.

GDP3 – The percentage of data breaches reported within 72 hours – target 100%.

- **Context**

GDP1 – This is a legislative timescale and must be met. Any misses must be fully reviewed and lessons learned drafted to mitigate this being missed in the future

GDP2 – This is a legislative timescale and must be met. Any misses must be fully reviewed and lessons learned drafted to mitigate this being missed in the future. The target was not met last year however a number of changes were made across Disclosure Scotland to reduce the chance of that happening this year. **Please note this has no figure for May and June as no Freedom of Information requests were made those months.**

GDP3 – This is a target set by the Information Commissioners Office, any misses to this target must be fully reviewed and lessons learned drafted to mitigate this being missed in the future. We must also share any reasons for this with the Information Commissioners Office. Misses to this Key Performance Indicator could result in reputational damage. **Please note this has no figures for any month in this financial year so far as no data breaches met the standard required to report to the Information Commissioners Office.**

Disclosure Scotland Leadership Team	
Date	26/04/2024
Reporting period	March 2024
Subject	Key Performance Indicators

Background

The performance data below is presented according to our strategic themes, disclose, protect, promote – and according to enabling objectives where appropriate, our people, our systems, and the way we work.

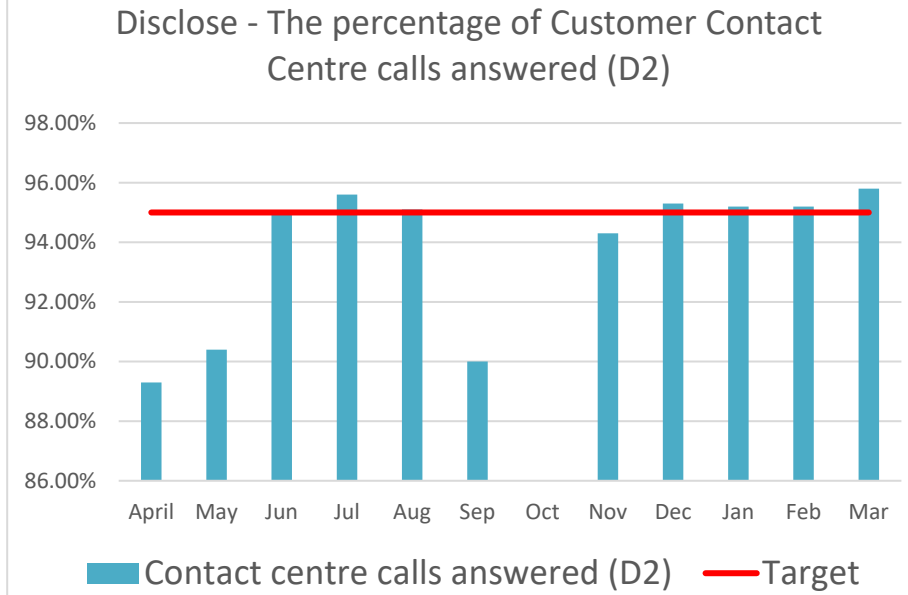
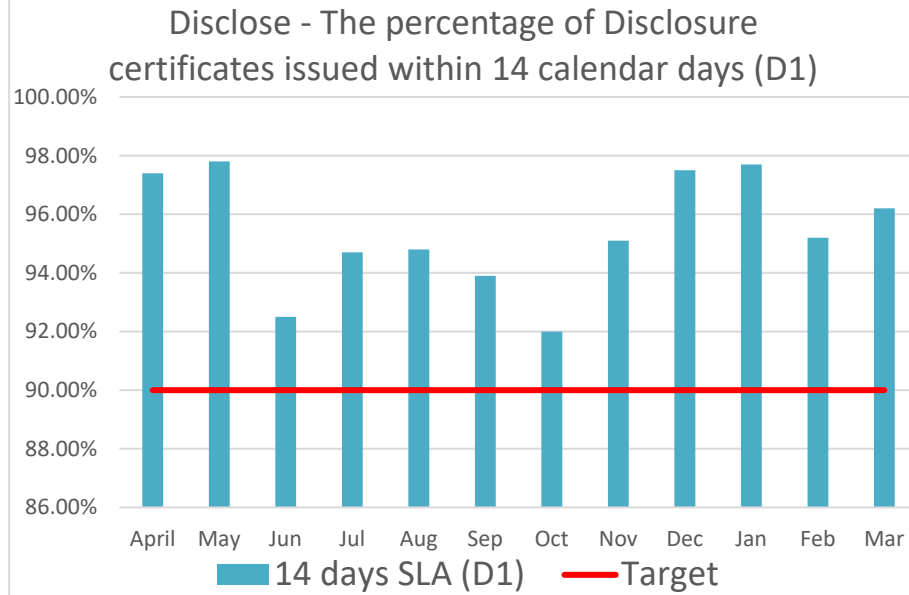
This allows us to align our performance to our six strategic objectives which are;

- We make Scotland's people safer by barring unsuitable people from working with us when we are vulnerable and providing a quality, effective and efficient disclosure regime to support safe recruitment decisions.
- We use our influence and expertise beyond our organisational boundaries to integrate disclosure with wider initiatives in the service of Scotland, supporting the Scottish Government to deliver its National Outcomes
- We will innovate to deliver high quality services in an affordable way by boosting efficiency, innovation and reducing costs to deliver value for public money.
- We will innovate digital technology in partnership with our customers and build a disclosure service that is affordable, efficient, accurate and easily accessible.
- We will deliver a comprehensive programme of digital and policy disclosure reform to make Scotland safer and fairer.
- We invest in the development of our people to grow a talented, diverse, and inclusive workforce tailored to deliver our disclosure and safeguarding national outcomes.

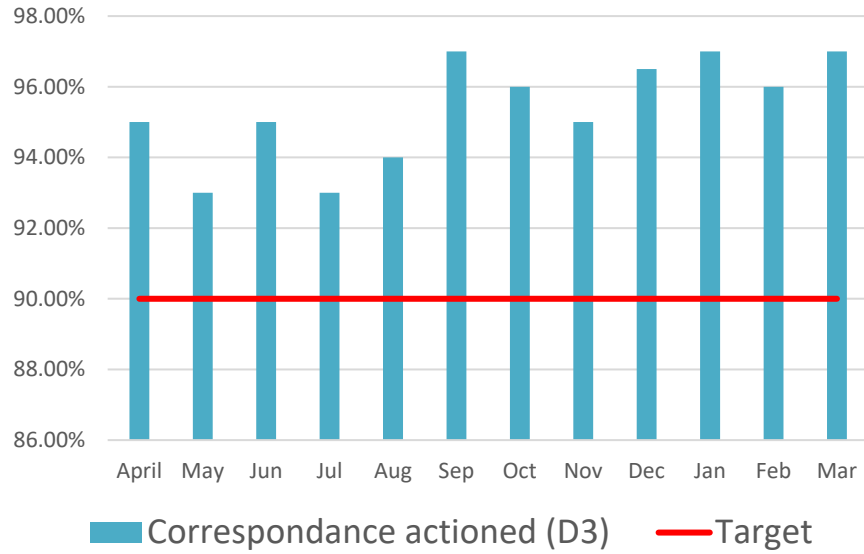
These objectives were set by the Disclosure Scotland Board in October 2022 and are the high level aims we will measure ourselves against unto March 2025.

This information is part of the Disclosure Scotland Performance framework and should be considered in parallel to our business plan, corporate strategy and annual report and accounts reporting.

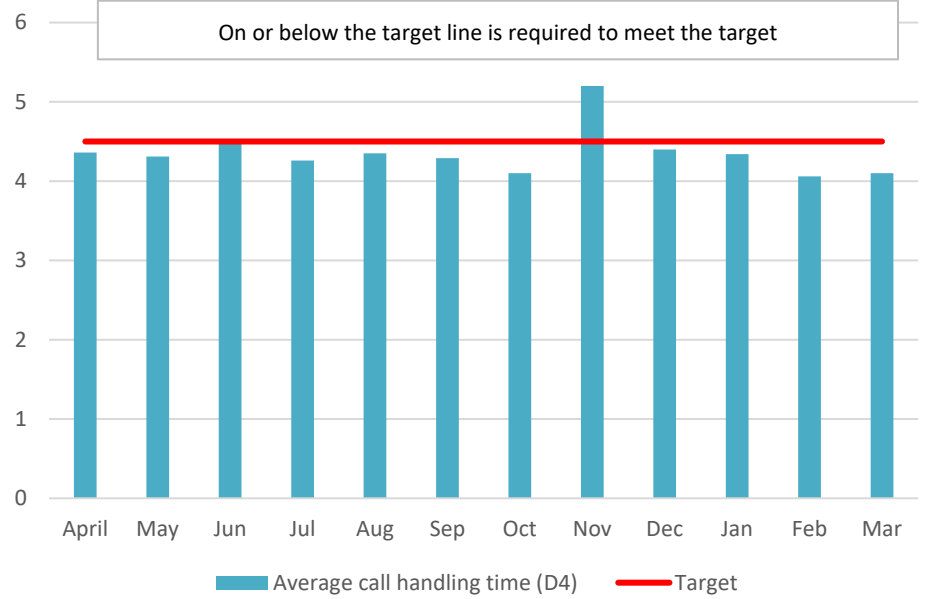
Key Performance Indicators



Disclose - The percentage of correspondence received at DSResponse@mailbox actioned within 5 working days (D3)



Minut Disclose - Customer Contact Centre average call handling time (D4)



- **Key Performance Indicator**

D1 – The percentage of Disclosure certificates issued within 14 calendar days.

D2 – The percentage of Customer Contact Centre calls answered – target 95%.

D3 – The percentage of correspondence received at DSResponse@mailbox actioned within 5 working days – target 90%.

D4 – Customer Contact Centre average call handling time – target 4.5 minutes.

- **Context of Key Performance Indicator**

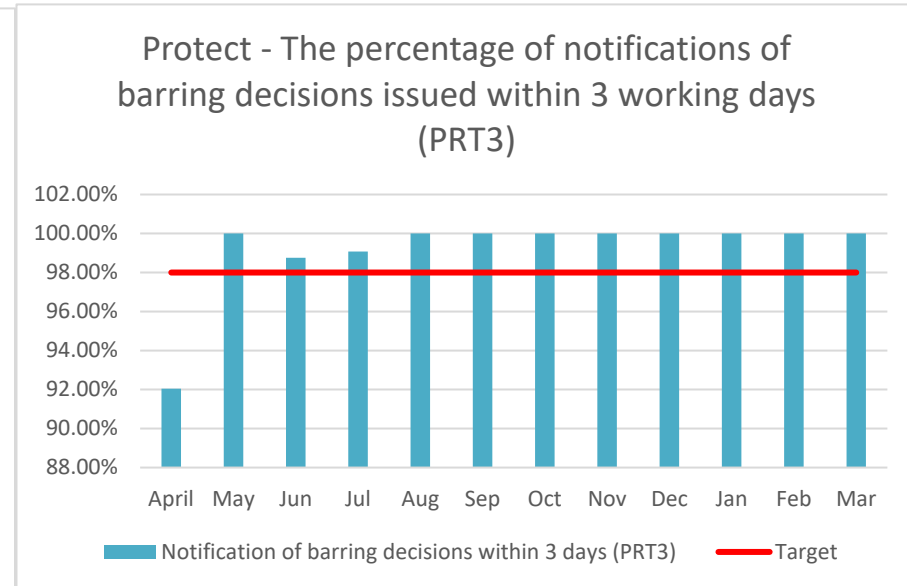
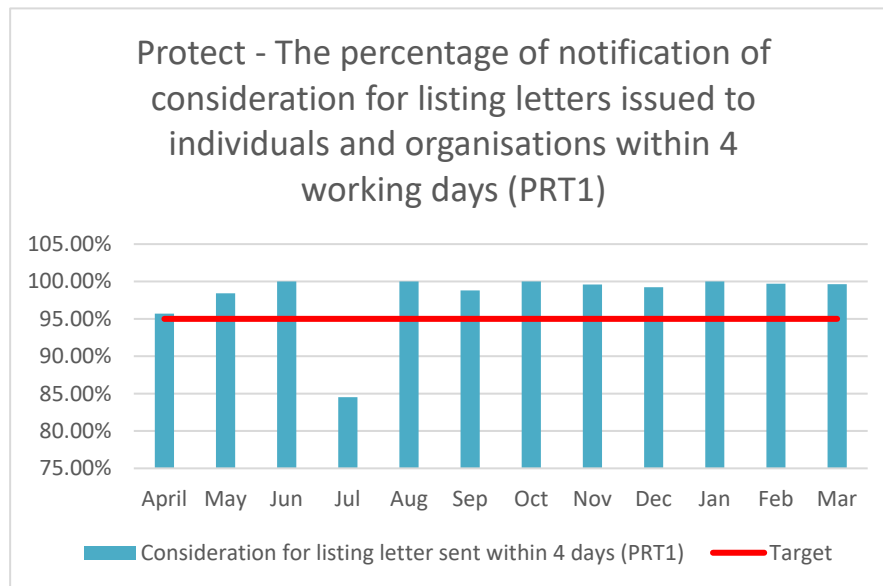
These Key Performance Indicators aid Disclosure Scotland in:

D1 – Understanding its Service Level Agreement position throughout the year and allows it to view the years' Service Level Agreement against any other factors to help future year predictions;

D2 – Understanding how well changes noted below improve our customer contact service to customers;

D3 – Understanding how any changes to our systems, procedures and legislation affect volumes of queries and how quickly we can respond to them;

D4 – Understanding how simple we have made our systems, procedures and letters/emails sent to customers.



- **Key Performance Indicator**

PRT1 – The percentage of notification of consideration for listing letters issued to individuals and organisations within 4 working days – target 90%.

PRT2 – The percentage of automatic listing cases completed within 5 working days – target under review.

PRT3 – The percentage of notifications of barring decisions issued within 3 working days – target 98%.

- **Context of Key Performance Indicator**

These Key Performance Indicators aid Disclosure Scotland in:

PRT1 – Ensuring that organisations for whom we know an individual is doing regulated work, are notified at the earliest opportunity that we are considering listing the individual, enabling the organisation to consider whether it requires to take an action to safeguard vulnerable groups.

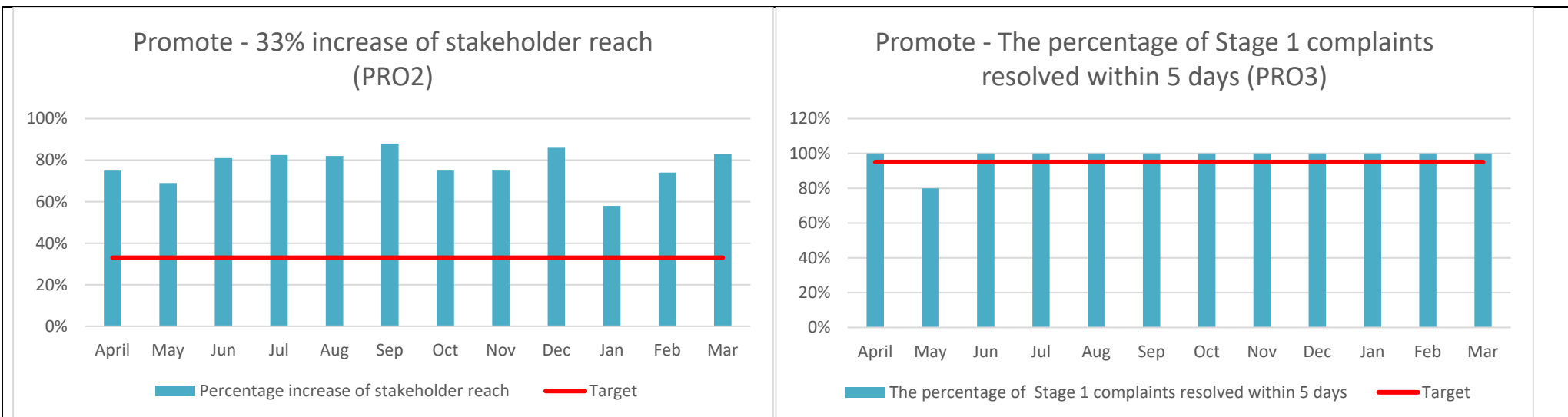
PRT2 – Ensuring those who are convicted of an automatic listing offence are barred and removed from regulated work at the earliest opportunity (please see comments below regarding this Key Performance Indicator);

PRT3 – Ensuring that we notify, at the earliest opportunity, individuals, and organisations for whom we know they are doing regulated work, that they are now barred and that they must cease doing/ be removed from regulated work. This is key to ensuring the safety of the vulnerable people of Scotland.

Promote - Percentage increase of social media followers (PRO1)

This figure is reported each quarter with quarter 1 showing a 16% increase, Quarter 2 showing a 2.3% increase and Quarter 3 showing a 2.2% increase.

Target for this Key Performance Indicator is 5%



- **Key Performance Indicator**

PRO1 – Percentage increase of social media followers – target 5%.

PRO2 – 33% increase of stakeholder reach.

PRO3 – The percentage of Stage 1 complaints resolved within 5 days – target 96%.

- **Context of Key Performance Indicator**

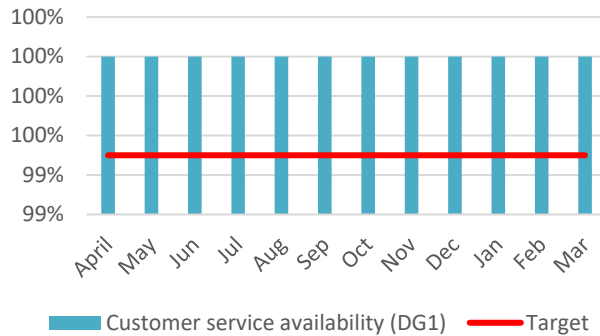
These Key Performance Indicators aid Disclosure Scotland in:

PRO1 – building our social media presence supports the delivery of Disclosure Scotland’s communications and engagement strategy 2022 to 2025 through meeting our business objectives and further connecting with our customers;

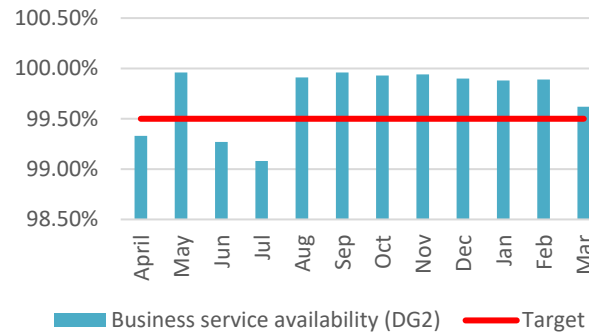
PRO2 – Increasing our stakeholder reach to this level helps us to further connect with more of our customers. It also ensures that more of our customers understand our services and regulatory obligations, whilst maintaining our relationships with stakeholders with whom we are already connected. This Key Performance Indicator helps provide a further platform to promote key messages directly to stakeholders when required;

PRO3 – monitoring that we are responding to customers in a timely manner, we are also able to review the log and discuss with other business areas if and when we note patterns of complaints.

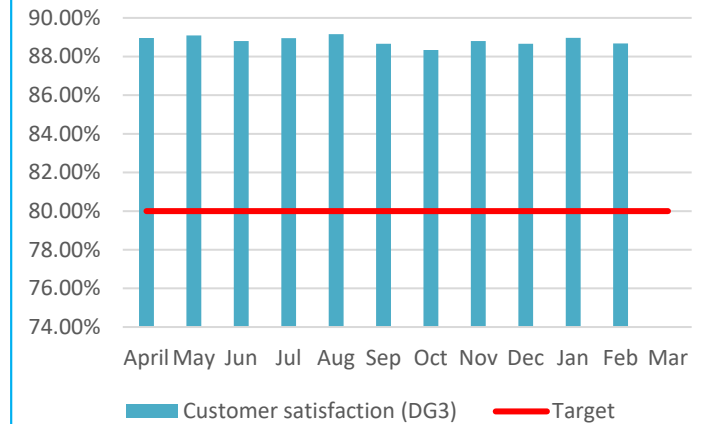
Digital - The percentage of customer service availability (DG1)



Digital - The percentage of business service availability (DG2)



Digital - Customer satisfaction (DG3)



- **Key Performance Indicator**

DG1 – The percentage of customer service availability – target 99.5%.

DG2 – The percentage of business service availability – target 99.5%.

DG3 – Customer satisfaction – target 80%.

