Induction Pack

Non-Executive Board Member – Insert name here

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About Us

Disclosure Scotland is an Executive Agency of the Scottish Government. Our role is to provide a service that supports safeguarding by protecting the vulnerable while balancing the need for people with convictions to move on from their past and contribute to society. We do this by assessing and providing details of criminal history, which allows Scottish employers to make informed recruitment decisions, while promoting fairness to improve the life chances of people in Scotland.

We are led by the Chief Executive, who is personally accountable to Scottish Ministers and the Scottish Parliament for the effective running of our services. The Chief Executive is supported by an executive team, an advisory board and an Audit and Risk Committee. We employ over 350 staff with a range of skills and knowledge covering service delivery, digital, finance, policy and customer service.

We have three important functions.

- **Disclose** – provide disclosure certificates
    - basic disclosure;
    - standard disclosure;
    - enhanced disclosure; and
    - Protection of Vulnerable Groups Scheme (PVG) disclosure.
- **Protect** – manage the PVG scheme

    The PVG Scheme is for people doing regulated work with children and protected adults. A PVG certificate contains all unspent and certain spent conviction information. It also contains any other non-conviction information that the police or other government bodies think is relevant.

    We continually monitor PVG scheme members' records for vetting information including criminal convictions that may affect their suitability to work with vulnerable groups.

For these purposes we access a range of police data as well as data from other sources.

- **Promote** – support our customers and stakeholders to get access to, understand the purpose of, and know how to use our services.

Further information on the work which we do can be found on our website.

Civil Service Code

The Civil Service Code sets out the core values of the Civil Service and the standards expected of civil servants, chiefly:

Integrity putting the obligations of public service above your own personal interests;

Honesty being truthful and open;

Objectivity basing your advice and decisions on rigorous analysis of the evidence; and

Impartiality acting solely according to the merits of the case and serving equally well Governments of different political persuasions.

Although Non-Executive Board Members (NXBM) are not civil servants and therefore are not within the formal scope of the Code, they should see it as a useful guide to appropriate behaviour.

Equality and Diversity

Equal Opportunities Policy Statement

All of our staff should be treated equally irrespective of their sex, marital/civil partnership status, age, race, ethnic origin, sexual orientation, disability, religion or belief, working pattern, employment status, gender identity, caring responsibility, or trade union membership. Scottish Government aims to eliminate discrimination and

unfair treatment on the grounds of irrelevant difference, including those characteristics protected by the Equality Act 2010. Our duties in respect of the Equality Act are to:

- **eliminate all unlawful discrimination, harassment and victimisation:** our staff are mandated to undertake relevant Civil Service Learning (Equality and Diversity: Essentials); and
- **foster good relations:** coupled with mandated Equality and Diversity learning, we will develop wellbeing and resilience training to ensure all staff and managers, regardless of background, support each other to achieve a good work/life balance.

Diversity Policy Statement

As part of Scottish Government, Disclosure Scotland is committed to increasing the diversity of staff within the organisation, and will develop all our staff, ignoring all irrelevant differences in their management and development. Furthermore we will positively value the different perspectives and skills of all staff and make full use of these in our work.

Scottish Government and where we fit in

The Scottish Government

The Scottish Government is the devolved administration for Scotland. It is responsible for most of the issues of day-to-day concern to the people of Scotland, including health, education, justice, environment and rural affairs, and transport. The work of the Scottish Government is carried out by Directorates each headed by a Director General.

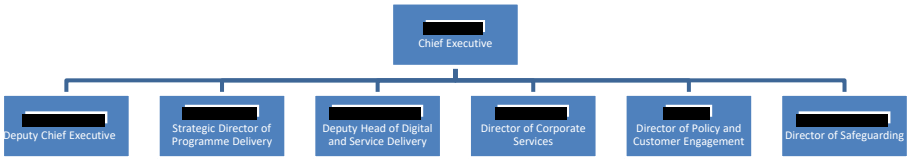
Our activity supports the Scottish Government's Purpose '**To focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing and sustainable and inclusive economic growth**'.

We link to the National Outcomes. In particular, our activity contributes to the following:

- we respect, protect and fulfil human rights and live free from discrimination;
- we are open, connected and make a positive contribution intentionally;
- we live in communities that are inclusive, empowered, resilient and safe
- we grow up loved, safe and respected so that we can realise our potential; and
- we value, enjoy and protect our environment.

The Leadership Team

The Leadership Team comprises of six executive directors and the Chief Executive.



The Leadership Team forms the 'Executive' arm of the Disclosure Scotland Board. Its purpose is to:

- Focus on the future of the Agency;

- Make decisions on strategic issues;
- Manage escalated Programme issues;
- Set the tone of the Agency by providing management, leadership and direction;
- Oversee future financial planning and strive to be self-funding;
- Identify areas out with Disclosure Scotland that may impact the Agency, through horizon scanning;
- Set strategy for management to implement;
- Monitor and review formal lessons-learned exercises;
- set the agenda for the Board
- commission and scope out time limited project groups; and
- provide peer support.

Disclosure Scotland Board

The Chief Executive, as Accountable Officer, is personally accountable to Scottish Ministers for the performance of the Agency and delivery of its functions. In doing so, the Chief Executive is supported by an Advisory Board whose main role is to assist the body to deliver its functions on behalf of Ministers through the provision of strategic advice and support to the Chief Executive, and through constructive challenge. The Board is chaired by the Chief Executive and comprises executive and independent non-executive members.

The main functions (including powers and duties) of Disclosure Scotland are those set out in the Framework Document. In your role as a Non-Executive Board Member (NXBM) of Disclosure Scotland's Board you will provide advice to the Accountable Officer. As an Executive Agency of the Scottish Government, NXBMs are appointed on merit by the Chief Executive of Disclosure Scotland and are not ministerial public appointments. The Minister will, however, be advised of recruitment campaigns and new appointments.

The specific duties relating to your NXBM role are:

- acting as critical friend to the Chief Executive and executive members, providing advice and an external perspective to issues and to support and challenge as we transform the business;
- having a customer focus, ensuring that the voice and needs of the users are embedded in the organisation's thinking and planning;
- providing strategic advice, constructively challenging and contributing to the development of strategy, suggesting ambitious and customer-focused targets and innovative approaches for delivery;
- improving performance, scrutinising the performance of management in meeting goals and objectives and monitoring the reporting of performance;
- promoting good governance, helping Disclosure Scotland's Board discharge its functions effectively; and
- providing risk oversight, by satisfying yourself of the reliability and integrity of risk management and internal control arrangements. Providing assurance that the framework for organisational governance is operating effectively.

You will receive periodic feedback on your performance against these duties from the Chief Executive and an annual appraisal will be carried out by the Chief Executive.

The terms of reference for the DS Board have been included at **Appendix 1**.

Further information on being a Member of an Advisory Board can be found at On Board – A guide for Members for Management Advisory Boards

Further induction material can be found at Governance Hub.

[redacted]

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[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

Appendix 1 – Terms of Reference – Disclosure Scotland Board

Context

Disclosure Scotland (DS) is led by the Chief Executive, who is personally accountable to Scottish Ministers and the Scottish Parliament for the performance of the Agency and delivery of its functions. The Chief Executive is supported by an Advisory Board whose main role is to assist the Agency to deliver its functions on behalf of Ministers, through the provision of strategic advice and support to the Chief Executive, and through constructive challenge.

The Board is chaired by the Chief Executive and comprises executive and independent non-executive members. The non-executive members are recruited externally and appointed by the Chief Executive.