- **Context of Key Performance Indicator**

These Key Performance Indicators aid Disclosure Scotland in:

DG1 – Monitoring how often customers have access to our online services. Drops in this Key Performance Indicator should be managed carefully to ensure customers can access our services in a way that is suitable to them;

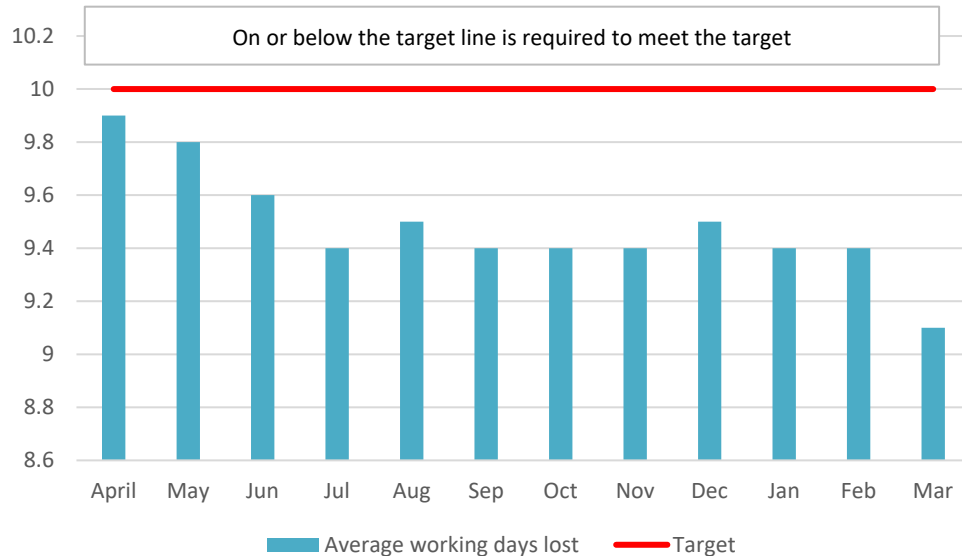
DG2 – Monitoring how often our colleagues can access the system to process applications within Disclosure Scotland;

DG3 – Enables us to monitor how satisfied our customers are with our online service.

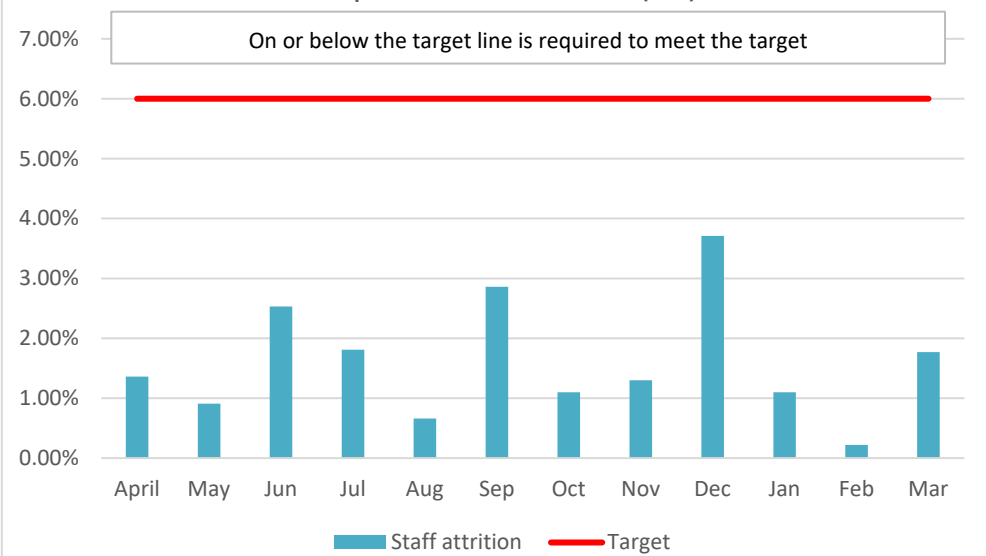
People - Staff engagement index (P1)

Baseline figure is 65%, target figure is 68%. People survey 2023 figure is 64%

People - Average working days lost (P2)



People - Staff attrition (P3)



- **Key Performance Indicator**

P1 – Staff engagement index – target 68%.

P2 – Average working days lost – target 10 days.

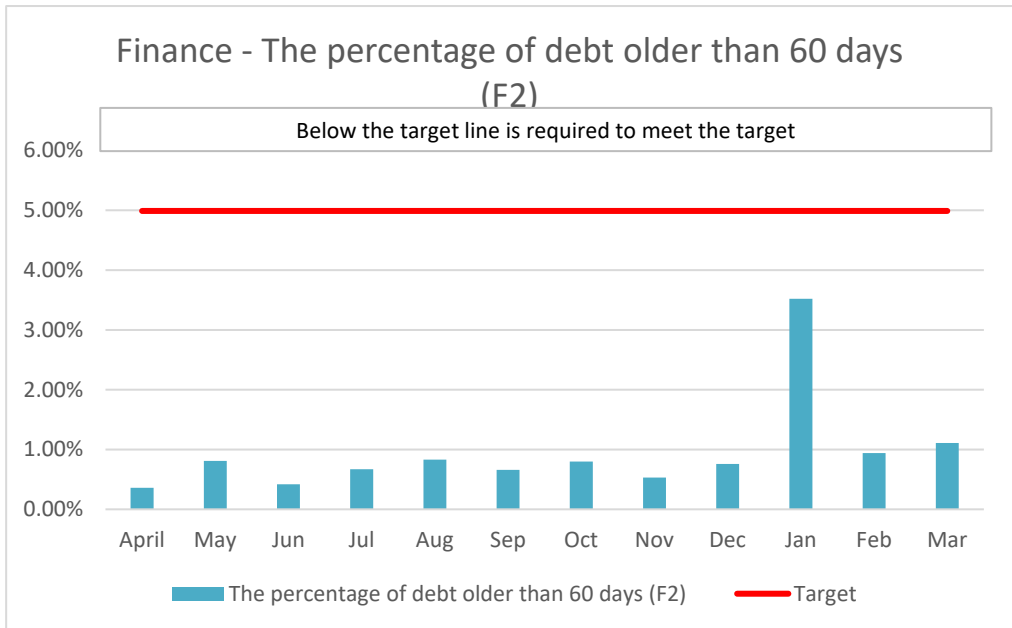
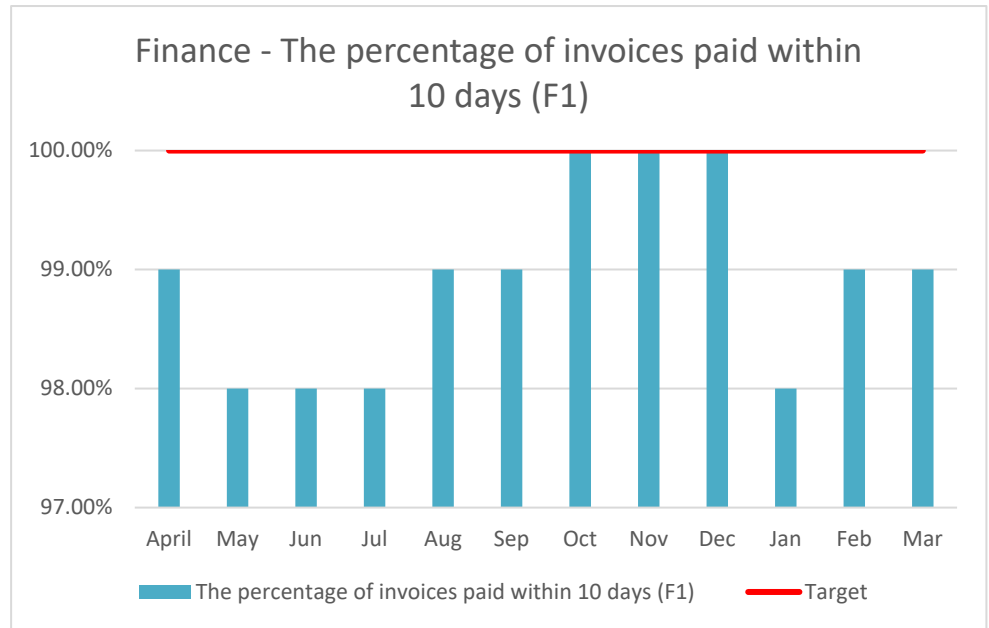
P3 – Staff attrition – target 6%.

- **Context of Key Performance Indicator**

P1 – Staff Engagement Index – Having an engaged workforce will be critical to our success now and in the future. Having engaged colleagues who participate, are motivated, share their views and ideas and who take responsibility for delivering our goals will support Disclosure Scotland to achieve our strategic objectives and create a fair, engaged and healthy culture. Staff engagement will help drive greater collaboration whether by individuals, teams, departments, projects or with our stakeholders. This will be important and is the focus of the current internal audit on collaboration.

P2 – This provides us with important data to ensure our attendance management processes are working well and that the wellbeing of our colleagues continues to be a priority. Average Working Days Lost helps us to predict trends across the year for example where we might expect more absence in winter due to flu and viruses we can align our workforce planning strategies to mitigate. This Key Performance Indicator can also have an impact on other Key Performance Indicators being reported on as it has a direct link to available resource which then can result in other KPI performance being affected. Monitoring and taking action in line with this Key Performance Indicator is also important as part of robust financial management in terms of cost of sickness absence and backfill or impact on other colleagues.

P3 – staff attrition – this provides us with data about our leavers on a monthly basis. Staff attrition helps us identify any particular trends e.g. increases in attrition at specific times of the year, some departments/teams have higher attrition than others, increase in retirements, enabling us to investigate and put in place interventions and workforce planning strategies to minimise the impact across the organisation and our people. Monitoring and taking action in line with this Key Performance Indicator is important as part of a robust workforce planning strategy, resourcing, attraction, staff engagement and financial management in terms of cost of backfilling staff, ensuring we have the right and sufficient skills to delivery our strategic objectives and promoting Disclosure Scotland as ‘a great place to work’.



- **Key Performance Indicator**

F1 – The percentage of invoices paid within 10 days – target 100%.

F2 – The percentage of debt older than 60 days – target under 5%.

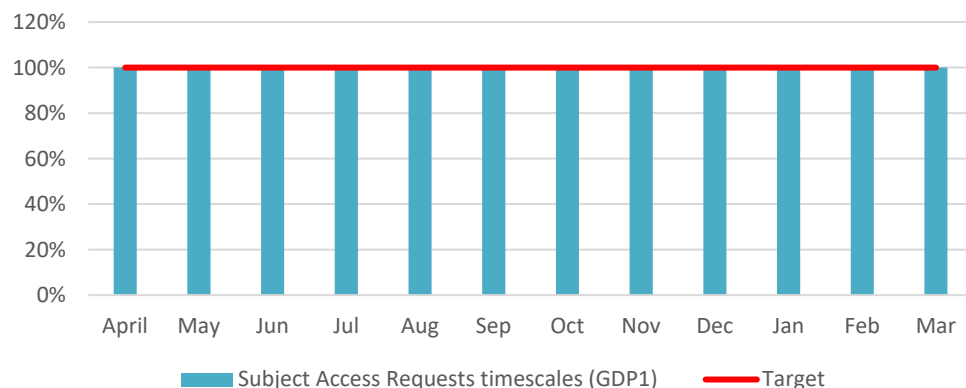
- **Context of Key Performance Indicator**

F1 – This is a Key Performance Indicator set in place by Scottish Government, although we strive to meet 100% Finance have noted The Scottish Government's prompt payment policy requires that all suppliers' invoices not in dispute are paid within the terms of the relevant contract. The Scottish Government aims to pay 100% of invoices, including disputed invoices once the dispute has been settled, on time in these terms.

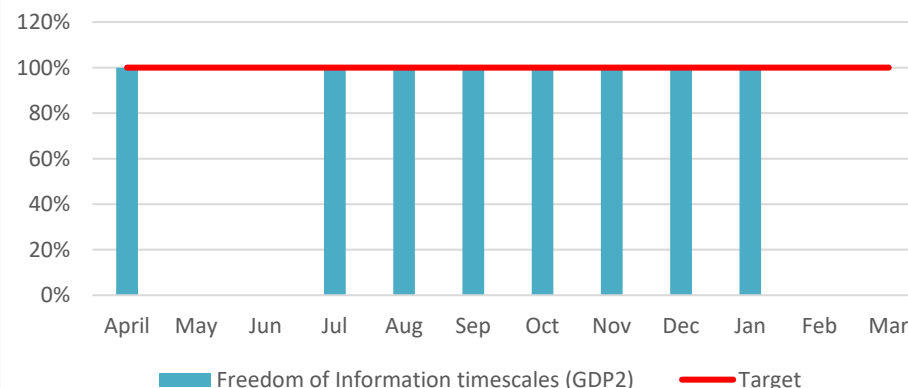
As part of its plan for supporting economic recovery in Scotland, the then First Minister announced on 9 October 2008 that the Scottish Government would aspire to a 10 working day target for paying bills to businesses in Scotland. This aspiration is above and beyond our contractual commitment to pay suppliers within 30 days. Paying supplier bills within ten working days is seen as a key objective, and an important expression of the Scottish Government's commitment to supporting business. In order for Disclosure Scotland to meet this target we need to complete everything in 8 days to allow Scottish Government two days for their tasks.

F2 – This is a Key Performance Indicator set in place by our Finance colleagues to ensure best use of public funds to recover all debt in an efficient manner.

Governance and Data Protection - The percentage of adherence to legislative timescales for Subject Access Requests (SAR) (GDP1)



Governance and Data Protection - The percentage of adherence to legislative timescales for Freedom of Information (FOI) (GDP2)



Governance and Data Protection - The percentage of data breaches reported within 72 hours (GDP3)

Please note this has no figures for any month in this financial year so far as no data breaches met the standard required to report to the Information Commissioners Office

- GDP1 – The percentage of adherence to legislative timescales for Subject Access Requests (SAR) – target 100%.
- GDP2 – The percentage of adherence to legislative timescales for Freedom of Information (FOI) – target 100%.
- GDP3 – The percentage of data breaches reported within 72 hours – target 100%.

- **Context**

GDP1 – This is a legislative timescale and must be met. Any misses must be fully reviewed and lessons learned drafted to mitigate this being missed in the future

GDP2 – This is a legislative timescale and must be met. Any misses must be fully reviewed and lessons learned drafted to mitigate this being missed in the future. The target was not met last year however a number of changes were made across Disclosure Scotland to reduce the

chance of that happening this year. **Please note this has no figure for May and June as no Freedom of Information requests were made those months.**

GDP3 – This is a target set by the Information Commissioners Office, any misses to this target must be fully reviewed and lessons learned drafted to mitigate this being missed in the future. We must also share any reasons for this with the Information Commissioners Office. Misses to this Key Performance Indicator could result in reputational damage. **Please note this has no figures for any month in this financial year so far as no data breaches met the standard required to report to the Information Commissioners Office.**

Disclosure Scotland Leadership Team	
Date	20/05/2024
Reporting period	April 2024
Subject	Key Performance Indicators

Background

The performance data below is presented according to our strategic themes, disclose, protect, promote – and according to enabling objectives where appropriate, our people, our systems, and the way we work.

This allows us to align our performance to our six strategic objectives which are;

- We make Scotland's people safer by barring unsuitable people from working with us when we are vulnerable and providing a quality, effective and efficient disclosure regime to support safe recruitment decisions.
- We use our influence and expertise beyond our organisational boundaries to integrate disclosure with wider initiatives in the service of Scotland, supporting the Scottish Government to deliver its National Outcomes
- We will innovate to deliver high quality services in an affordable way by boosting efficiency, innovation and reducing costs to deliver value for public money.
- We will innovate digital technology in partnership with our customers and build a disclosure service that is affordable, efficient, accurate and easily accessible.
- We will deliver a comprehensive programme of digital and policy disclosure reform to make Scotland safer and fairer.
- We invest in the development of our people to grow a talented, diverse, and inclusive workforce tailored to deliver our disclosure and safeguarding national outcomes.

These objectives were set by the Disclosure Scotland Board in October 2022 and are the high level aims we will measure ourselves against unto March 2025.

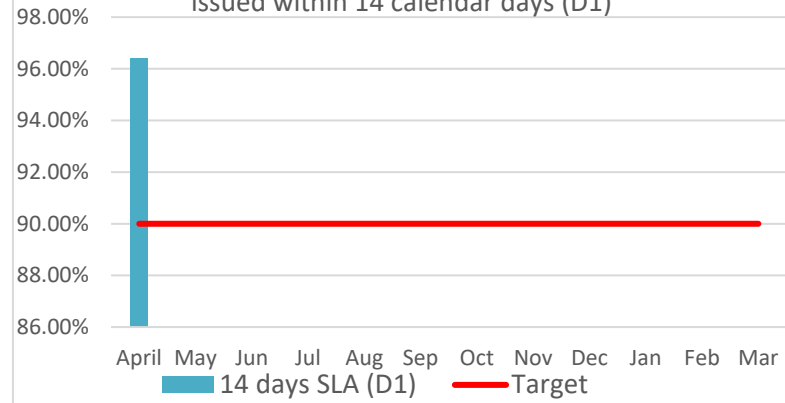
This information is part of the Disclosure Scotland Performance framework and should be considered in parallel to our business plan, corporate strategy and annual report and accounts reporting.

Key Performance Indicators

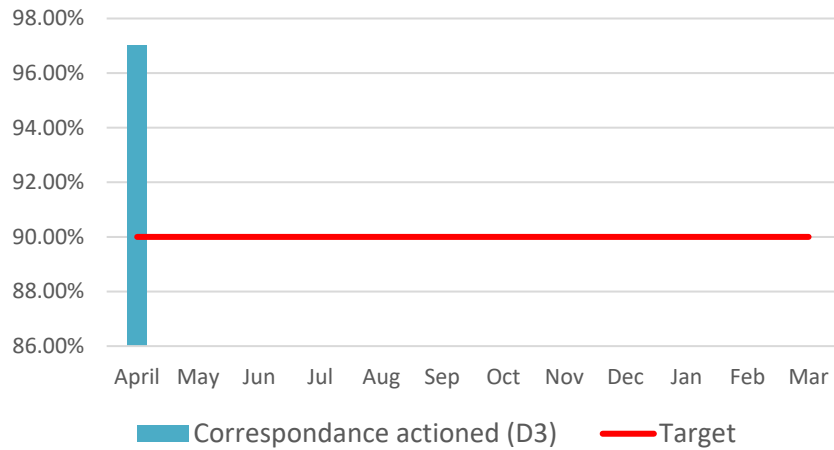
Disclose - The percentage of Customer Contact Centre calls answered (D2)



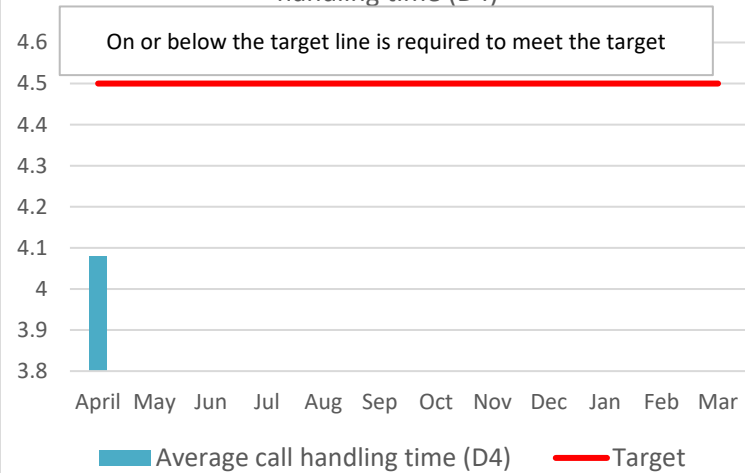
Disclose - The percentage of Disclosure certificates issued within 14 calendar days (D1)



Disclose - The percentage of correspondence received at DSResponse@mailbox actioned within 5 working days (D3)



Disclose - Customer Contact Centre average call handling time (D4)



- **Key Performance Indicator**

D1 – The percentage of Disclosure certificates issued within 14 calendar days.

D2 – The percentage of Customer Contact Centre calls answered – target 95%.

D3 – The percentage of correspondence received at DSResponse@mailbox actioned within 5 working days – target 90%.

D4 – Customer Contact Centre average call handling time – target 4.5 minutes.

- **Context of Key Performance Indicator**

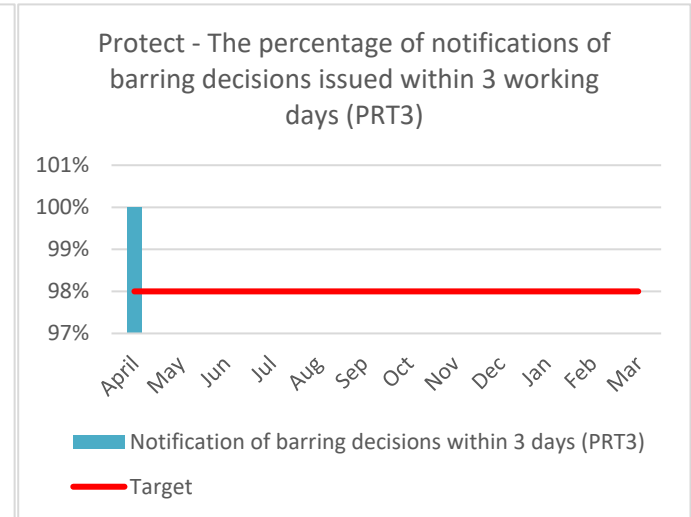
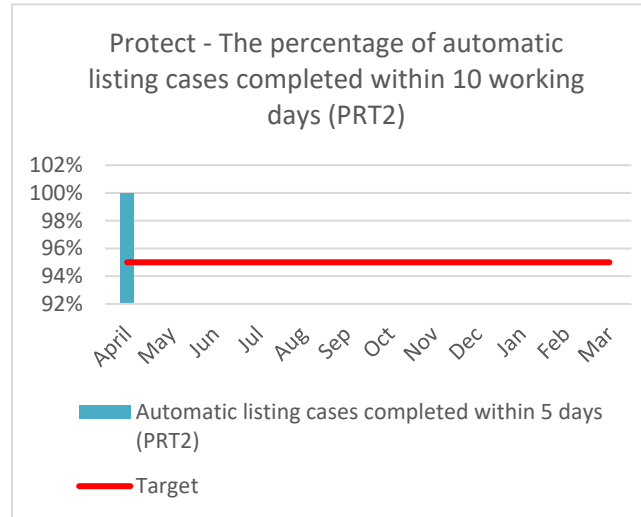
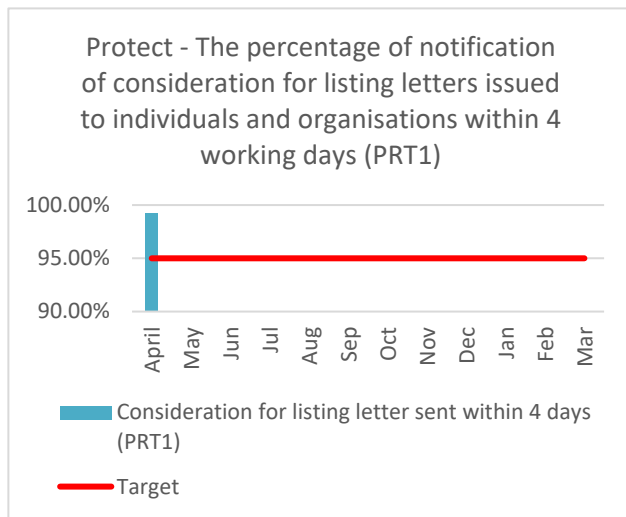
These Key Performance Indicators aid Disclosure Scotland in:

D1 – Understanding its Service Level Agreement position throughout the year and allows it to view the years' Service Level Agreement against any other factors to help future year predictions;

D2 – Understanding how well changes noted below improve our customer contact service to customers;

D3 – Understanding how any changes to our systems, procedures and legislation affect volumes of queries and how quickly we can respond to them;

D4 – Understanding how simple we have made our systems, procedures and letters/emails sent to customers.