The Disclosure Scotland Board supports and advises the Chief Executive on strategy and governance by:

- constructively challenging and contributing to the development of strategy and the future direction of the Agency, proposing ambitious targets and innovative approaches

- overseeing the Agency's systems of accountability and control, including appropriate physical, personnel and cyber security controls designed to protect Agency assets, staff, and the public during their interactions with the Agency
- monitoring whether the internal groups and processes provide sufficient assurance that performance is routinely and actively monitored within the Agency
- ensuring that the voice and needs of users are embedded in the Agency's thinking and planning.

Membership

The Board is chaired by the Chief Executive and comprises of six Executive Board members and up to five independent external Non-Executive Board Members. Details of the current members including the Chair are provided below. In exceptional circumstances the Chief Executive may appoint another member of the Board to chair proceedings in his absence.

Current Membership

Chair

[redacted]	Chief Executive, Disclosure Scotland

Executive Directors

[redacted]	Deputy Chief Executive
[redacted]	Strategic Director of Programme Delivery
[redacted]	Director of Policy and Customer Engagement
[redacted]	Director of Corporate Services
[redacted]	Director of Safeguarding
[redacted]	Deputy Head of Digital and Service Delivery

Non-Executive Directors

[redacted]	Non-Executive Board Member *(Appointed in December 2019)*
[redacted]	Non-Executive Board Member *(Appointed in November 2019)*
[redacted]	Interim Non-Executive Board Member (Appointed in January 2023)
[redacted]	Interim Non-Executive Board Member (Appointed in January 2023)

The Board may request the attendance of other individuals to assist in its deliberations. The role of such individuals is to provide information and participate in discussions, either for the whole duration of a meeting or for a particular agenda item.

The Chair should be advised prior to the meeting of any non-attendance of members. Where a member of the Agency's Leadership Team is unable to attend, they may, in exceptional circumstances and with the agreement of the Chief Executive, appoint a delegate to attend in their place. Such delegates should have authority to take forward the relevant business of the meeting.

Secretariat support is provided by the Corporate Governance Team.

Reporting

Key decisions and actions will be recorded in the minutes. Minutes of Board meetings will be published in redacted form where appropriate. This will be disseminated to staff and the public through Saltire and mygov. scot.

Responsibilities

A key role of Agency Board members is to provide a strong advisory, support and challenge function, carefully scrutinising strategy, plans and underlying assumptions.

Non-Executive Members are external advisors who act as critical friends, providing the Agency with guidance, oversight and strategic input.

The DS Board supports and advises the Chief Executive on strategy and governance by:

- helping ensure the Agency delivers on its purpose and objectives as set out in DS25
- constructively challenging and contributing to the development of strategy and the future direction of the Agency, proposing ambitious targets and innovative approaches
- overseeing the Agency's systems of accountability and control, including appropriate physical, personnel and cyber security controls designed to protect Agency assets, staff, and the public during their interactions with the Agency
- monitoring whether the internal groups and processes provide sufficient assurance that performance is routinely and actively monitored within the organisation

- ensuring that the voice and needs of users are embedded in the organisation's thinking and planning

Delegated Authority

All authority rests with the Chair. An Agency Board has no role in holding the Chief Executive to account for the Agency's performance and no power to issue directions to them.

Escalation

As Accountable Officer for the Agency, the Chief Executive has personal responsibility to Parliament for the propriety and regularity of public finances for the part of the Scottish Administration for which they have stewardship. The relationship between the Agency and Scottish Government is set out in the Framework Document which is subject to approval by the Scottish Ministers.

Declaration of conflicts of interest

Each Board member is asked to declare any interest of their own, or of a family member or associate, which may have an unfair impact on any discussion or decision being made by the DS Board. A formal declaration of interests will be completed and signed by each member. These declarations will be recorded, and details published online in Disclosure Scotland's Register of Interests. There will be a standing agenda item within each meeting to record any interim changes.

Annual Performance Review

The Chief Executive carries out an annual performance review of all non-Executive members. The completed appraisal forms are held within a secure folder.

Meetings

The group will meet around six times each year and the dates of these meetings will be set at the beginning of the business year, members will be notified of any alteration as soon as possible. Once a year the Board will hold an extended 2-day meeting.