- **Key Performance Indicator**

PRT1 – The percentage of notification of consideration for listing letters issued to individuals and organisations within 4 working days – target 90%.

PRT2 – The percentage of automatic listing cases completed within 10 working days – target under review.

PRT3 – The percentage of notifications of barring decisions issued within 3 working days – target 98%.

- **Context of Key Performance Indicator**

These Key Performance Indicators aid Disclosure Scotland in:

PRT1 – Ensuring that organisations for whom we know an individual is doing regulated work, are notified at the earliest opportunity that we are considering listing the individual, enabling the organisation to consider whether it requires to take an action to safeguard vulnerable groups.

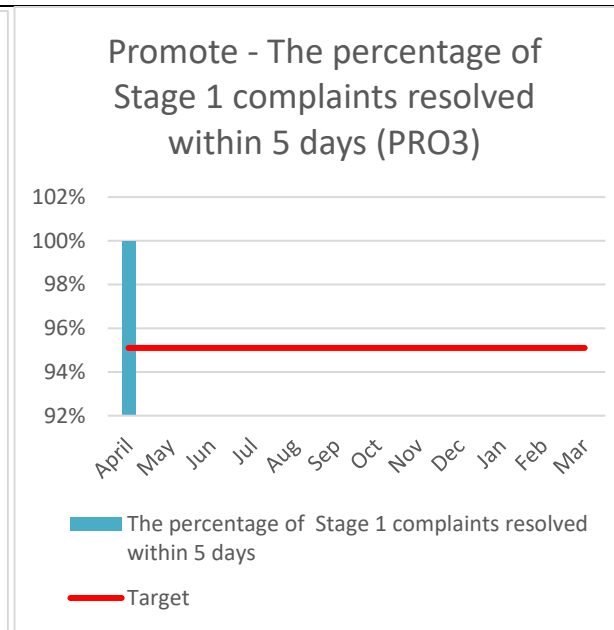
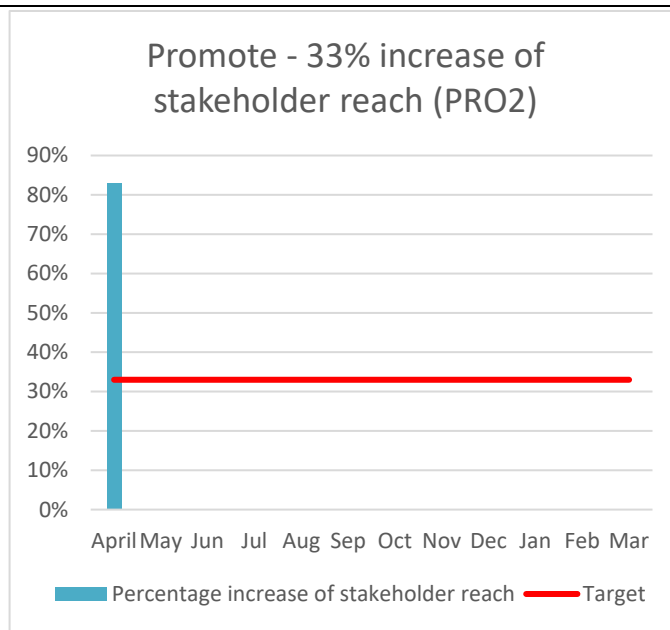
PRT2 – Ensuring those who are convicted of an automatic listing offence are barred and removed from regulated work at the earliest opportunity (please see comments below regarding this Key Performance Indicator);

PRT3 – Ensuring that we notify, at the earliest opportunity, individuals, and organisations for whom we know they are doing regulated work, that they are now barred and that they must cease doing/ be removed from regulated work. This is key to ensuring the safety of the vulnerable people of Scotland.

Promote - **Percentage increase of social media followers (PRO1)**

This figure is reported each quarter with quarter 1 will be available at the start of quarter 2

Target for this Key Performance Indicator is 5%



- **Key Performance Indicator**

PRO1 – Percentage increase of social media followers – target 5%.

PRO2 – 33% increase of stakeholder reach.

PRO3 – The percentage of Stage 1 complaints resolved within 5 days – target 96%.

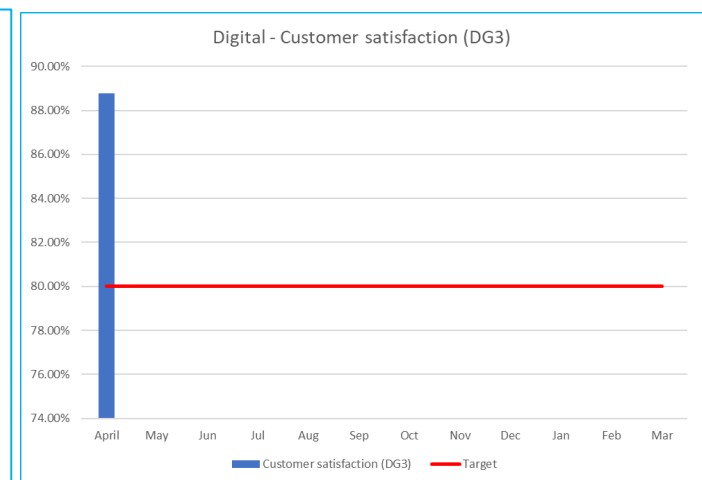
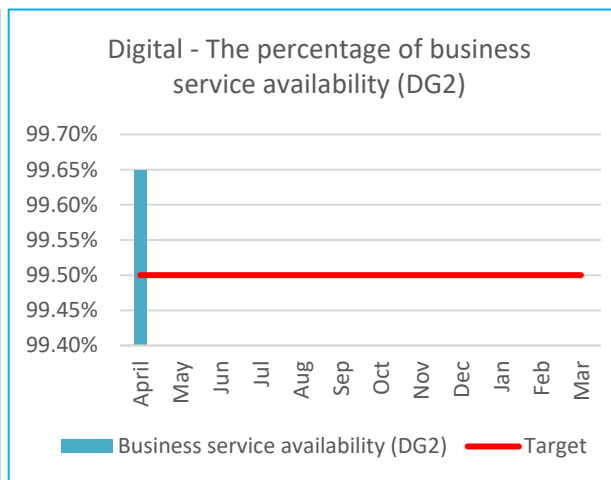
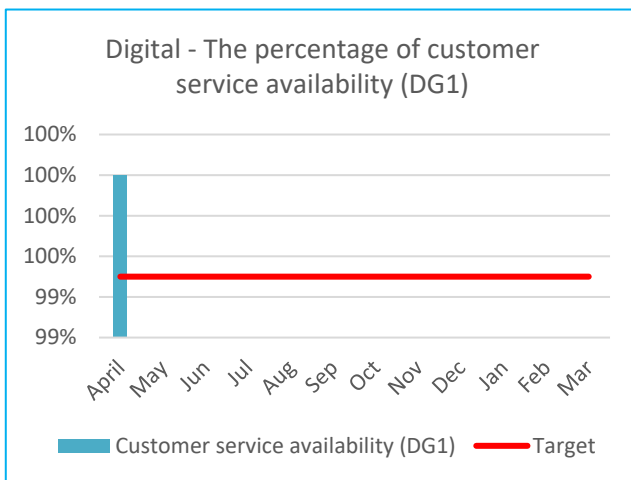
- **Context of Key Performance Indicator**

These Key Performance Indicators aid Disclosure Scotland in:

PRO1 – building our social media presence supports the delivery of Disclosure Scotland’s communications and engagement strategy 2022 to 2025 through meeting our business objectives and further connecting with our customers;

PRO2 – Increasing our stakeholder reach to this level helps us to further connect with more of our customers. It also ensures that more of our customers understand our services and regulatory obligations, whilst maintaining our relationships with stakeholders with whom we are already connected. This Key Performance Indicator helps provide a further platform to promote key messages directly to stakeholders when required;

PRO3 – monitoring that we are responding to customers in a timely manner, we are also able to review the log and discuss with other business areas if and when we note patterns of complaints.



- **Key Performance Indicator**

DG1 – The percentage of customer service availability – target 99.5%.

DG2 – The percentage of business service availability – target 99.5%.

DG3 – Customer satisfaction – target 80%.

- **Context of Key Performance Indicator**

These Key Performance Indicators aid Disclosure Scotland in:

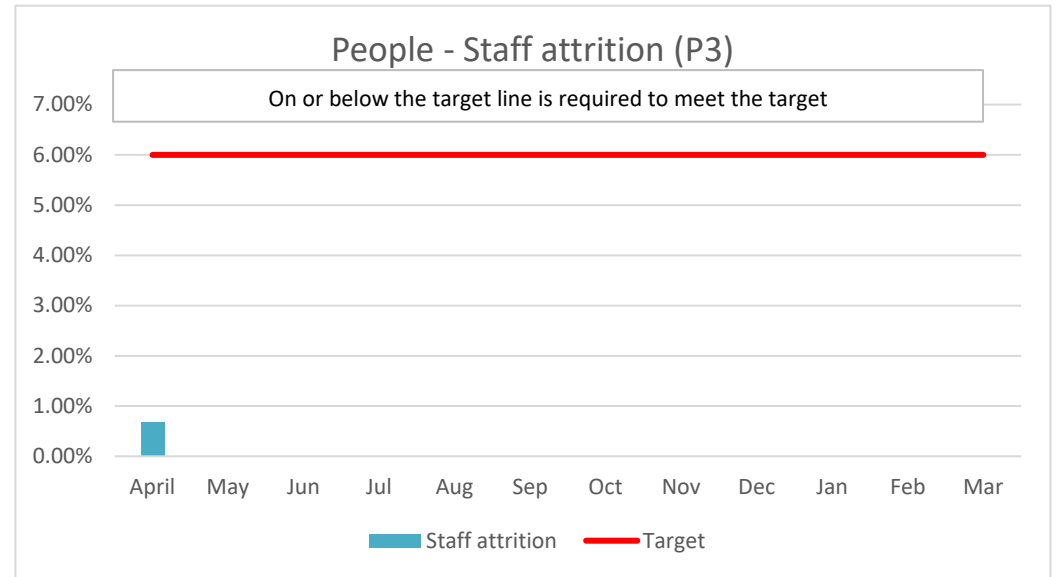
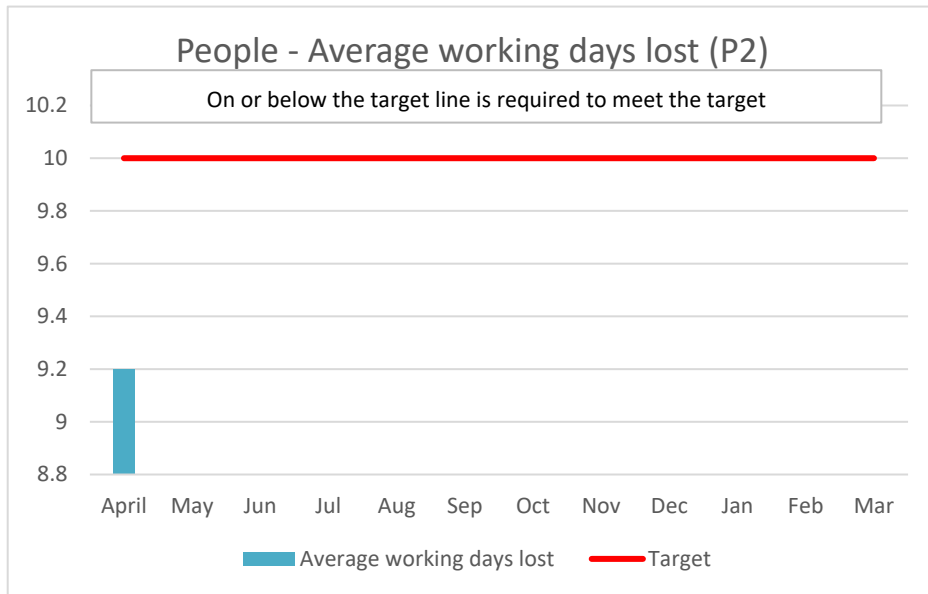
DG1 – Monitoring how often customers have access to our online services. Drops in this Key Performance Indicator should be managed carefully to ensure customers can access our services in a way that is suitable to them;

DG2 – Monitoring how often our colleagues can access the system to process applications within Disclosure Scotland;

DG3 – Enables us to monitor how satisfied our customers are with our online service.

People - Staff engagement index (P1)

Baseline figure is 65%, target figure is 68%. People survey 2023 figure is 64%



- **Key Performance Indicator**

P1 – Staff engagement index – target 68%.

P2 – Average working days lost – target 10 days.

P3 – Staff attrition – target 6%.

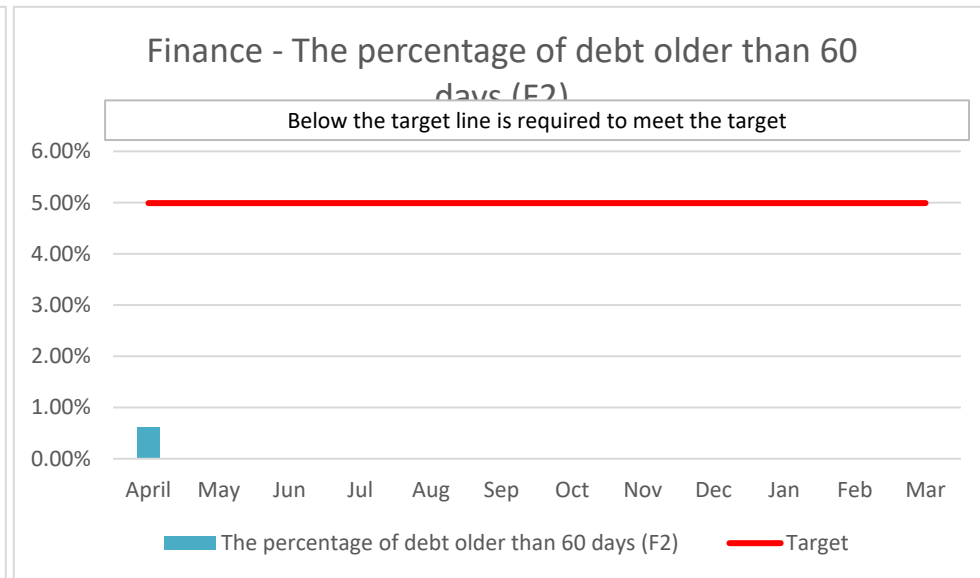
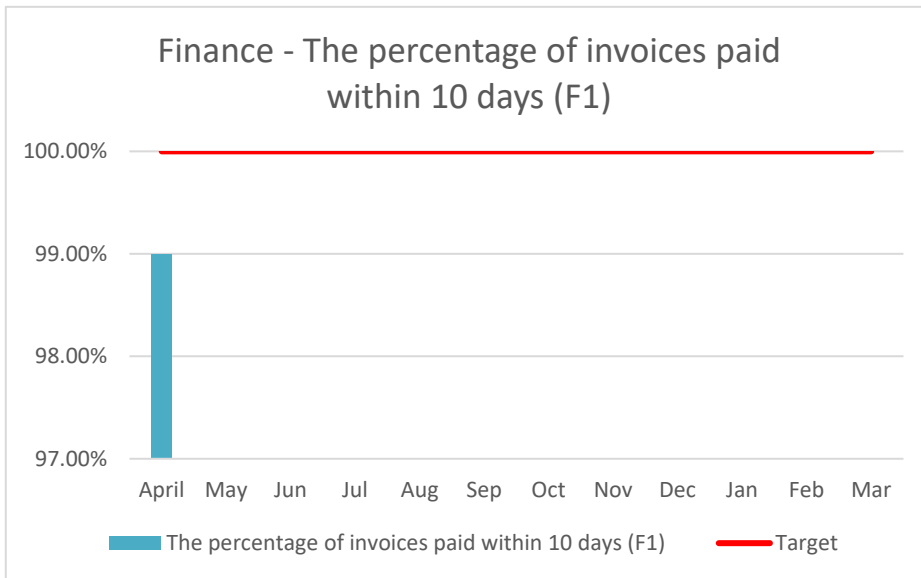
- **Context of Key Performance Indicator**

P1 – Staff Engagement Index – Having an engaged workforce will be critical to our success now and in the future. Having engaged colleagues who participate, are motivated, share their views and ideas and who take responsibility for delivering our goals will support Disclosure Scotland to achieve our strategic objectives and create a fair, engaged and healthy culture. Staff engagement will help drive greater collaboration whether

by individuals, teams, departments, projects or with our stakeholders. This will be important and is the focus of the current internal audit on collaboration.

P2 – This provides us with important data to ensure our attendance management processes are working well and that the wellbeing of our colleagues continues to be a priority. Average Working Days Lost helps us to predict trends across the year for example where we might expect more absence in winter due to flu and viruses we can align our workforce planning strategies to mitigate. This Key Performance Indicator can also have an impact on other Key Performance Indicators being reported on as it has a direct link to available resource which then can result in other KPI performance being affected. Monitoring and taking action in line with this Key Performance Indicator is also important as part of robust financial management in terms of cost of sickness absence and backfill or impact on other colleagues.

P3 – staff attrition – this provides us with data about our leavers on a monthly basis. Staff attrition helps us identify any particular trends e.g. increases in attrition at specific times of the year, some departments/teams have higher attrition than others, increase in retirements, enabling us to investigate and put in place interventions and workforce planning strategies to minimise the impact across the organisation and our people. Monitoring and taking action in line with this Key Performance Indicator is important as part of a robust workforce planning strategy, resourcing, attraction, staff engagement and financial management in terms of cost of backfilling staff, ensuring we have the right and sufficient skills to delivery our strategic objectives and promoting Disclosure Scotland as ‘a great place to work’.



- **Key Performance Indicator**

F1 – The percentage of invoices paid within 10 days – target 100%.

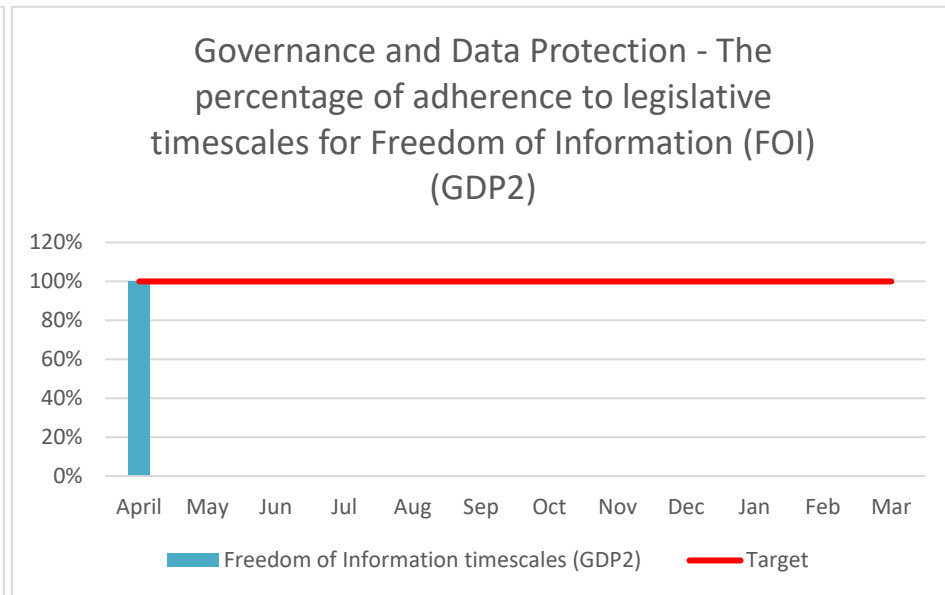
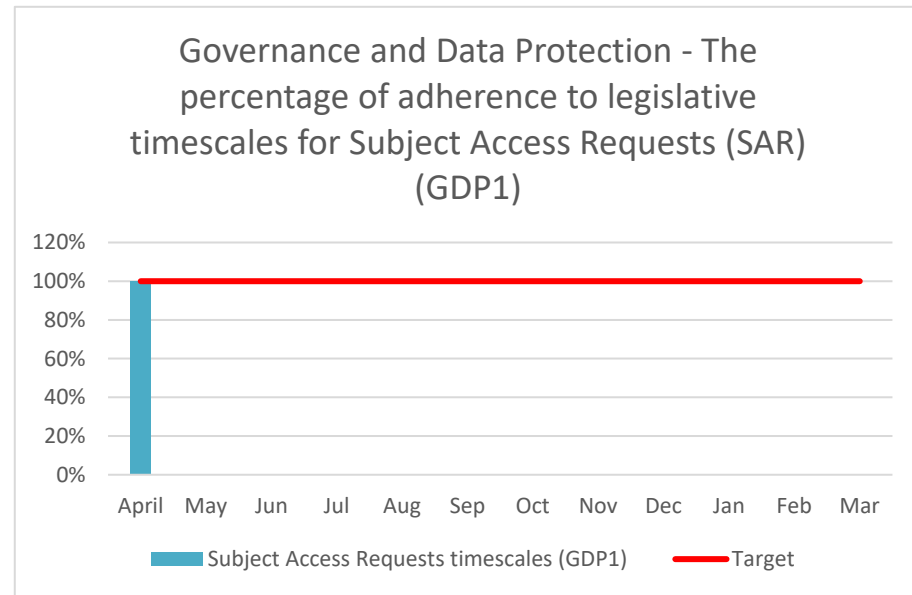
F2 – The percentage of debt older than 60 days – target under 5%.

- **Context of Key Performance Indicator**

F1 – This is a Key Performance Indicator set in place by Scottish Government, although we strive to meet 100% Finance have noted The Scottish Government's prompt payment policy requires that all suppliers' invoices not in dispute are paid within the terms of the relevant contract. The Scottish Government aims to pay 100% of invoices, including disputed invoices once the dispute has been settled, on time in these terms.

As part of its plan for supporting economic recovery in Scotland, the then First Minister announced on 9 October 2008 that the Scottish Government would aspire to a 10 working day target for paying bills to businesses in Scotland. This aspiration is above and beyond our contractual commitment to pay suppliers within 30 days. Paying supplier bills within ten working days is seen as a key objective, and an important expression of the Scottish Government's commitment to supporting business. In order for Disclosure Scotland to meet this target we need to complete everything in 8 days to allow Scottish Government two days for their tasks.

F2 – This is a Key Performance Indicator set in place by our Finance colleagues to ensure best use of public funds to recover all debt in an efficient manner.



Governance and Data Protection - The percentage of data breaches reported within 72 hours (GDP3)

Please note this has no figures for any month in this financial year so far as no data breaches met the standard required to report to the Information Commissioners Office

GDP1 – The percentage of adherence to legislative timescales for Subject Access Requests (SAR) – target 100%.

GDP2 – The percentage of adherence to legislative timescales for Freedom of Information (FOI) – target 100%.

GDP3 – The percentage of data breaches reported within 72 hours – target 100%.

- **Context**

GDP1 – This is a legislative timescale and must be met. Any misses must be fully reviewed and lessons learned drafted to mitigate this being missed in the future

GDP2 – This is a legislative timescale and must be met. Any misses must be fully reviewed and lessons learned drafted to mitigate this being missed in the future. The target was not met last year however a number of changes were made across Disclosure Scotland to reduce the chance of that happening this year. **Please note this has no figure for May and June as no Freedom of Information requests were made those months.**

GDP3 – This is a target set by the Information Commissioners Office, any misses to this target must be fully reviewed and lessons learned drafted to mitigate this being missed in the future. We must also share any reasons for this with the Information Commissioners Office. Misses to this Key Performance Indicator could result in reputational damage. **Please note this has no figures for any month in this financial year so far as no data breaches met the standard required to report to the Information Commissioners Office.**

Disclosure Scotland Formal Leadership Team	
Date	12/06/2024
Reporting period	May 2024
Subject	Key Performance Indicators

Background

The performance data below is presented according to our strategic themes, disclose, protect, promote – and according to enabling objectives where appropriate, our people, our systems, and the way we work.

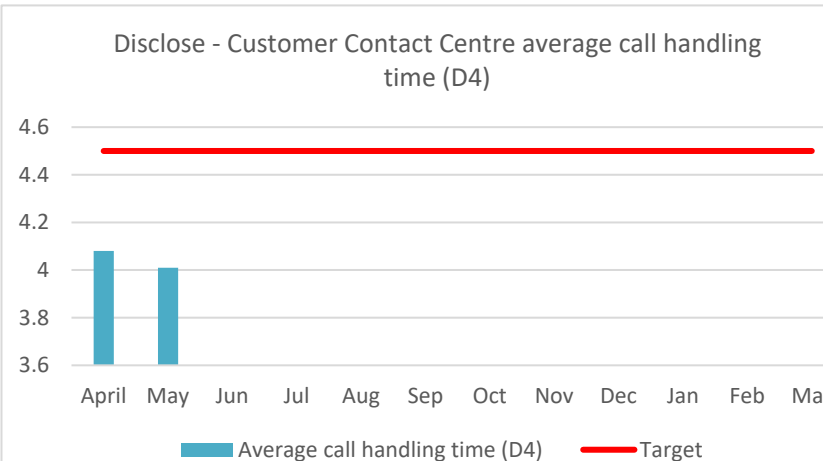
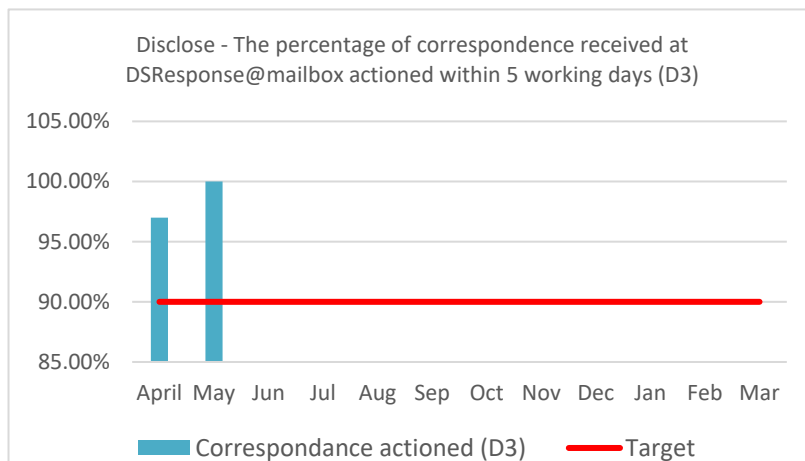
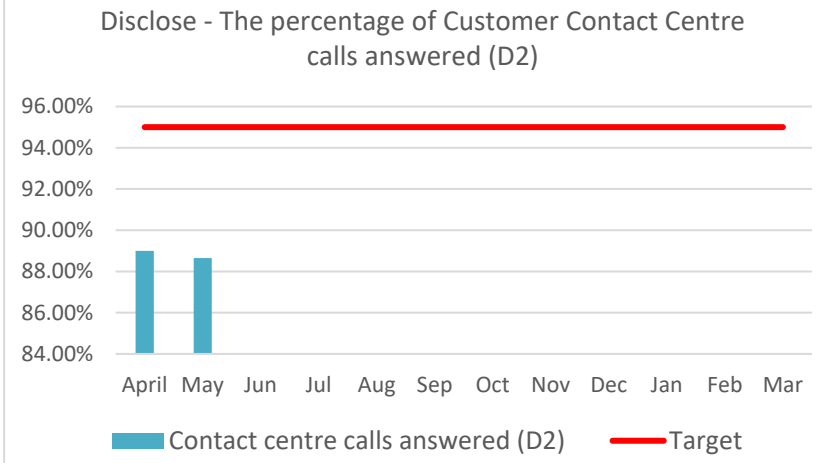
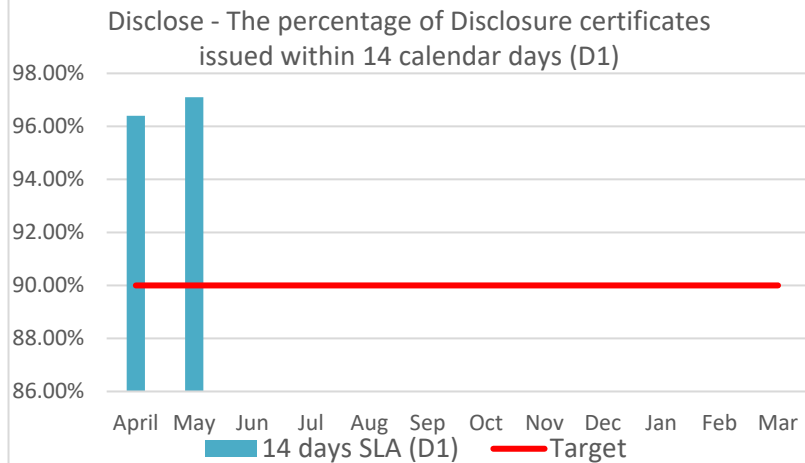
This allows us to align our performance to our six strategic objectives which are;

- We make Scotland's people safer by barring unsuitable people from working with us when we are vulnerable and providing a quality, effective and efficient disclosure regime to support safe recruitment decisions.
- We use our influence and expertise beyond our organisational boundaries to integrate disclosure with wider initiatives in the service of Scotland, supporting the Scottish Government to deliver its National Outcomes
- We will innovate to deliver high quality services in an affordable way by boosting efficiency, innovation and reducing costs to deliver value for public money.
- We will innovate digital technology in partnership with our customers and build a disclosure service that is affordable, efficient, accurate and easily accessible.
- We will deliver a comprehensive programme of digital and policy disclosure reform to make Scotland safer and fairer.
- We invest in the development of our people to grow a talented, diverse, and inclusive workforce tailored to deliver our disclosure and safeguarding national outcomes.

These objectives were set by the Disclosure Scotland Board in October 2022 and are the high level aims we will measure ourselves against to until March 2025.

This information is part of the Disclosure Scotland Performance framework and should be considered in parallel to our business plan, corporate strategy and annual report and accounts reporting.

Key Performance Indicators



- **Key Performance Indicator**

D1 – The percentage of Disclosure certificates issued within 14 calendar days.

D2 – The percentage of Customer Contact Centre calls answered – target 95%.

D3 – The percentage of correspondence received at DSResponse@mailbox actioned within 5 working days – target 90%.
 D4 – Customer Contact Centre average call handling time – target 4.5 minutes.

• **Context of Key Performance Indicator**

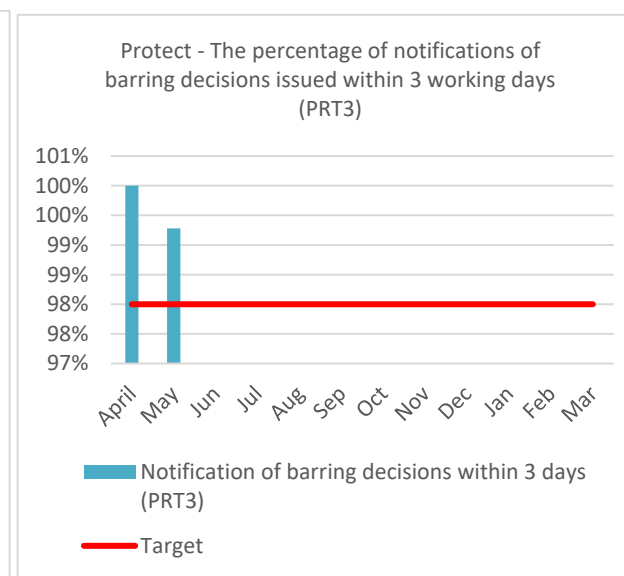
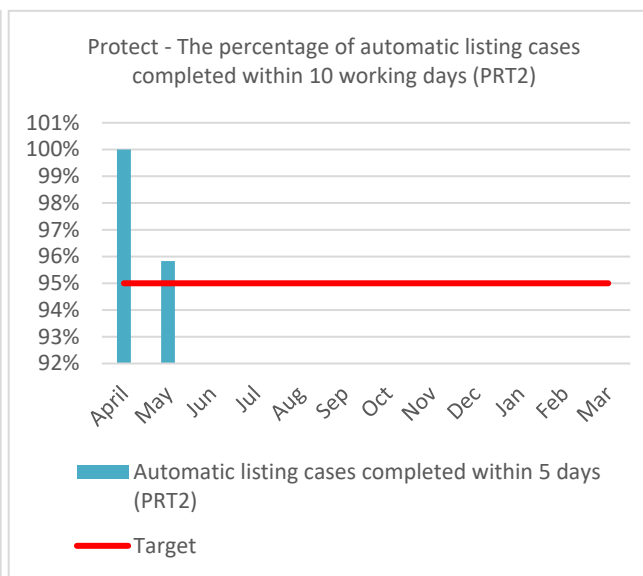
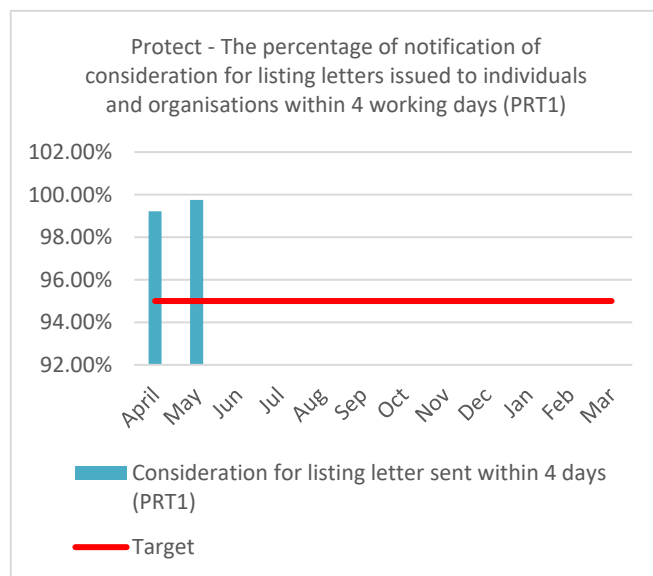
These Key Performance Indicators aid Disclosure Scotland in:

D1 – Understanding its Service Level Agreement position throughout the year and allows it to view the years’ Service Level Agreement against any other factors to help future year predictions;

D2 – Understanding how well changes noted below improve our customer contact service to customers;

D3 – Understanding how any changes to our systems, procedures and legislation affect volumes of queries and how quickly we can respond to them;

D4 – Understanding how simple we have made our systems, procedures and letters/emails sent to customers.



• **Key Performance Indicator**

PRT1 – The percentage of notification of consideration for listing letters issued to individuals and organisations within 4 working days – target 90%.

PRT2 – The percentage of automatic listing cases completed within 10 working days – target 95%.

PRT3 – The percentage of notifications of barring decisions issued within 3 working days – target 98%.

- Context of Key Performance Indicator**

These Key Performance Indicators aid Disclosure Scotland in:

PRT1 – Ensuring that organisations for whom we know an individual is doing regulated work, are notified at the earliest opportunity that we are considering listing the individual, enabling the organisation to consider whether it requires to take an action to safeguard vulnerable groups.

PRT2 – Ensuring those who are convicted of an automatic listing offence are barred and removed from regulated work at the earliest opportunity (please see comments below regarding this Key Performance Indicator);

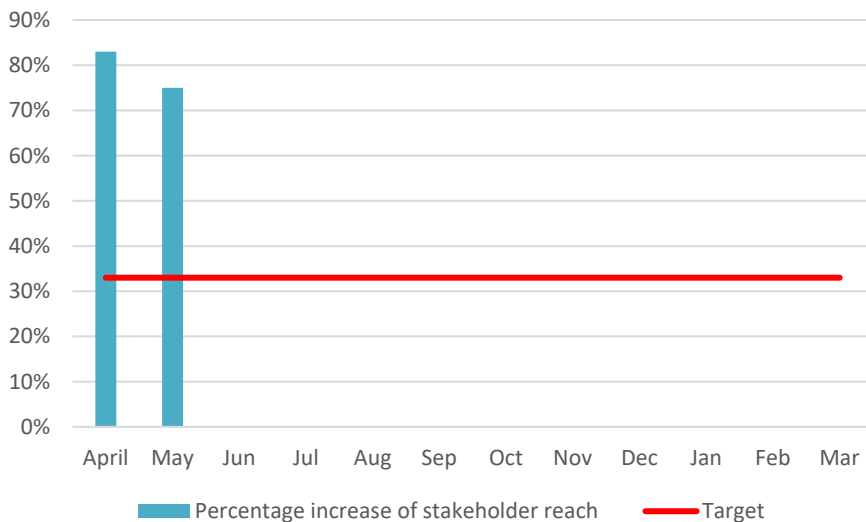
PRT3 – Ensuring that we notify, at the earliest opportunity, individuals, and organisations for whom we know they are doing regulated work, that they are now barred and that they must cease doing/ be removed from regulated work. This is key to ensuring the safety of the vulnerable people of Scotland.

Promote - Percentage increase of social media followers (PRO1)

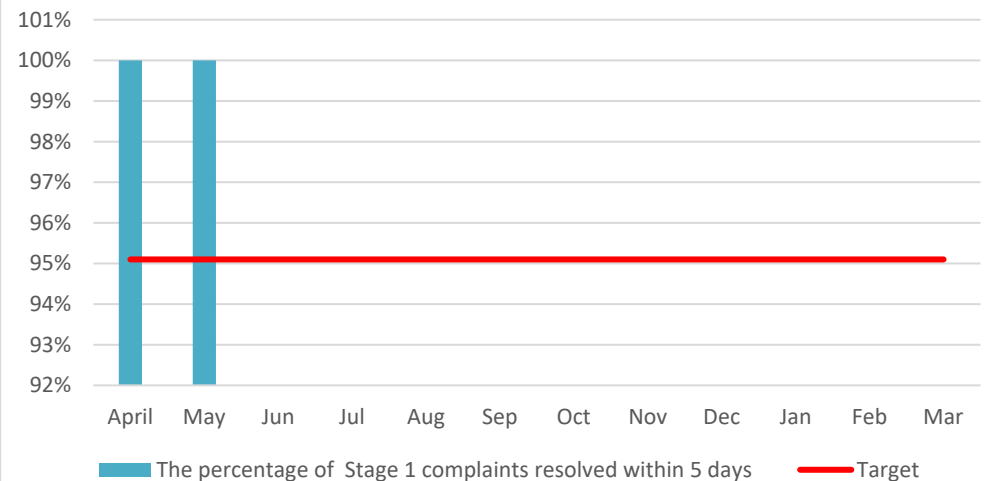
This figure is reported each quarter with quarter 1 will be available at the start of quarter 2

Target for this Key Performance Indicator is 5%

Promote - 33% increase of stakeholder reach (PRO2)



Promote - The percentage of Stage 1 complaints resolved within 5 days (PRO3)



- **Key Performance Indicator**

PRO1 – Percentage increase of social media followers – target 5%.

PRO2 – 33% increase of stakeholder reach.

PRO3 – The percentage of Stage 1 complaints resolved within 5 days – target 96%.

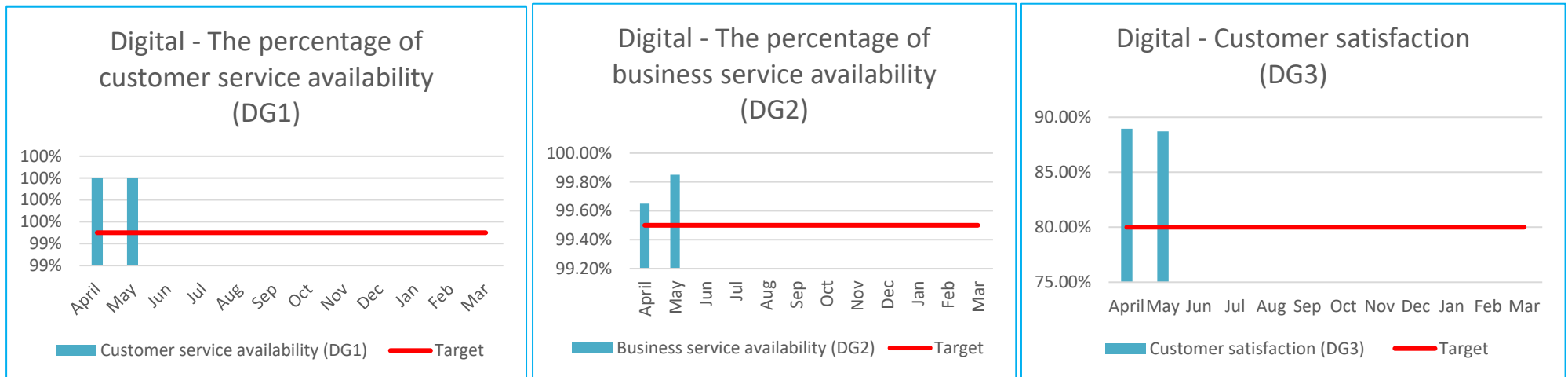
- **Context of Key Performance Indicator**

These Key Performance Indicators aid Disclosure Scotland in:

PRO1 – building our social media presence supports the delivery of Disclosure Scotland’s communications and engagement strategy 2022 to 2025 through meeting our business objectives and further connecting with our customers;

PRO2 – Increasing our stakeholder reach to this level helps us to further connect with more of our customers. It also ensures that more of our customers understand our services and regulatory obligations, whilst maintaining our relationships with stakeholders with whom we are already connected. This Key Performance Indicator helps provide a further platform to promote key messages directly to stakeholders when required;

PRO3 – monitoring that we are responding to customers in a timely manner, we are also able to review the log and discuss with other business areas if and when we note patterns of complaints.