A minimum of five (two Non-Executive Board Members and three Executive Directors/CE) members of the Board must be present for the meetings to be deemed quorate, although all endeavours should be made to secure three non-executives. In the absence of the Chair, one of the Executive Directors will assume that role for the duration of the meeting.

As Disclosure Scotland has now implemented a hybrid working pattern, there is an option for members to attend in person or virtually.

An agenda and papers will be prepared and circulated no less than one week before each meeting.

Disclosure Scotland is fully committed to being open and transparent in the business it conducts. Two colleague observer places are available at each meeting, and these are regularly advertised to colleagues across DS. Those who note their wish to attend as observers are taken in waiting list order and offered the next available place. Ahead of the meeting observers will be issued with a copy of the papers, excluding any restricted or confidential material. Inviting observers internally will help the organisation understand the role of the Board and how decisions are made. Observers must agree in advance to treat all discussions and decisions taken by the Board as confidential and not for discussion outside the meeting. A fortnightly ad-hoc discussion will supplement the Board meetings.

Information Requirements

For each meeting members will receive electronic copies of all papers from the Corporate Governance Team via Objective Connect. There is no requirement for hard copies of papers to be circulated.

Audit and Risk Committee

Each Agency has an Audit and Risk Committee chaired by a NXBM. The audit and risk committee supports support the Accountable Officer in their responsibilities for issues of risk, control and governance over the budget for Disclosure Scotland.

This includes reviewing the comprehensiveness of assurances in meeting the Accountable Officer's assurance needs and reviewing the reliability and integrity of these assurances.

The Audit and Risk Committee advises the Accountable Officer on:

- strategic processes for risk, control and governance;
- the accounting policies, the accounts and the annual report of the Agency;
- whether the nature and scope of assurance provided meets the Accountable Officer's and Board's assurance needs;
- ensuring that effective arrangements are in place to provide assurance that risk is being monitored and managed across the Agency (including personnel, physical and cyber risks, threats and hazards);

- ensuring that robust performance and risk management arrangements and reporting processes are in place that support the achievement of the Agency's aims and objectives and facilitate comprehensive reporting to the Board, SG and wider public; the anti-fraud and bribery policies;

- the annual Internal Audit opinion and annual report;

- the performance of Internal Audit, including conformance with the applicable standards, expected performance measures and the results of both internal and external audit quality assessments;

- the management, planned activity and results of internal and external audits, including external audit's management letter/report;

- the accounting policies, the accounts, and the annual report of the Agency, including the process for review of the accounts prior to submission for audit, levels of error identified, and management's letter of representation to the external auditors;

- assurances relating to the corporate governance requirements for the Agency, including - but not limited to - Certificates of Assurance and issues relating to the Permanent Secretary's signing of a governance statement; and

- performance framework and value for money.

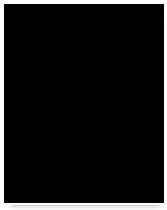
Further information about being a member of the Audit and Risk Committee can be found in the Audit Committee Handbook

Board Ad-hoc meetings

Board ad-hoc discussions are held on a fortnightly basis between the Chief Executive and Board members. This informal meeting is an opportunity for the Chief Executive to keep Board members up to date on current issues.

Non-Executive Directors

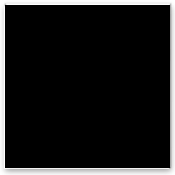
[redacted], Non-Executive Director Governance



[redacted] joined Disclosure Scotland in December 2019 and is a member of the Audit & Risk Committee and Chair of the Stakeholder Engagement and Social Mission Advisory Panel.

[redacted] founded Reed Screening, one of the UK's largest employee screening businesses. He has been appointed to the Ministerial Advisory Panel on Future of Work and advises on the UK's labour market strategy. He received a Commendation Award from the Home Office for services to recruitment. [redacted] is also chair and company director of SAFERjobs, a charity which tackles labour market issues, and Chair of the Better Hiring Institute, an organisation changing the way the UK hires. He has an MBA from Aston Business School.