- **Key Performance Indicator**

DG1 – The percentage of customer service availability – target 99.5%.

DG2 – The percentage of business service availability – target 99.5%.

DG3 – Customer satisfaction – target 80%.

- **Context of Key Performance Indicator**

These Key Performance Indicators aid Disclosure Scotland in:

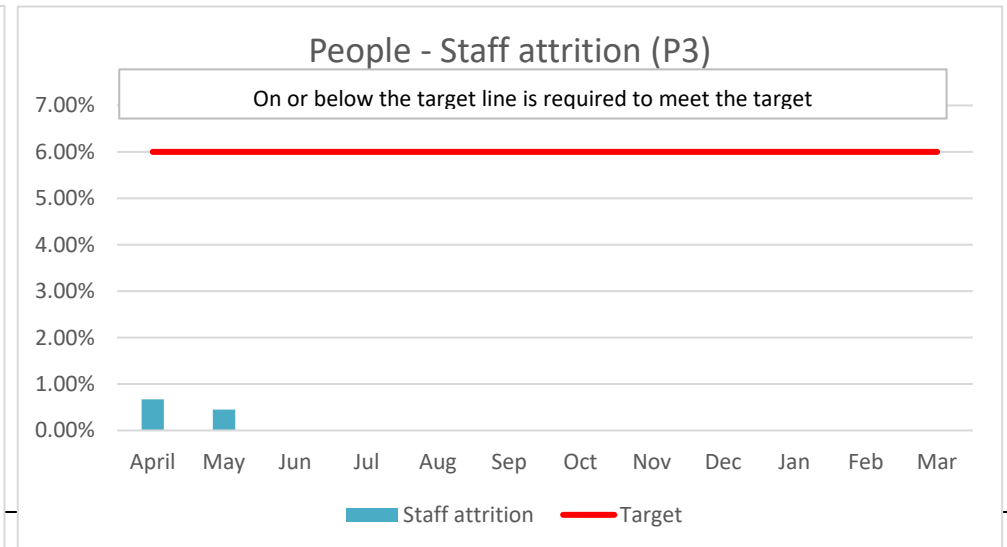
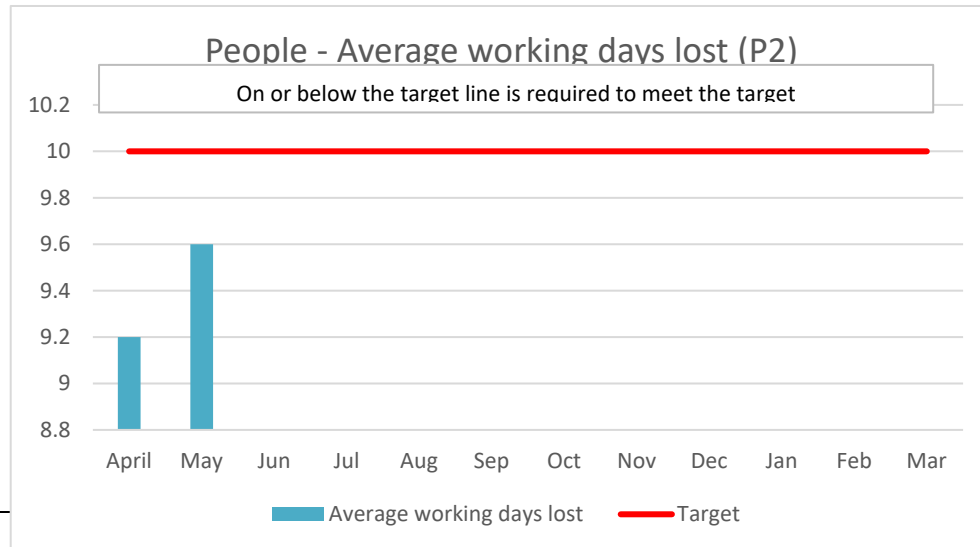
DG1 – Monitoring how often customers have access to our online services. Drops in this Key Performance Indicator should be managed carefully to ensure customers can access our services in a way that is suitable to them;

DG2 – Monitoring how often our colleagues can access the system to process applications within Disclosure Scotland;

DG3 – Enables us to monitor how satisfied our customers are with our online service.

People - Staff engagement index (P1)

Baseline figure is 65%, target figure is 68%. People survey 2023 figure is 64%



- **Key Performance Indicator**

P1 – Staff engagement index – target 68%.

P2 – Average working days lost – target 10 days.

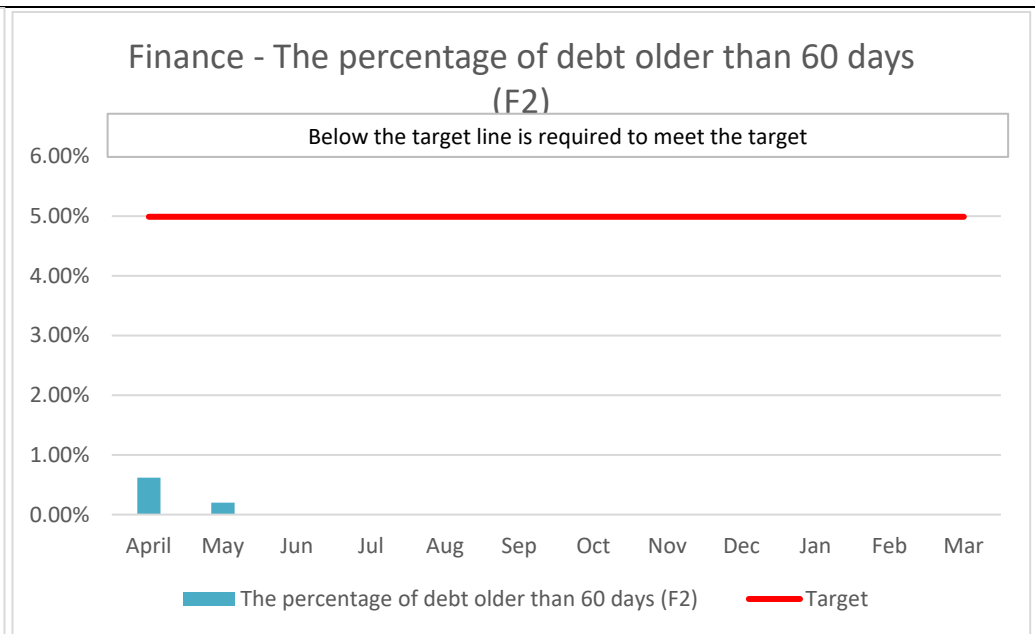
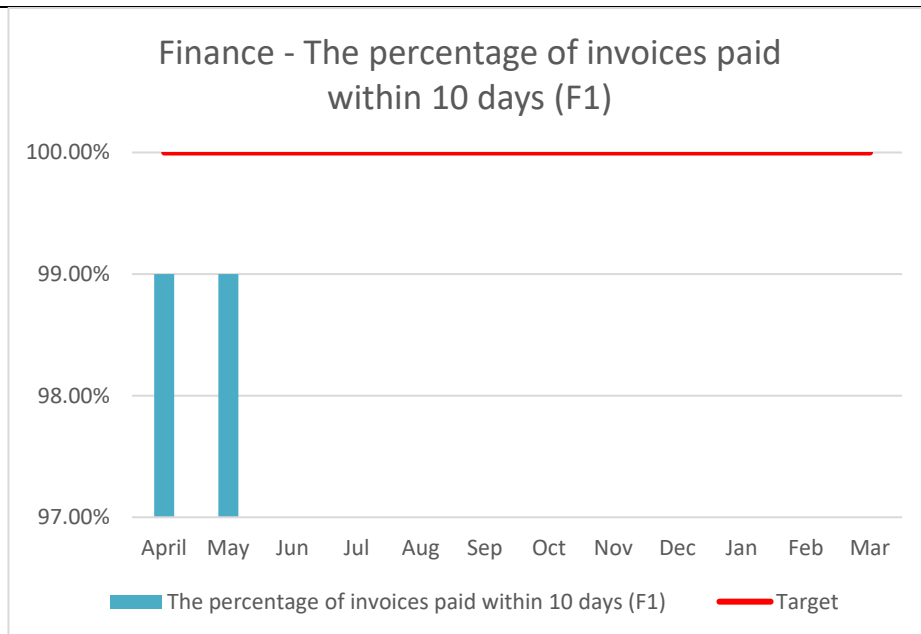
P3 – Staff attrition – target 6%.

- **Context of Key Performance Indicator**

P1 – Staff Engagement Index – Having an engaged workforce will be critical to our success now and in the future. Having engaged colleagues who participate, are motivated, share their views and ideas and who take responsibility for delivering our goals will support Disclosure Scotland to achieve our strategic objectives and create a fair, engaged and healthy culture. Staff engagement will help drive greater collaboration whether by individuals, teams, departments, projects or with our stakeholders. This will be important and is the focus of the current internal audit on collaboration.

P2 – This provides us with important data to ensure our attendance management processes are working well and that the wellbeing of our colleagues continues to be a priority. Average Working Days Lost helps us to predict trends across the year for example where we might expect more absence in winter due to flu and viruses we can align our workforce planning strategies to mitigate. This Key Performance Indicator can also have an impact on other Key Performance Indicators being reported on as it has a direct link to available resource which then can result in other KPI performance being affected. Monitoring and taking action in line with this Key Performance Indicator is also important as part of robust financial management in terms of cost of sickness absence and backfill or impact on other colleagues.

P3 – staff attrition – this provides us with data about our leavers on a monthly basis. Staff attrition helps us identify any particular trends e.g. increases in attrition at specific times of the year, some departments/teams have higher attrition than others, increase in retirements, enabling us to investigate and put in place interventions and workforce planning strategies to minimise the impact across the organisation and our people. Monitoring and taking action in line with this Key Performance Indicator is important as part of a robust workforce planning strategy, resourcing, attraction, staff engagement and financial management in terms of cost of backfilling staff, ensuring we have the right and sufficient skills to delivery our strategic objectives and promoting Disclosure Scotland as ‘a great place to work’.



- **Key Performance Indicator**

F1 – The percentage of invoices paid within 10 days – target 100%.

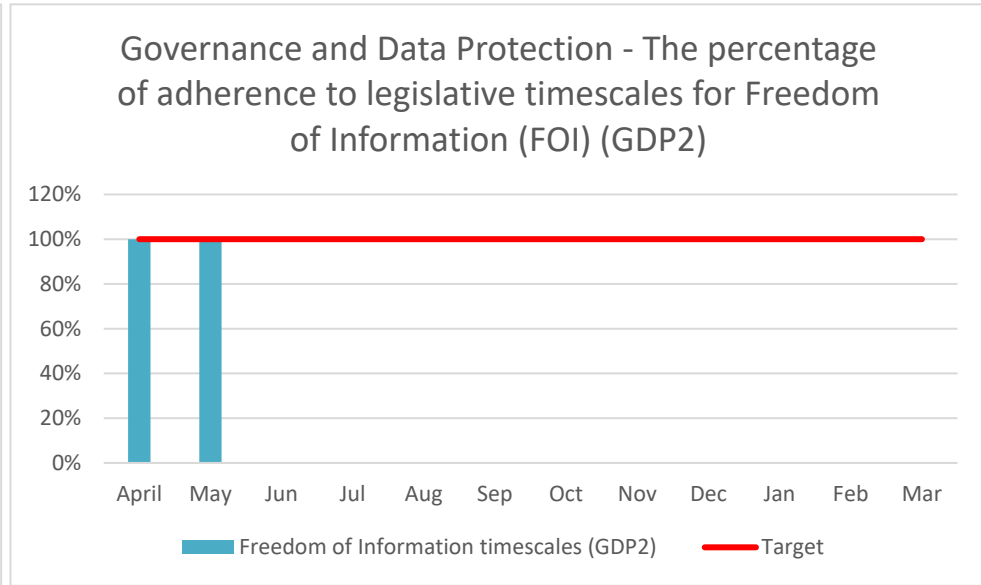
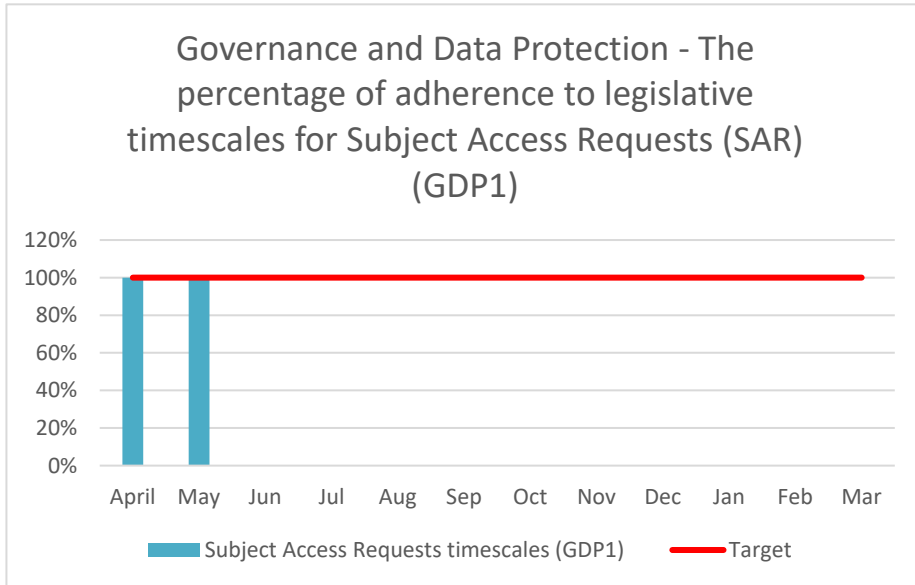
F2 – The percentage of debt older than 60 days – target under 5%.

- **Context of Key Performance Indicator**

F1 – This is a Key Performance Indicator set in place by Scottish Government, although we strive to meet 100% Finance have noted The Scottish Government's prompt payment policy requires that all suppliers' invoices not in dispute are paid within the terms of the relevant contract. The Scottish Government aims to pay 100% of invoices, including disputed invoices once the dispute has been settled, on time in these terms.

As part of its plan for supporting economic recovery in Scotland, the then First Minister announced on 9 October 2008 that the Scottish Government would aspire to a 10 working day target for paying bills to businesses in Scotland. This aspiration is above and beyond our contractual commitment to pay suppliers within 30 days. Paying supplier bills within ten working days is seen as a key objective, and an important expression of the Scottish Government's commitment to supporting business. In order for Disclosure Scotland to meet this target we need to complete everything in 8 days to allow Scottish Government two days for their tasks.

F2 – This is a Key Performance Indicator set in place by our Finance colleagues to ensure best use of public funds to recover all debt in an efficient manner.



Governance and Data Protection - The percentage of data breaches reported within 72 hours (GDP3)
Please note this has no figures for any month in this financial year so far as no data breaches met the standard required to report to the Information Commissioners Office

- GDP1 – The percentage of adherence to legislative timescales for Subject Access Requests (SAR) – target 100%.
- GDP2 – The percentage of adherence to legislative timescales for Freedom of Information (FOI) – target 100%.
- GDP3 – The percentage of data breaches reported within 72 hours – target 100%.

- **Context**

GDP1 – This is a legislative timescale and must be met. Any misses must be fully reviewed and lessons learned drafted to mitigate this being missed in the future

GDP2 – This is a legislative timescale and must be met. Any misses must be fully reviewed and lessons learned drafted to mitigate this being missed in the future. The target was not met last year however a number of changes were made across Disclosure Scotland to reduce the chance of that happening this year. **Please note this has no figure for May and June as no Freedom of Information requests were made those months.**

GDP3 – This is a target set by the Information Commissioners Office, any misses to this target must be fully reviewed and lessons learned drafted to mitigate this being missed in the future. We must also share any reasons for this with the Information Commissioners Office. Misses to this Key Performance Indicator could result in reputational damage. **Please note this has no figures for any month in this financial year so far as no data breaches met the standard required to report to the Information Commissioners Office.**

Disclosure Scotland Leadership Team	
Date	30/07/2024
Reporting period	June 2024
Subject	Key Performance Indicators

Background

The performance data below is presented according to our strategic themes, disclose, protect, promote – and according to enabling objectives where appropriate, our people, our systems, and the way we work.

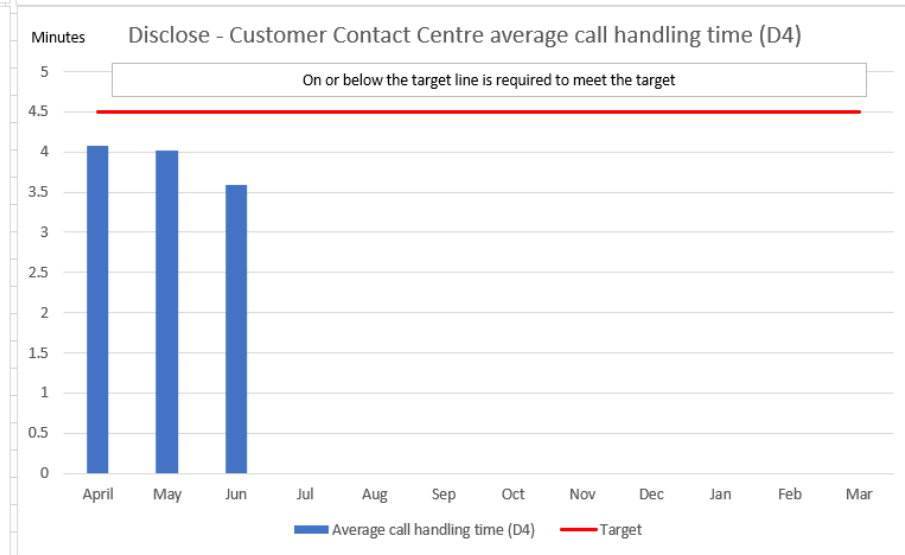
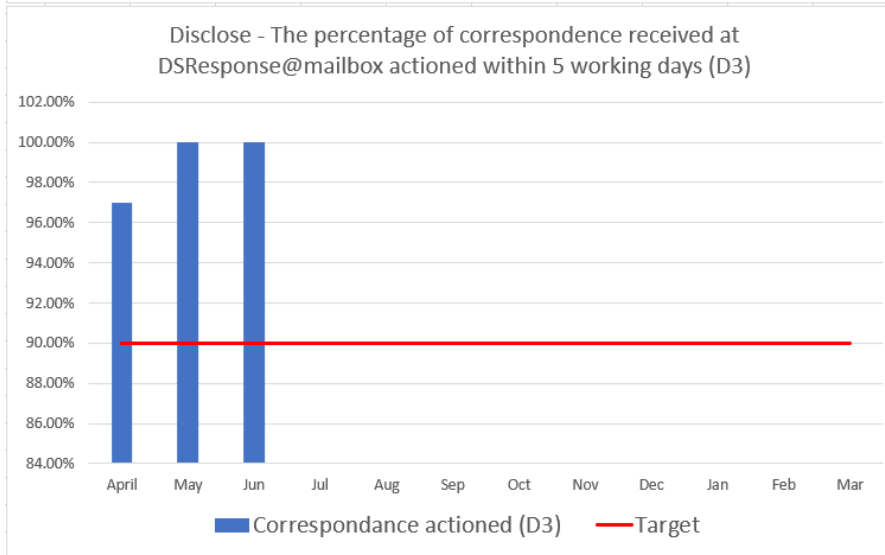
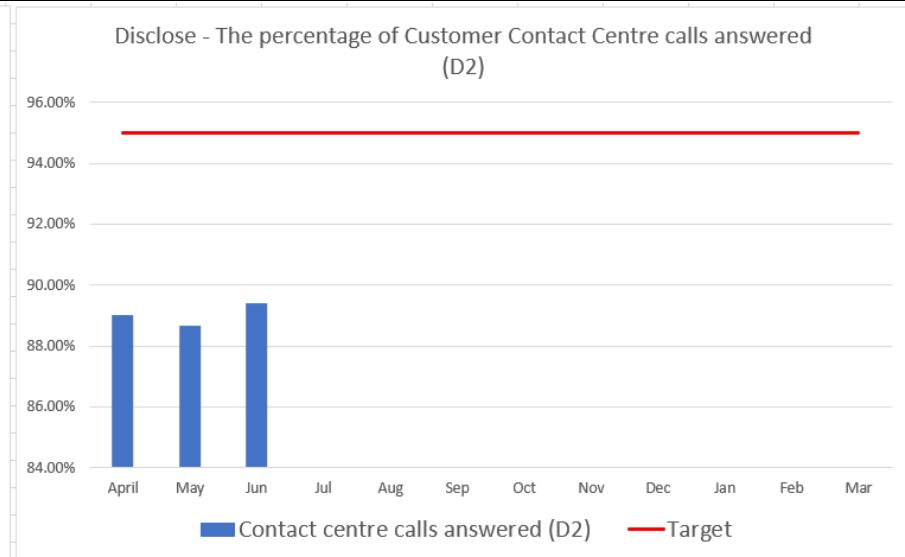
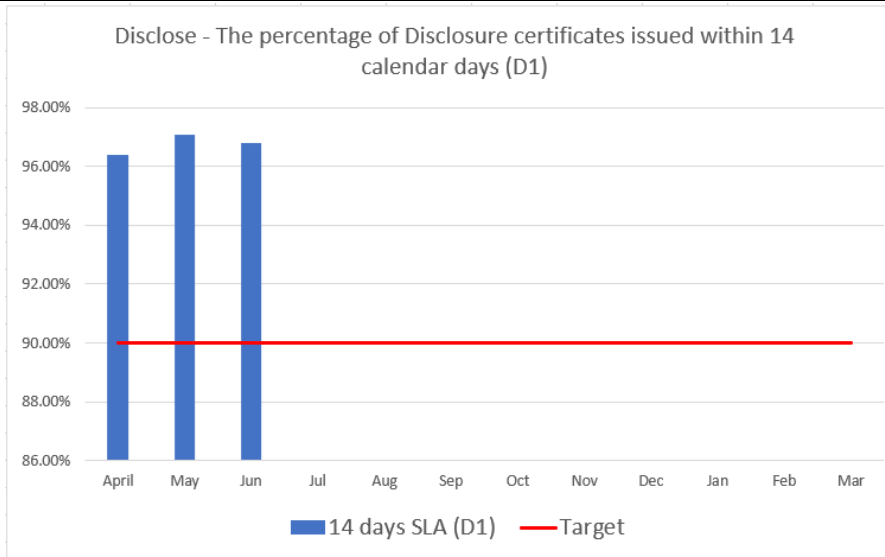
This allows us to align our performance to our six strategic objectives which are;

- We make Scotland's people safer by barring unsuitable people from working with us when we are vulnerable and providing a quality, effective and efficient disclosure regime to support safe recruitment decisions.
- We use our influence and expertise beyond our organisational boundaries to integrate disclosure with wider initiatives in the service of Scotland, supporting the Scottish Government to deliver its National Outcomes
- We will innovate to deliver high quality services in an affordable way by boosting efficiency, innovation and reducing costs to deliver value for public money.
- We will innovate digital technology in partnership with our customers and build a disclosure service that is affordable, efficient, accurate and easily accessible.
- We will deliver a comprehensive programme of digital and policy disclosure reform to make Scotland safer and fairer.
- We invest in the development of our people to grow a talented, diverse, and inclusive workforce tailored to deliver our disclosure and safeguarding national outcomes.

These objectives were set by the Disclosure Scotland Board in October 2022 and are the high level aims we will measure ourselves against unto March 2025.

This information is part of the Disclosure Scotland Performance framework and should be considered in parallel to our business plan, corporate strategy and annual report and accounts reporting.

Key Performance Indicators



- Key Performance Indicator

D1 – The percentage of Disclosure certificates issued within 14 calendar days.

D2 – The percentage of Customer Contact Centre calls answered – target 95%.

D3 – The percentage of correspondence received at DSResponse@mailbox actioned within 5 working days – target 90%.

D4 – Customer Contact Centre average call handling time – target 4.5 minutes.

- Context of Key Performance Indicator

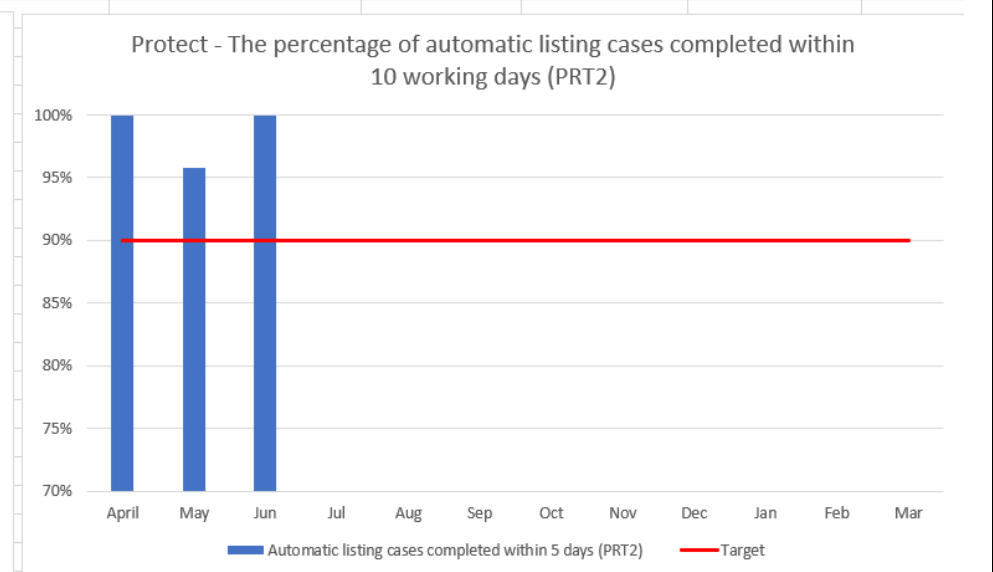
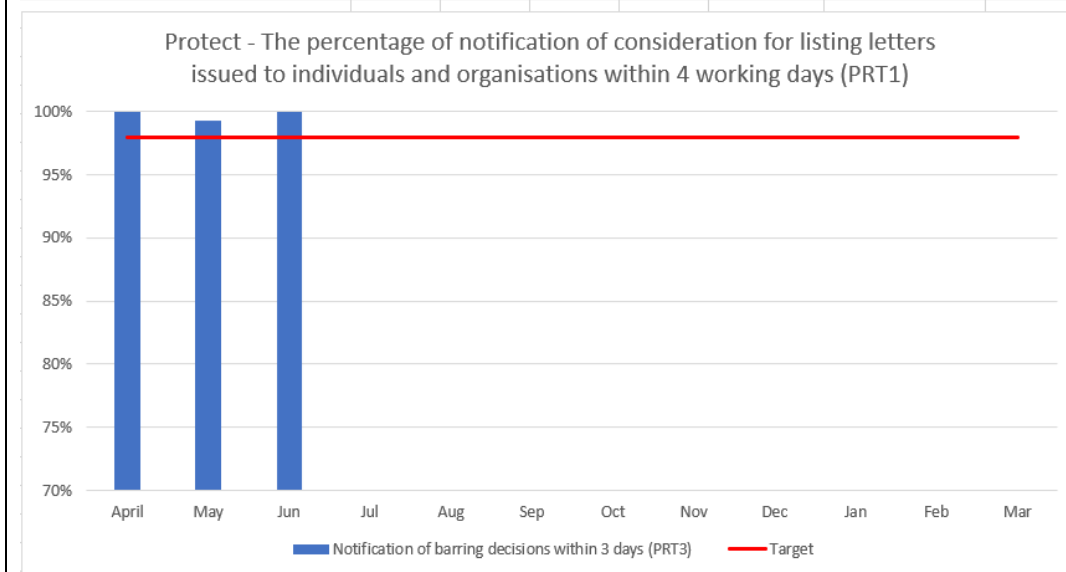
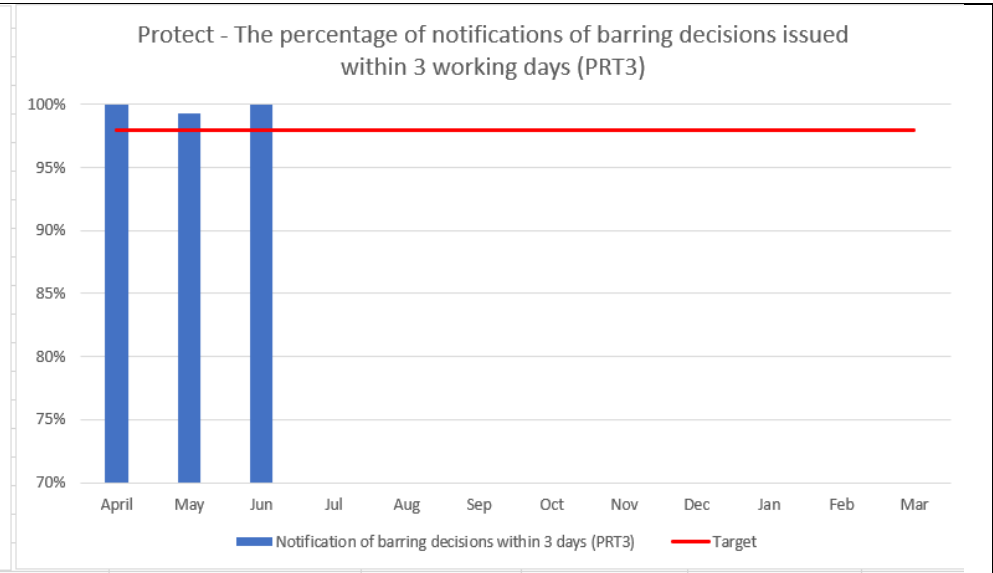
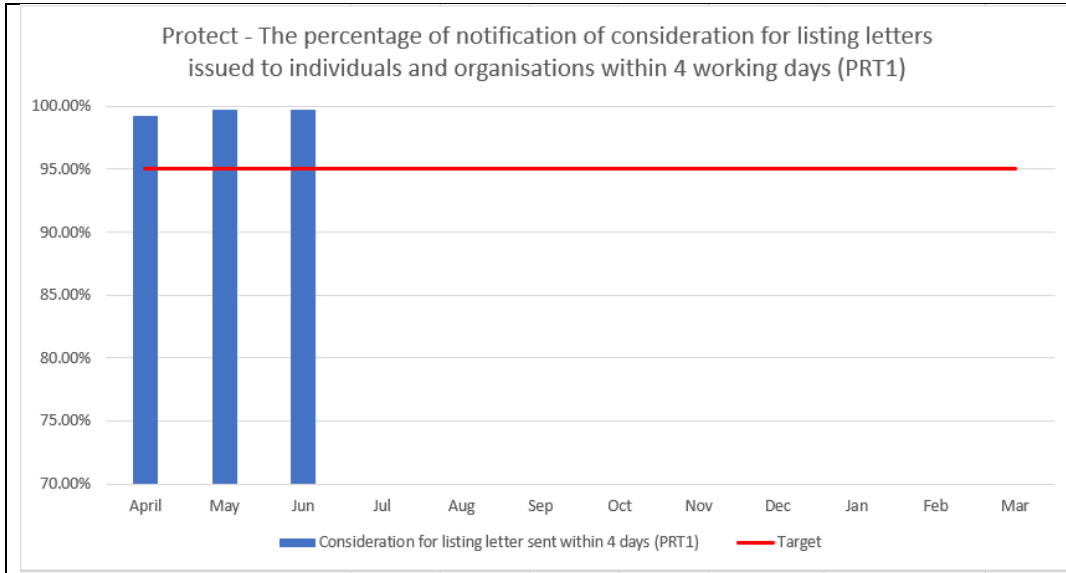
These Key Performance Indicators aid Disclosure Scotland in:

D1 – Understanding its Service Level Agreement position throughout the year and allows it to view the years' Service Level Agreement against any other factors to help future year predictions;

D2 – Understanding how well changes noted below improve our customer contact service to customers;

D3 – Understanding how any changes to our systems, procedures and legislation affect volumes of queries and how quickly we can respond to them;

D4 – Understanding how simple we have made our systems, procedures and letters/emails sent to customers.



- Key Performance Indicator

PRT1 – The percentage of notification of consideration for listing letters issued to individuals and organisations within 4 working days – target 90%.

PRT2 – The percentage of automatic listing cases completed within 10 working days – 90%.

PRT3 – The percentage of notifications of barring decisions issued within 3 working days – target 98%.

- Context of Key Performance Indicator

These Key Performance Indicators aid Disclosure Scotland in:

PRT1 – Ensuring that organisations for whom we know an individual is doing regulated work, are notified at the earliest opportunity that we are considering listing the individual, enabling the organisation to consider whether it requires to take an action to safeguard vulnerable groups.

PRT2 – Ensuring those who are convicted of an automatic listing offence are barred and removed from regulated work at the earliest opportunity (please see comments below regarding this Key Performance Indicator);

PRT3 – Ensuring that we notify, at the earliest opportunity, individuals, and organisations for whom we know they are doing regulated work, that they are now barred and that they must cease doing/ be removed from regulated work. This is key to ensuring the safety of the vulnerable people of Scotland.

Promote - Percentage increase of social media followers (PRO1)

This figure is reported each quarter with quarter 1 will be available later this month

Target for this Key Performance Indicator is 5%

Promote - The percentage of Stage 1 complaints resolved within 5 days (PRO3)



Promote - 33% increase of stakeholder reach (PRO2)



- Key Performance Indicator

PRO1 – Percentage increase of social media followers – target 5%.

PRO2 – 33% increase of stakeholder reach.

PRO3 – The percentage of Stage 1 complaints resolved within 5 days – target 96%.

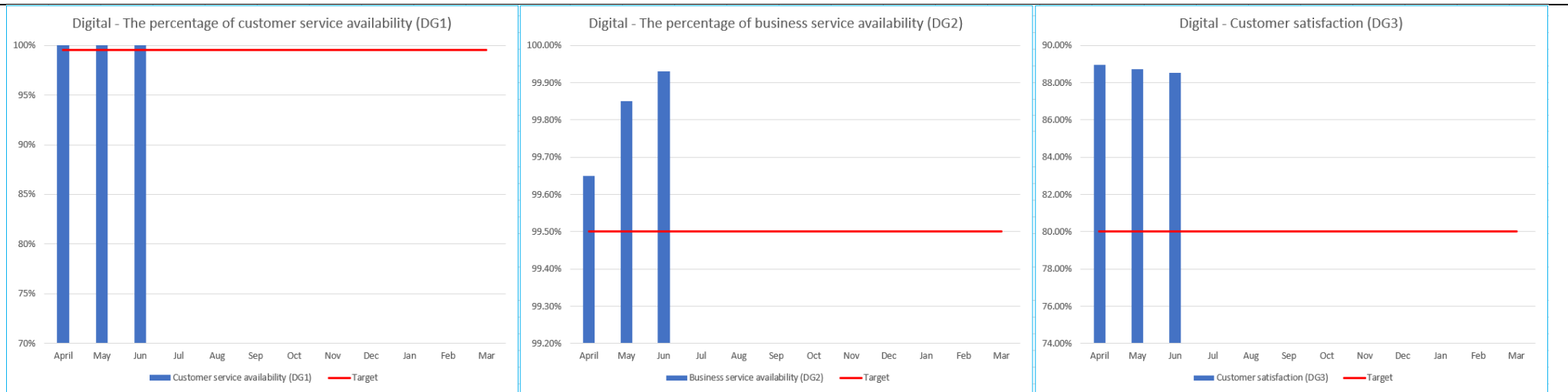
- Context of Key Performance Indicator

These Key Performance Indicators aid Disclosure Scotland in:

PRO1 – building our social media presence supports the delivery of Disclosure Scotland’s communications and engagement strategy 2022 to 2025 through meeting our business objectives and further connecting with our customers;

PRO2 – Increasing our stakeholder reach to this level helps us to further connect with more of our customers. It also ensures that more of our customers understand our services and regulatory obligations, whilst maintaining our relationships with stakeholders with whom we are already connected. This Key Performance Indicator helps provide a further platform to promote key messages directly to stakeholders when required;

PRO3 – monitoring that we are responding to customers in a timely manner, we are also able to review the log and discuss with other business areas if and when we note patterns of complaints.



- Key Performance Indicator

DG1 – The percentage of customer service availability – target 99.5%.

DG2 – The percentage of business service availability – target 99.5%.

DG3 – Customer satisfaction – target 80%.

- Context of Key Performance Indicator

These Key Performance Indicators aid Disclosure Scotland in:

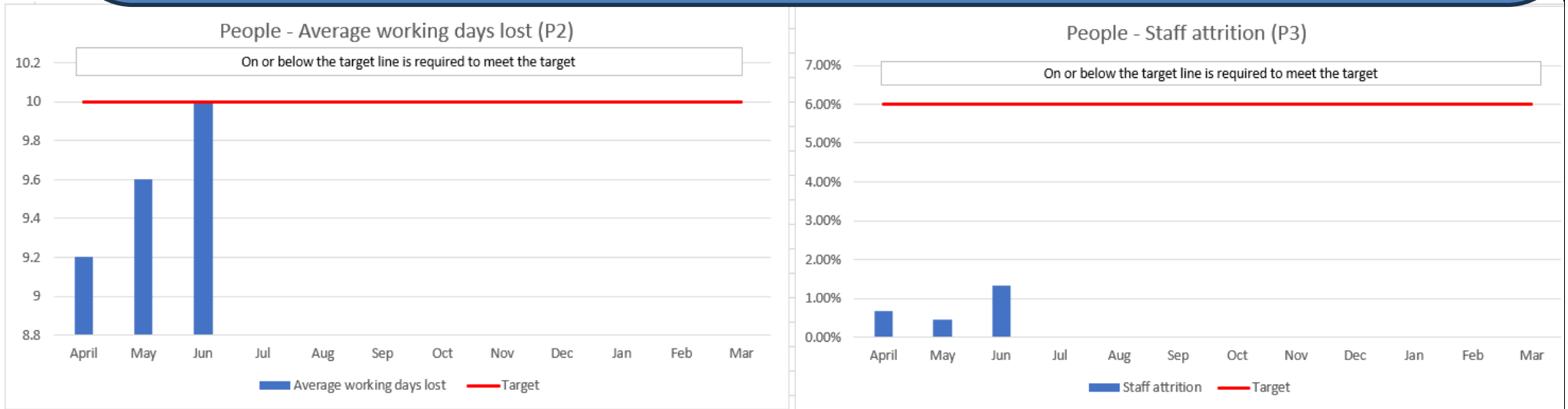
DG1 – Monitoring how often customers have access to our online services. Drops in this Key Performance Indicator should be managed carefully to ensure customers can access our services in a way that is suitable to them;

DG2 – Monitoring how often our colleagues can access the system to process applications within Disclosure Scotland;

DG3 – Enables us to monitor how satisfied our customers are with our online service.

People - Staff engagement index (P1)

Baseline figure is 65%, target figure is 68%. People survey 2023 figure is 64%



- Key Performance Indicator

P1 – Staff engagement index – target 68%.

P2 – Average working days lost – target 10 days.

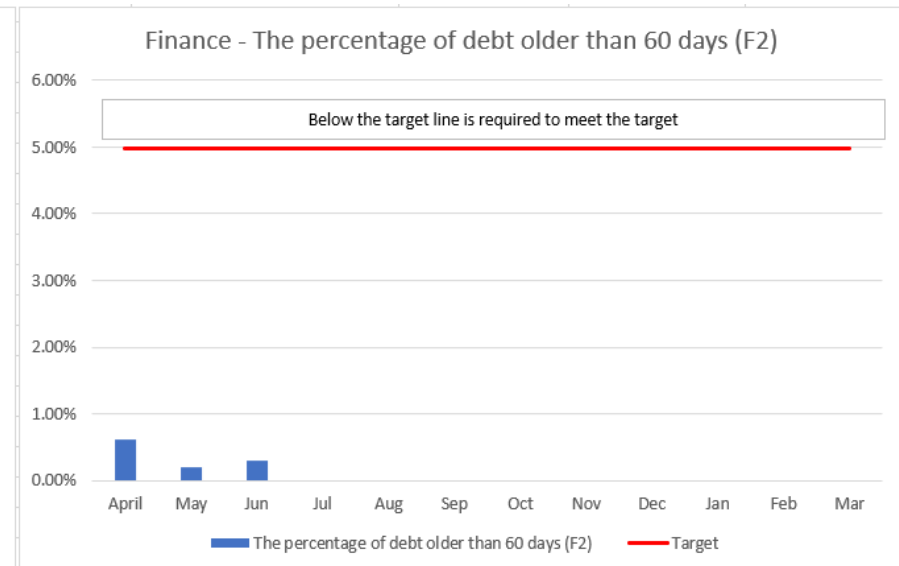
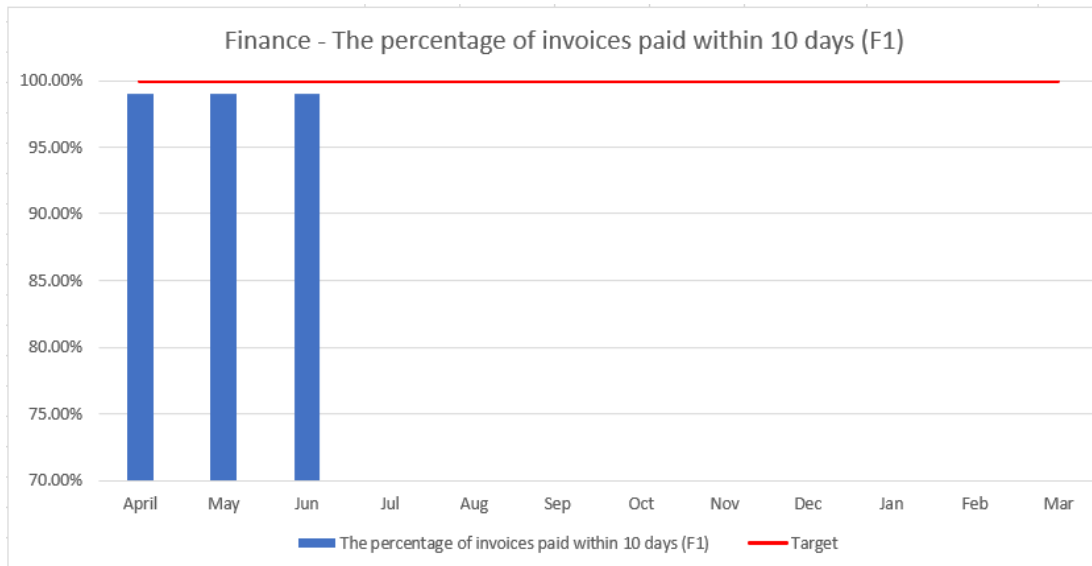
P3 – Staff attrition – target 6%.