[redacted], Non-Executive Director Change Management



[redacted] joined Disclosure Scotland in November 2019 and is Chair of the Digital Advisory Panel.

[redacted] is a public sector information specialist, having worked across the health, culture and communication sectors. He has worked with the Government Digital Service in their development and application of public cloud and agile based services. He now works for NHS Scotland transforming their complex information landscape.

Training Courses

Mandatory training on data protection and information security must be completed as part of the Board member induction process. Other training courses for Board members will be run when identified as a suitable requirement and will take into account Board members existing experience.

Daily Fees and Expenses

Details of the daily fee were provided on your contract. Claims for this and any additional expenses should be sent along with supporting receipts for the attention of the Corporate Governance team at [redacted]. Expenses should be claimed on a monthly basis.

Travel and Incidental Expenses

Reimbursement for expenses that are necessary or expedient to allow you to discharge your functions can be made. Journeys which are necessary for the performance of your duties should be made by the most economical and efficient means in terms of cost and time.

The cost of standard-class travel by public transport will be reimbursed. Disclosure Scotland adopts a sustainable transport policy in relation to business travel therefore private cars should only be used where there is no reasonable alternative.
The cost of standard-class travel by public transport will be reimbursed and applications should be supported by the original receipts or certified copies of the original receipts.

Private Car Use

Subject to the conditions and limitations of the civil service insurance requirements, standard rates of mileage are payable for the use of cars on official business. The rate at present is 45 pence per mile. To qualify for this reimbursement, you must have unlimited motor insurance against claims in respect of:

- bodily injury or death of third parties;
- bodily injury or death of any passenger; and
- damage to property of third parties.

In addition, the policy must contain a clause permitting the use of the vehicle by the policy holder in person for business.

Reimbursement for car parking fees can be made. Any reimbursement application for car parking fees must be supported by the original receipts or certified copies of the original receipts.

In cases where the meeting venue cannot be conveniently reached on foot or by public transport from a railway or bus station, the use of taxis will be allowed. Reimbursement applications for taxis must be supported by the original receipts or certified copies of the original receipts.

Childcare Expenses

Reimbursement for additional childcare expenses can be made if you are required to work in excess of your contracted days as long as the childcare is provided by a registered childcare provider. Any reimbursement application for childcare must be supported by the original receipts or certified copies of the original receipts.

Claim Process

Claims for expenses should be made on the designated application form and, where appropriate, must be accompanied by supporting receipts. A copy of the form is included at Appendix 2. Applications must be received by the 9th of the month to meet the payroll cut-off date. This will ensure that a payment is made on the last working day of that month.

Scanned copies of signed applications can be accepted by email along with scanned copies of original receipts. If you are sending scanned copies of receipts you must annotate them before scanning to state “I certify that this is a true copy of the original receipt” and sign and date it. Scanned applications can be sent to [redacted]

Alternatively claims with accompanying receipts can be accepted by post and should be sent to the following address: Corporate Governance Team
Disclosure Scotland
1 Pacific Quay
Glasgow
G51 1DZ

General Information

Address:	Disclosure Scotland Pacific Quay Glasgow G51 1DZ
Corporate Governance Team:	[redacted]
Twitter:	Disclosure Scotland (@DisclosureScot) / Twitter
Linkedin:	https://www.linkedin.com/company/disclosure-scotland/
Facebook:	Disclosure Scotland | Facebook

Website:	www.mygov.scot/organisations/disclosure-scotland/
Framework Document **Business Plan** **Corporate Plan** **Annual Report and Accounts**	Corporate and Business Plans can be found on our website