- Context of Key Performance Indicator

P1 – Staff Engagement Index – Having an engaged workforce will be critical to our success now and in the future. Having engaged colleagues who participate, are motivated, share their views and ideas and who take responsibility for delivering our goals will support Disclosure Scotland to achieve our strategic objectives and create a fair, engaged and healthy culture. Staff engagement will help drive greater collaboration whether by individuals, teams, departments, projects or with our stakeholders. This will be important and is the focus of the current internal audit on collaboration.

P2 – This provides us with important data to ensure our attendance management processes are working well and that the wellbeing of our colleagues continues to be a priority. Average Working Days Lost helps us to predict trends across the year for example where we might expect more absence in winter due to flu and viruses we can align our workforce planning strategies to mitigate. This Key Performance Indicator can also have an impact on other Key Performance Indicators being reported on as it has a direct link to available resource which then can result in other KPI performance being affected. Monitoring and taking action in line with this Key Performance Indicator is also important as part of robust financial management in terms of cost of sickness absence and backfill or impact on other colleagues.

P3 – staff attrition – this provides us with data about our leavers on a monthly basis. Staff attrition helps us identify any particular trends e.g. increases in attrition at specific times of the year, some departments/teams have higher attrition than others, increase in retirements, enabling us to investigate and put in place interventions and workforce planning strategies to minimise the impact across the organisation and our people. Monitoring and taking action in line with this Key Performance Indicator is important as part of a robust workforce planning strategy, resourcing, attraction, staff engagement and financial management in terms of cost of backfilling staff, ensuring we have the right and sufficient skills to delivery our strategic objectives and promoting Disclosure Scotland as ‘a great place to work’.



- Key Performance Indicator

F1 – The percentage of invoices paid within 10 days – target 100%.

F2 – The percentage of debt older than 60 days – target under 5%.

- Context of Key Performance Indicator

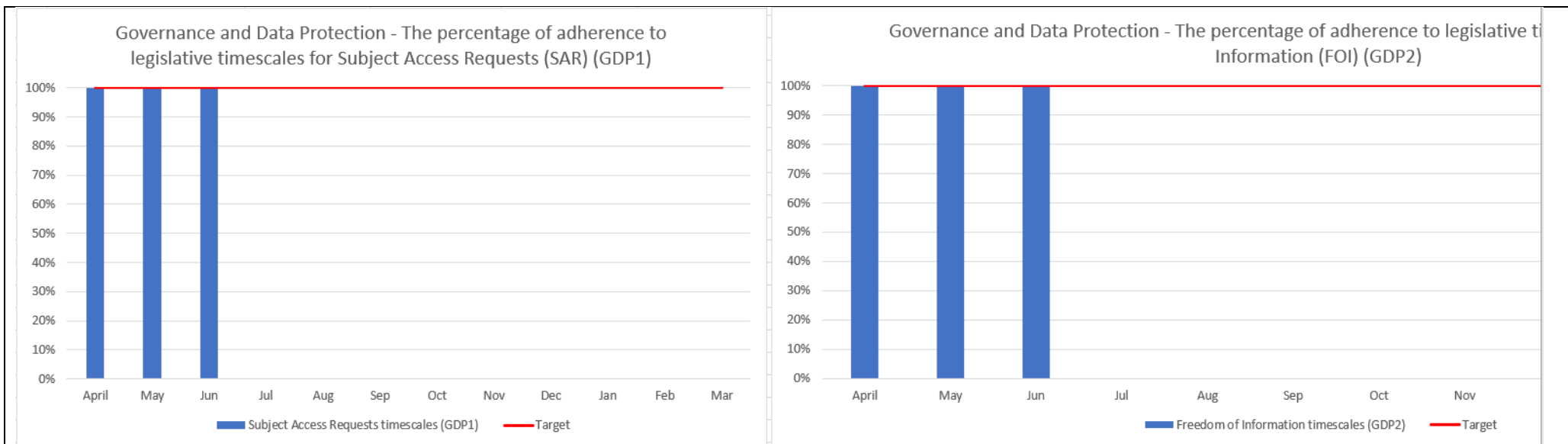
F1 – This is a Key Performance Indicator set in place by Scottish Government, although we strive to meet 100% Finance have noted The Scottish Government's prompt payment policy requires that all suppliers' invoices not in dispute are paid within the terms of the relevant contract. The Scottish Government aims to pay 100% of invoices, including disputed invoices once the dispute has been settled, on time in these terms.

As part of its plan for supporting economic recovery in Scotland, the then First Minister announced on 9 October 2008 that the Scottish Government would aspire to a 10 working day target for paying bills to businesses in Scotland. This aspiration is above and beyond our contractual commitment to pay suppliers within 30 days. Paying supplier bills within ten working days is seen as a key objective, and an important expression of the Scottish Government's commitment to supporting business. In order for Disclosure Scotland to meet this target we need to complete everything in eight days to allow Scottish Government two days for their tasks.

F2 – This is a Key Performance Indicator set in place by our Finance colleagues to ensure best use of public funds to recover all debt in an efficient manner.

Governance and Data Protection - The percentage of data breaches reported within 72 hours (GDP3)

Please note this has no figures for any month in this financial year so far as no data breaches met the standard required to report to the Information Commissioners Office



- Key Performance Indicator

GDP1 – The percentage of adherence to legislative timescales for Subject Access Requests (SAR) – target 100%.

GDP2 – The percentage of adherence to legislative timescales for Freedom of Information (FOI) – target 100%.

GDP3 – The percentage of data breaches reported within 72 hours – target 100%.

- Context

GDP1 – This is a legislative timescale and must be met. Any misses must be fully reviewed and lessons learned drafted to mitigate this being missed in the future

GDP2 – This is a legislative timescale and must be met. Any misses must be fully reviewed and lessons learned drafted to mitigate this being missed in the future. The target was not met last year however a number of changes were made across Disclosure Scotland to reduce the chance of that happening this year. **Please note this has no figure for May and June as no Freedom of Information requests were made those months.**

GDP3 – This is a target set by the Information Commissioners Office, any misses to this target must be fully reviewed and lessons learned drafted to mitigate this being missed in the future. We must also share any reasons for this with the Information Commissioners Office. Misses to this Key Performance Indicator could result in reputational damage. **Please note this has no figures for any month in this financial year so far as no data breaches met the standard required to report to the Information Commissioners Office.**

Disclosure Scotland Leadership Team	
Date	17/09/24
Reporting period	August 2024
Subject	Key Performance Indicators

Background

The performance data below is presented according to our strategic themes, disclose, protect, promote – and according to enabling objectives where appropriate, our people, our systems, and the way we work.

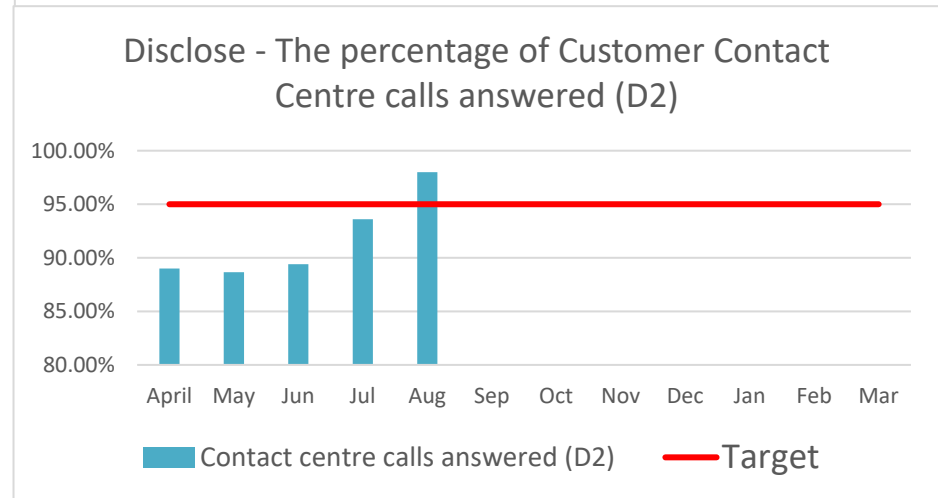
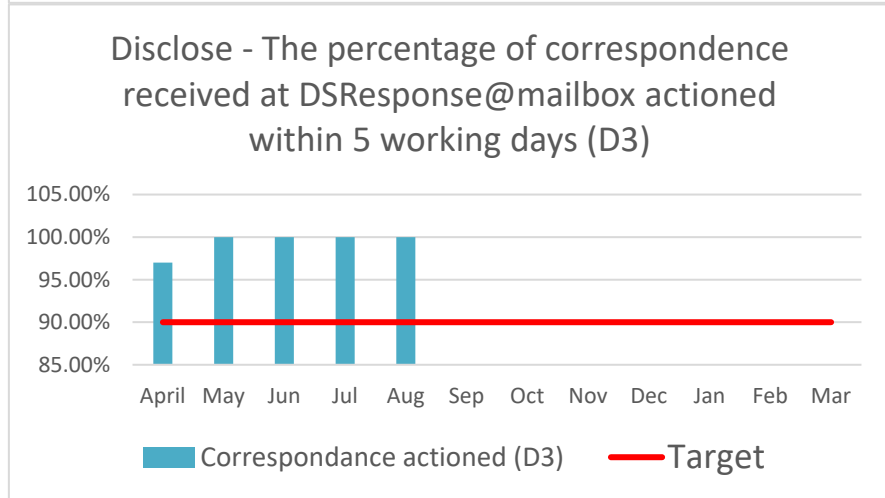
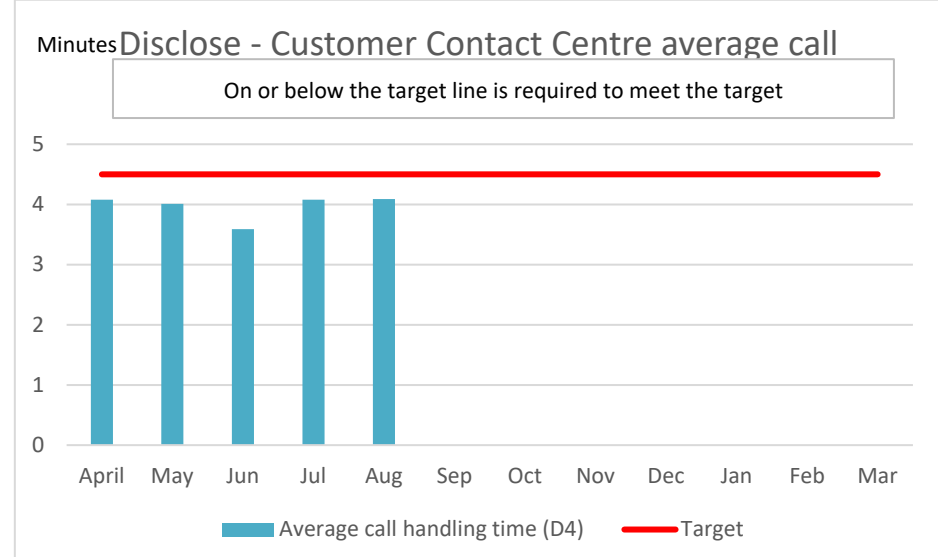
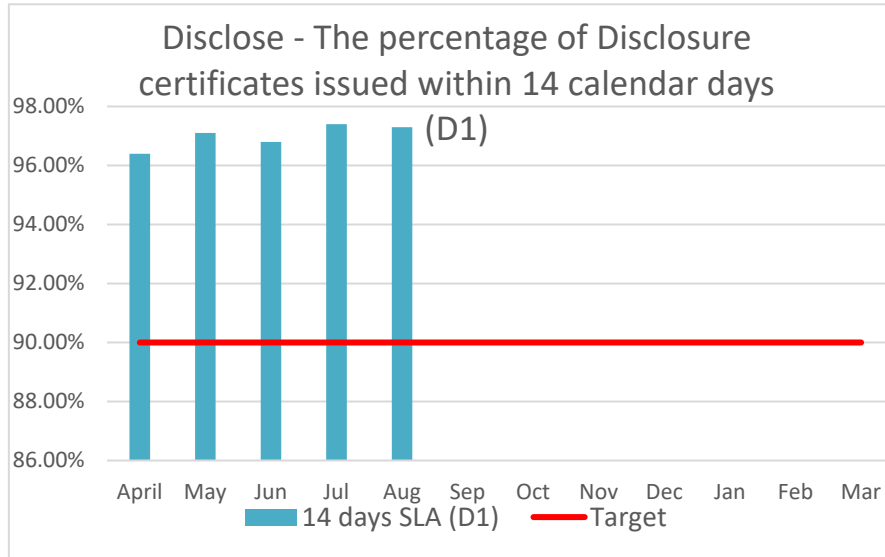
This allows us to align our performance to our six strategic objectives which are;

- We make Scotland's people safer by barring unsuitable people from working with us when we are vulnerable and providing a quality, effective and efficient disclosure regime to support safe recruitment decisions.
- We use our influence and expertise beyond our organisational boundaries to integrate disclosure with wider initiatives in the service of Scotland, supporting the Scottish Government to deliver its National Outcomes
- We will innovate to deliver high quality services in an affordable way by boosting efficiency, innovation and reducing costs to deliver value for public money.
- We will innovate digital technology in partnership with our customers and build a disclosure service that is affordable, efficient, accurate and easily accessible.
- We will deliver a comprehensive programme of digital and policy disclosure reform to make Scotland safer and fairer.
- We invest in the development of our people to grow a talented, diverse, and inclusive workforce tailored to deliver our disclosure and safeguarding national outcomes.

These objectives were set by the Disclosure Scotland Board in October 2022 and are the high level aims we will measure ourselves against unto March 2025.

This information is part of the Disclosure Scotland Performance framework and should be considered in parallel to our business plan, corporate strategy and annual report and accounts reporting.

Key Performance Indicators



- Key Performance Indicator

D1 – The percentage of Disclosure certificates issued within 14 calendar days.

D2 – The percentage of Customer Contact Centre calls answered – target 95%.

D3 – The percentage of correspondence received at DSResponse@mailbox actioned within 5 working days – target 90%.

D4 – Customer Contact Centre average call handling time – target 4.5 minutes.

- Context of Key Performance Indicator

These Key Performance Indicators aid Disclosure Scotland in:

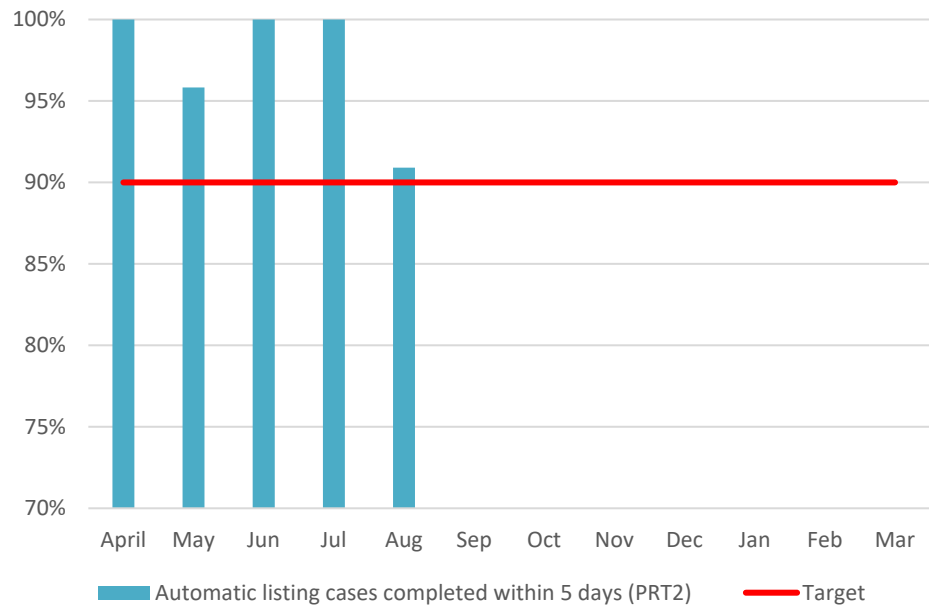
D1 – Understanding its Service Level Agreement position throughout the year and allows it to view the years' Service Level Agreement against any other factors to help future year predictions;

D2 – Understanding how well changes noted below improve our customer contact service to customers;

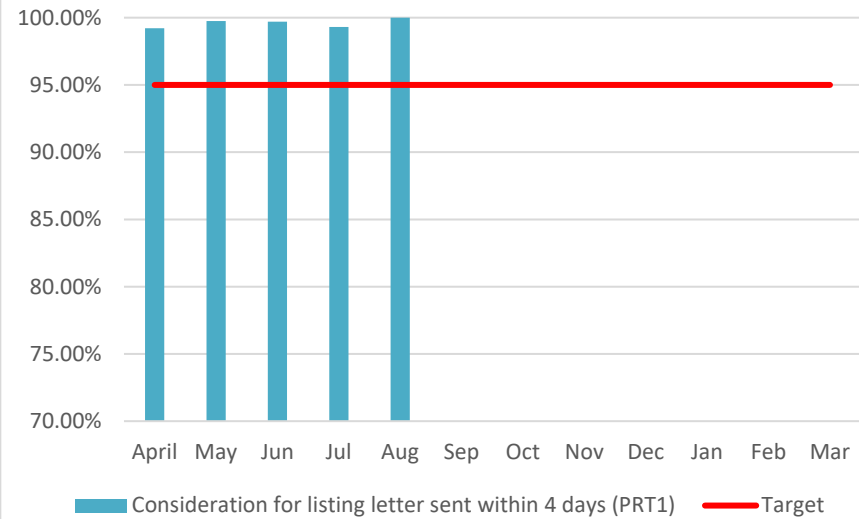
D3 – Understanding how any changes to our systems, procedures and legislation affect volumes of queries and how quickly we can respond to them;

D4 – Understanding how simple we have made our systems, procedures and letters/emails sent to customers.

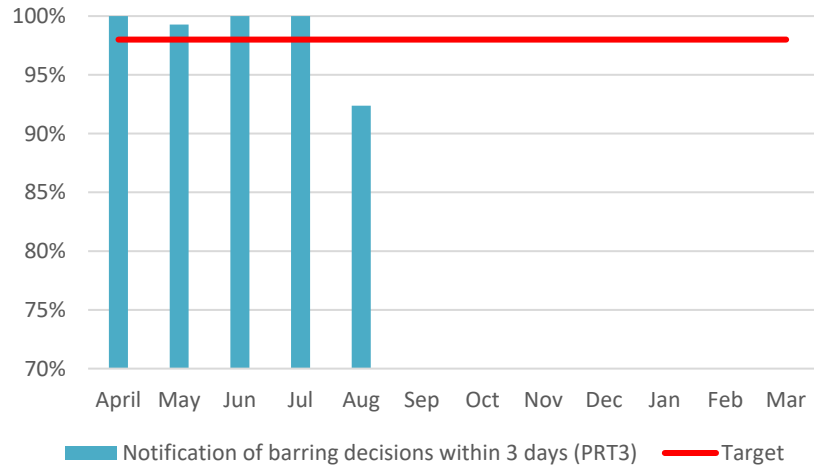
Protect - The percentage of automatic listing cases completed within 10 working days (PRT2)



Protect - The percentage of notification of consideration for listing letters issued to individuals and organisations within 4 working days (PRT1)



Protect - The percentage of notifications of barring decisions issued within 3 working days (PRT3)



- Key Performance Indicator

PRT1 – The percentage of notification of consideration for listing letters issued to individuals and organisations within 4 working days – target 90%.

PRT2 – The percentage of automatic listing cases completed within 5 working days – target under review.

PRT3 – The percentage of notifications of barring decisions issued within 3 working days – target 98%.