Getting Here

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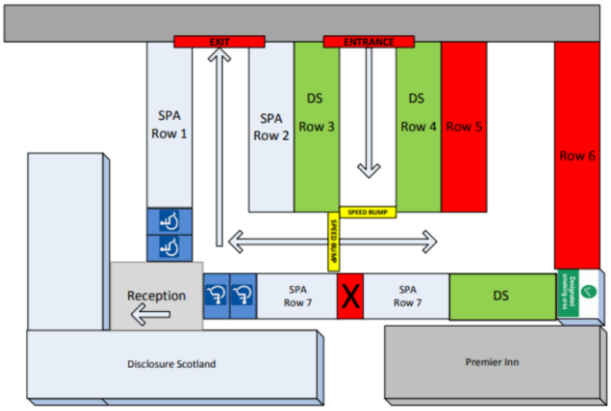


[redacted]

[redacted]

If you are a blue badge holder you should email [redacted] and parking arrangements will be made.

The Automatic Number Plate Recognition (ANPR) is also in place at the car park. Please provide your car registration details to the Corporate Governance Team.

By Train

The nearest train station is The Exhibition Centre.

By Underground

The nearest Underground stations are Cessnock and Kinning Park.

By Bus

McGill's services stop on Pacific Quay outside Disclosure Scotland. First Glasgow services 9/9A and 10 stop on Paisley Road West, from where it is approximately a 10 minute walk along Lorne Street and Govan Road to Pacific Quay.

Security

A visitor pass will provide access to the building and will be provided at Reception. This should be returned when you leave. These passes should be worn at all times while within the building. Anyone not wearing either a Scottish Government or visitor pass should be reported to the commissionaire at reception as soon as possible.

If your security pass has been lost, please immediately email [redacted]

Health and Safety

First Aid:

- box found at commissionaire Front Desk –or extension;
- notice boards are situated on each floor with details of First Aiders; and

- first aid room is found near Fire Exit within the Ground Floor canteen

Accident Reporting Procedure:

If any staff member or visitor to Disclosure Scotland has an accident resulting in injury (even minor injury) or a 'near miss' (an incident that doesn't cause personal injury or damage but could potentially have done so) the accident book **must** be filled in. This can be found at the commissionaire's desk.

[redacted]

[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]

[redacted]

Bicycle shelter

This is available for use by all staff and NXBMs and is located at the western corner of the building. Keys are issued by the commissionaire from the front desk at reception.

Smoking

Scottish Government's Smoking Policy is fully compliant with The Smoking, Health and Social Care (Scotland) Act 2005 and associated regulations, and Pacific Quay is a non-smoking building. **This policy also applies to e-cigarettes**. If you wish to smoke, there is a smoking area immediately opposite the main entrance, to the rear of the car park.

Canteen/Vending area

There is no staff restaurant, however, there is a canteen area on the ground floor which is equipped with fridges, microwaves, toasters, hot and chilled water and vending machines.

Staff kitchen facilities are also available on each floor.

There is a Costa within the Premier Inn across from Disclosure and a Starbucks which is located within The Village Hotel.

Toilets

Toilets are available in the stairwell of each floor, including facilities for those with a disability.

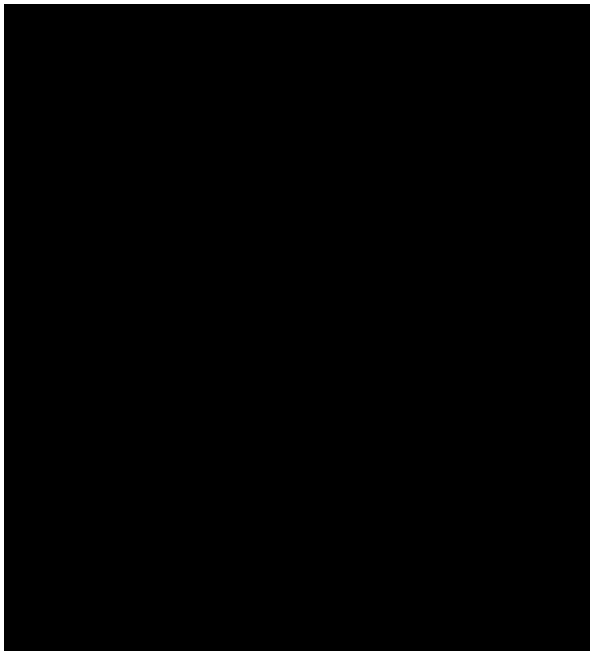
[redacted]

Office Plan

Ground Floor

First Floor

Second Floor



Disclosure Scotland Departments

As part of your induction programme you will get an opportunity to speak to each of our Executive Directors who will provide you with information about the work which each of their business areas do.

Your main point of contact will be the Head of Corporate Governance, [redacted] who manages the Corporate Governance Team (CGT). The CGT oversees all of the governance and reporting arrangements for the Agency and provides a number of central functions in addition to providing secretariat support to our governing groups.

Induction Process

An induction plan will be organised for you which will broaden your understanding of Disclosure Scotland and will include the following:

Meet the Chief Executive – [redacted]
Meet the Deputy Chief Executive – [redacted]
Meet the Strategic Director of Programme Delivery - [redacted]
Meet the Deputy Head of Digital and Service Delivery – [redacted]
Meet the Director of Policy and Customer Engagement for an overview of their business area – [redacted]
Meet the Director of Corporate Services for an overview of their business area – [redacted]
Meet the Director of Safeguarding for an overview of their business area – [redacted]
Meet the Non Executive Board members: [redacted] [redacted]

[redacted]
Meet Head of Corporate Governance for an overview of governance arrangements – [redacted]
Meet the Head of Change Management and the Head of Digital Delivery to provide an overview of the programme of work [redacted]
Meet the Head of Finance and the Strategic Head of Finance [redacted]
Meet the Head of Policy and the Head of Customer Engagement [redacted]
Meet the Head of Operations [redacted]
Meet the Head of Protection Services [redacted]
Meet the Head of People Services and the Head of Communications [redacted]

SKILLS MATRIX FOR DISCLOSURE SCOTLAND NON-EXECUTIVE DIRECTORS

Generic Skills balance of current board

1. Working with others : Leadership and motivation skills and the ability to engage effectively, facilitate constructive discussion and successfully influence a diverse range of stakeholders

2. Strategic thinking : Understanding of strategic planning and the ability to contribute to the development of strategies and delivery of outcomes in challenging circumstances.

3. Evidence and decision making: The ability to analyse and review complex issues, weigh up conflicting opinions and exercise reasoned judgement when reaching or contributing to decisions.

4. Effective communication : Skills and ability to work as part of a Board team and the confidence to support and constructively challenge other Board members.

5. Governance : Knowledge and understanding of how governance works in major public, private or voluntary bodies.

6. Equality and Diversity : Awareness and appreciation of the importance of supporting equality and diversity in a public service context.

Additional skills set that individual members should have, which bring balance to the Board

7. Experience at a senior level of marketing communications or strategic communications and an understanding of a wide range of communications platforms, including digital. *Required by at least one member*.

8. Financial knowledge (qualified accountant). *Required by at least one member*.

9. Awareness of the role of both internal and external audit in the governance and assurance process and Audit Committee experience.

10. Experience of the corporate governance agenda and the ability to work effectively as a team member with a working knowledge and understanding of accountability, risk control and governance frameworks. *Required by at least one member*.

11. Act as critical friend to the CE and executive members, constructively challenging and contributing to the development of strategy, suggesting ambitious and customer-focused targets and innovative approaches for delivery.

12. Safeguarding experience/knowledge. *Required by at least one member*.

13. Business management skills. *Required by at least two members*.

14. Experience of change management.

15. Experience of the justice process.

16. Understanding of digital transformation with specific technical experience

Skills Matrix for current Non-Executive Directors

		Generic Skills						Additional Skills									
Name	**Knowledge Rate**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**
Name	Very Little																
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