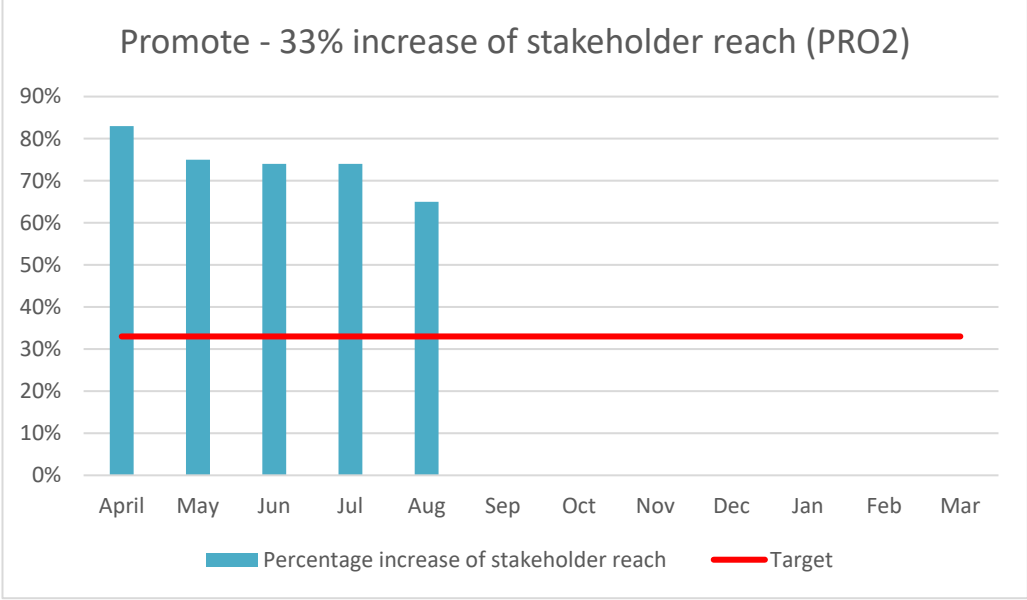
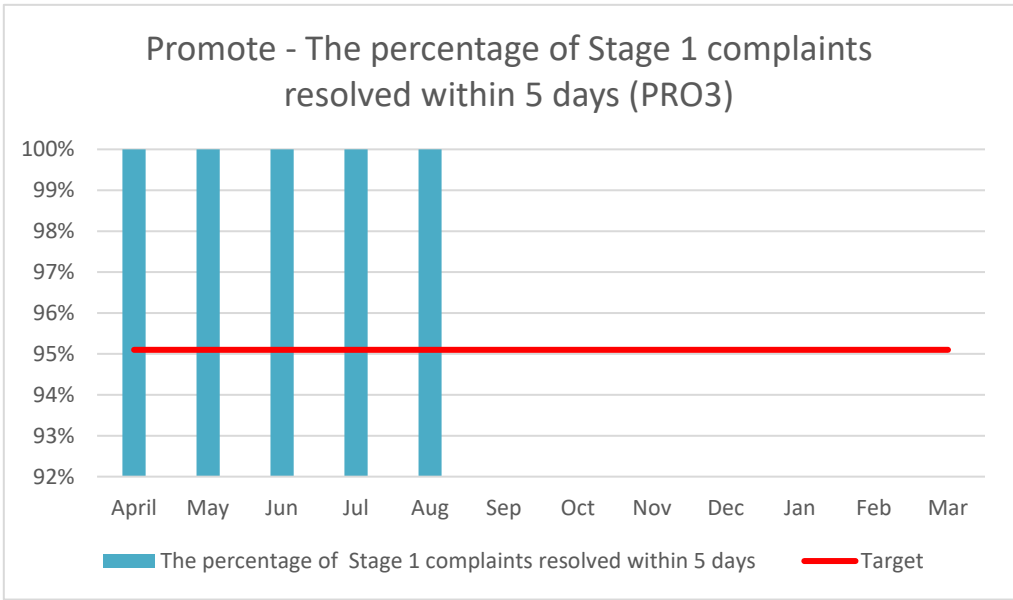
- Context of Key Performance Indicator

These Key Performance Indicators aid Disclosure Scotland in:

PRT1 – Ensuring that organisations for whom we know an individual is doing regulated work, are notified at the earliest opportunity that we are considering listing the individual, enabling the organisation to consider whether it requires to take an action to safeguard vulnerable groups.

PRT2 – Ensuring those who are convicted of an automatic listing offence are barred and removed from regulated work at the earliest opportunity (please see comments below regarding this Key Performance Indicator);
 PRT3 – Ensuring that we notify, at the earliest opportunity, individuals, and organisations for whom we know they are doing regulated work, that they are now barred and that they must cease doing/ be removed from regulated work. This is key to ensuring the safety of the vulnerable people of Scotland.

Promote - Percentage increase of social media followers (PRO1)
 This figure is reported each quarter with quarter 1 will be available later this month
 Target for this Key Performance Indicator is 5%



- Key Performance Indicator

PRO1 – Percentage increase of social media followers – target 5%.

PRO2 – 33% increase of stakeholder reach.

PRO3 – The percentage of Stage 1 complaints resolved within 5 days – target 96%.

- Context of Key Performance Indicator

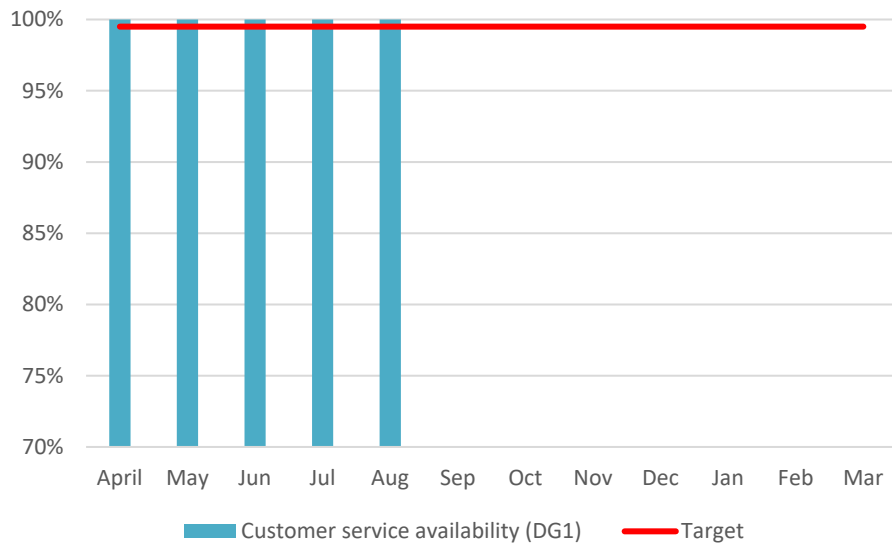
These Key Performance Indicators aid Disclosure Scotland in:

PRO1 – building our social media presence supports the delivery of Disclosure Scotland's communications and engagement strategy 2022 to 2025 through meeting our business objectives and further connecting with our customers;

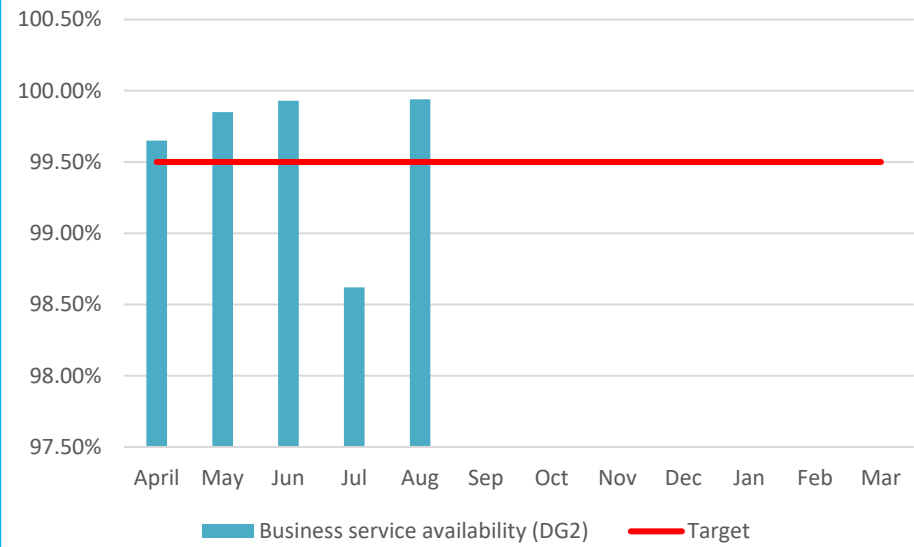
PRO2 – Increasing our stakeholder reach to this level helps us to further connect with more of our customers. It also ensures that more of our customers understand our services and regulatory obligations, whilst maintaining our relationships with stakeholders with whom we are already connected. This Key Performance Indicator helps provide a further platform to promote key messages directly to stakeholders when required;

PRO3 – monitoring that we are responding to customers in a timely manner, we are also able to review the log and discuss with other business areas if and when we note patterns of complaints.

Digital - The percentage of customer service availability (DG1)



Digital - The percentage of business service availability (DG2)



Digital - Customer satisfaction (DG3)



- Key Performance Indicator

DG1 – The percentage of customer service availability – target 99.5%.

DG2 – The percentage of business service availability – target 99.5%.

DG3 – Customer satisfaction – target 80%.

- Context of Key Performance Indicator

These Key Performance Indicators aid Disclosure Scotland in:

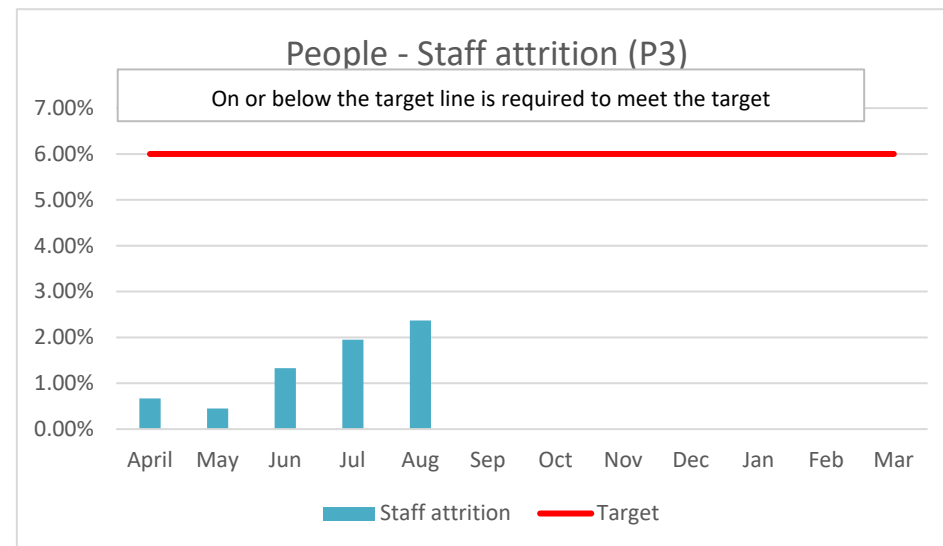
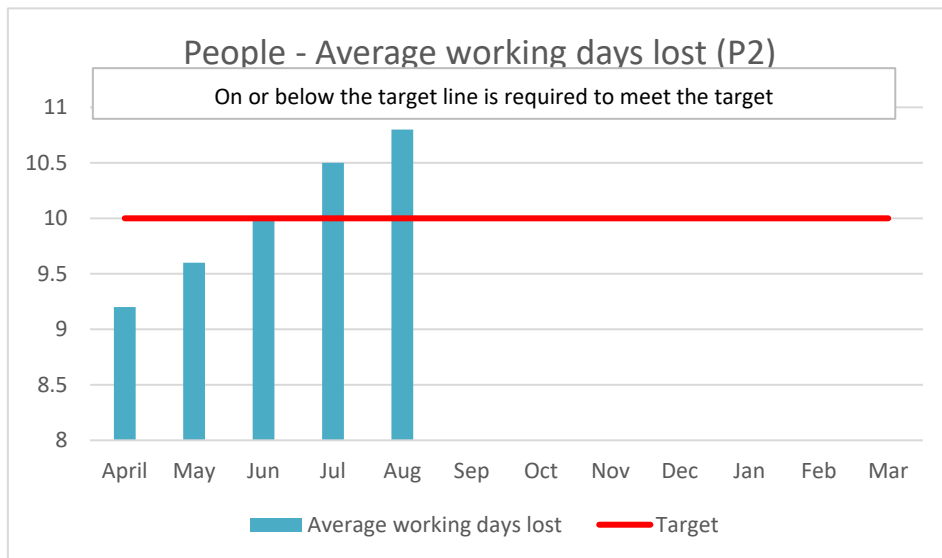
DG1 – Monitoring how often customers have access to our online services. Drops in this Key Performance Indicator should be managed carefully to ensure customers can access our services in a way that is suitable to them;

DG2 – Monitoring how often our colleagues can access the system to process applications within Disclosure Scotland;

DG3 – Enables us to monitor how satisfied our customers are with our online service.

People - Staff engagement index (P1)

Baseline figure is 65%, target figure is 68%. People survey 2023 figure is 64%



- Key Performance Indicator

P1 – Staff engagement index – target 68%.

P2 – Average working days lost – target 10 days.

P3 – Staff attrition – target 6%.

- Context of Key Performance Indicator

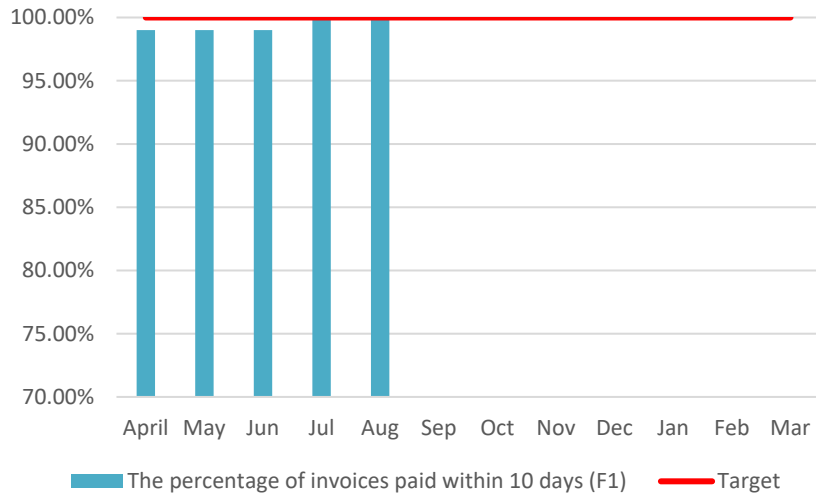
P1 – Staff Engagement Index – Having an engaged workforce will be critical to our success now and in the future. Having engaged colleagues who participate, are motivated, share their views and ideas and who take responsibility for delivering our goals will support

Disclosure Scotland to achieve our strategic objectives and create a fair, engaged and healthy culture. Staff engagement will help drive greater collaboration whether by individuals, teams, departments, projects or with our stakeholders. This will be important and is the focus of the current internal audit on collaboration.

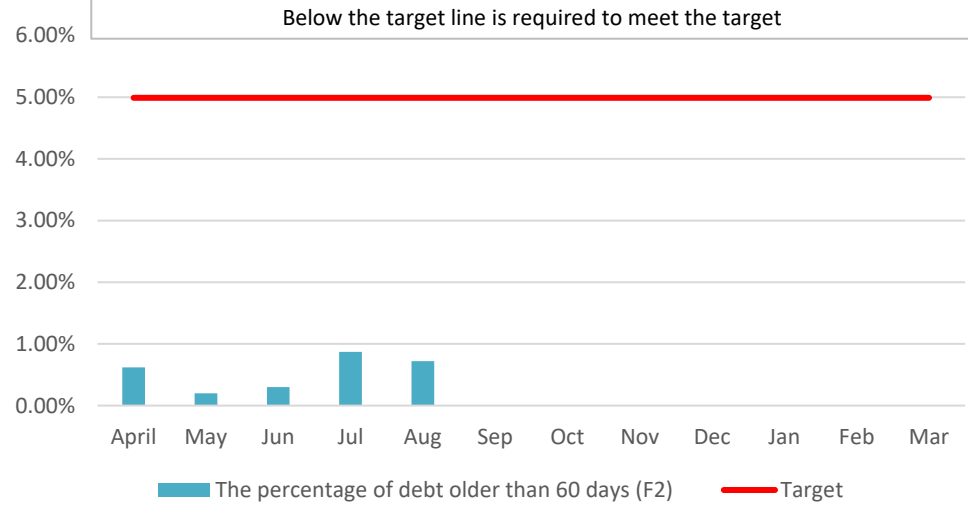
P2 – This provides us with important data to ensure our attendance management processes are working well and that the wellbeing of our colleagues continues to be a priority. Average Working Days Lost helps us to predict trends across the year for example where we might expect more absence in winter due to flu and viruses we can align our workforce planning strategies to mitigate. This Key Performance Indicator can also have an impact on other Key Performance Indicators being reported on as it has a direct link to available resource which then can result in other KPI performance being affected. Monitoring and taking action in line with this Key Performance Indicator is also important as part of robust financial management in terms of cost of sickness absence and backfill or impact on other colleagues.

P3 – staff attrition – this provides us with data about our leavers on a monthly basis. Staff attrition helps us identify any particular trends e.g. increases in attrition at specific times of the year, some departments/teams have higher attrition than others, increase in retirements, enabling us to investigate and put in place interventions and workforce planning strategies to minimise the impact across the organisation and our people. Monitoring and taking action in line with this Key Performance Indicator is important as part of a robust workforce planning strategy, resourcing, attraction, staff engagement and financial management in terms of cost of backfilling staff, ensuring we have the right and sufficient skills to delivery our strategic objectives and promoting Disclosure Scotland as 'a great place to work'.

Finance - The percentage of invoices paid within 10 days (F1)



Finance - The percentage of debt older than 60 days (F2)



- Key Performance Indicator

F1 – The percentage of invoices paid within 10 days – target 100%.

F2 – The percentage of debt older than 60 days – target under 5%.

- Context of Key Performance Indicator

F1 – This is a Key Performance Indicator set in place by Scottish Government, although we strive to meet 100% Finance have noted The Scottish Government's prompt payment policy requires that all suppliers' invoices not in dispute are paid within the terms of the relevant contract. The Scottish Government aims to pay 100% of invoices, including disputed invoices once the dispute has been settled, on time in these terms.

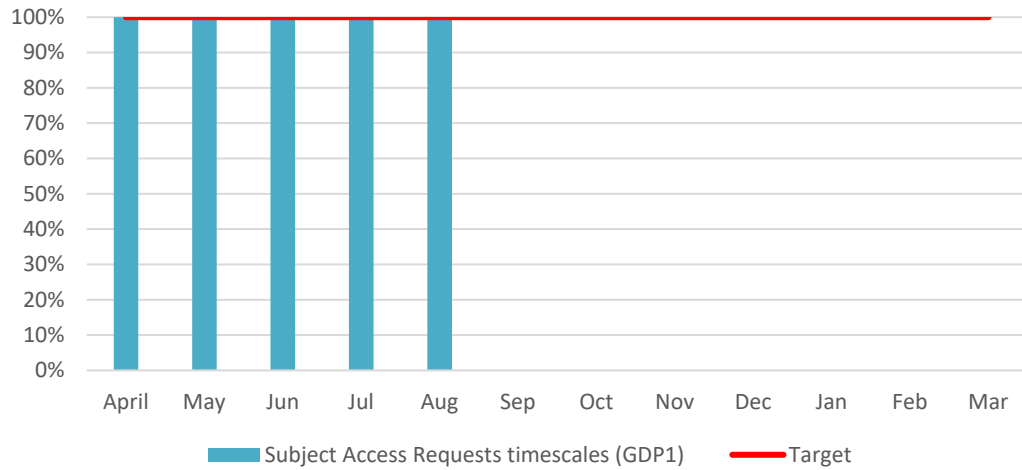
As part of its plan for supporting economic recovery in Scotland, the then First Minister announced on 9 October 2008 that the Scottish Government would aspire to a 10 working day target for paying bills to businesses in Scotland. This aspiration is above and beyond our contractual commitment to pay suppliers within 30 days. Paying supplier bills within ten working days is seen as a key objective, and an important expression of the Scottish Government's commitment to supporting business. In order for Disclosure Scotland to meet this target we need to complete everything in 8 days to allow Scottish Government two days for their tasks.

F2 – This is a Key Performance Indicator set in place by our Finance colleagues to ensure best use of public funds to recover all debt in an efficient manner.

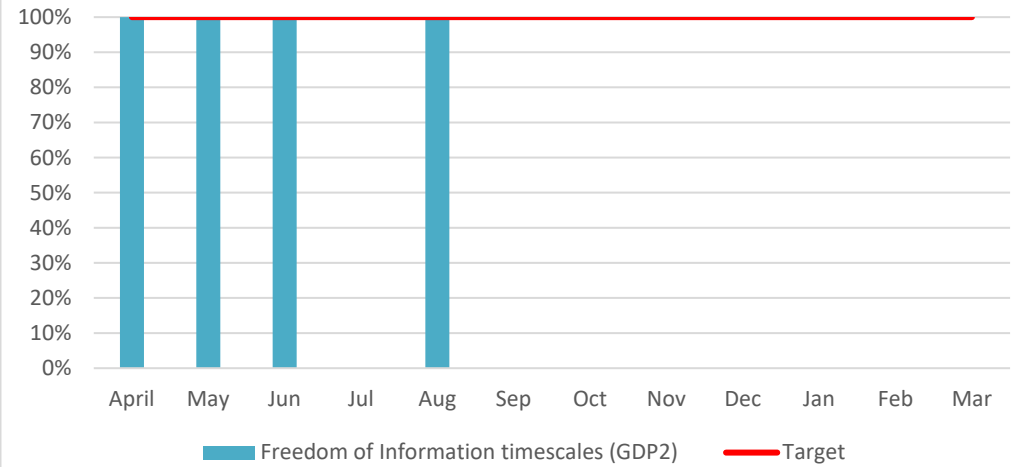
Governance and Data Protection - The percentage of data breaches reported within 72 hours (GDP3)

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Governance and Data Protection - The percentage of adherence to legislative timescales for Subject Access Requests (SAR) (GDP1)



Governance and Data Protection - The percentage of adherence to legislative timescales for Freedom of Information (FOI) (GDP2)



- Key Performance Indicator

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