



**Minutes of Meeting of the Board of Directors
Held at 09:30 a.m. on Thursday 30 July 2020
The Boardroom, 100 Bothwell Street, Glasgow G2 7JD or by Videoconference**

Present:	Peter Lauener	Chair (by videoconference)	PL
	Paula Sussex	Chief Executive Officer	PS
	Mary Curnock Cook	Non-Executive Director (by videoconference)	MCC
	Simon Devonshire	Non-Executive Director (by videoconference)	SD
	David Gravells	Non-Executive Director (by videoconference)	DG
	Charlotte Moar	Non-Executive Director (by videoconference)	CM
	Stephen Tetlow	Non-Executive Director (by videoconference)	ST
	David Wallace	Deputy Chief Executive Officer	DW
	Jacqui Smillie	Chief Financial Officer (by videoconference)	JS
	Gary Womersley	Company Secretary	GW
In Attendance:	Sinead O’Sullivan	DfE (by videoconference)	SOS
	Ailsa Harris	DfE (by videoconference)	AH
	Lorna Caldwell	Scottish Government (by videoconference)	LC
	Chris Williams	Welsh Government (by videoconference)	CW
	Richard Leeman	NI Government (by videoconference)	RL
	Stephen Campbell	CIO (by videoconference)	SC
	Derek Ross	Executive Director of Operations (by	DR
	Bernice McNaught	videoconference)	BMC
		Executive Director of Repayments and Counter	
	Morven Spalding	Fraud (by videoconference)	MS
	Stuart Brydson	Executive Director, People (by videoconference)	SB
	Nathan Glancy	Board Secretary (Secretariat)	NG
		Business Manager to the Office of the CEO (for Item	
	Ross Foley	3.1 only)	RF
		Interim Chief Information Security Officer (for Item	
	Kirsty Jordan	4.1 only) (by videoconference)	KJ
		Head of Security (for Item 4.1 only) (by	
	Brian Morris	videoconference)	BM
		Head of Technology Services and Operations (for	
	David Ewing	Item 4.2 only)	DE
		Transformation Consultant (for Item 4.2 only) (by	
		videoconference)	

1. CHAIRMAN'S OPENING REMARKS / DIRECTORS' MATTERS / DECLARATIONS OF INTEREST

PL welcomed everyone to the meeting, especially LC, who was attending the meeting today as the Scottish Government representative.

PL noted that the meeting was being conducted by videoconference today and usual arrangements would apply.

There were no declarations of interest.

2. CHAIR UPDATE

2.1 Update from the Chair on relevant matters

PL noted how impressed he had been with the Online Repayment Service (ORS) demonstration he had taken part in this week and asked SB to forward hyperlinks to associated information and a video to Board members.

ACTION: SB to forward ORS hyperlinks to Board members.

PL noted his intention to improve the Board meeting process and said that his current intention was to reduce the overall number of meetings to eight. This might ultimately consist of four virtual meetings, and four physical meetings once COVID-19 restrictions allow. This would allow more time for less formal engagement between non-executive and executive colleagues in between meetings and would also mean more focus on the sub-committees taking forward issues and reporting back to full Board, including use of a one-page summary which would highlight progress and key issues for other Board members. PL was also keen to allow more time on the agenda of Board meetings to focus on performance development and financial reporting.

3. STRATEGIC ITEMS

3.1 CEO Report

PS introduced the CEO Report, noting the areas of focus.

COVID-19

PS noted that the intensity of work created by COVID-19 has continued. A Wellbeing Survey had been issued to all staff on 7 July, designed to give insight into how colleagues are feeling and what else we can do to support positive mental health and wellbeing.

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ACTION: Staff Wellbeing Survey results to be communicated to the Board at or by the September

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Evolve

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BMC noted that the first release of the Digital Evidence Submission project went live in May and that uptake has been steadily improving since launch. The CEM project commenced delivery in June and would be a big focus this year. In addition, ORS had been successfully launched on 7 July and customer feedback had been positive.

Policy Portfolio

DW noted that the service launch schedule had made good progress and that all services had been launched successfully.

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DW also noted that customer communications had been greatly improved and that in particular the new Facebook and Twitter social media channels had been a great success. Additionally, there had been focus placed on SLC's end to end customer experience.

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People

MS noted that on 30 June, SLC received confirmation of Investors in Diversity accreditation following the recent assessment process. The accreditation runs from June 2020 and is valid for 2 years.

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MS noted that the Role of the Manager programme had been redesigned for remote delivery and that plans had been developed for cohort two to enrol on the Becoming a Leader programme in September 2020.

MCC noted the potential build-up of staff annual leave as a result of the Covid lockdown. MS commented that there had been a campaign to encourage staff to use annual leave and that this had seen an upturn in leave requests.

Interim Performance Pack

PS noted that this was the second month that the IPP had been presented to Board and that there was due to be an IPP workshop with shareholders.

DR noted that call volume and occupancy figures had been affected by reduced opening hours but that normal opening hours would resume from 10 August. In addition, there was an expected long-term decline in contact volumes as a result of transformation and this was good news and expected to continue with ORS and CEM.

ST noted the comment on the increase in clearing places and questioned if that would have a different profile in customer performance later in the year. DR noted that the forecast had been adjusted accordingly.

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Repayments and Counter Fraud

SD noted that information on repayment strategy would be useful on a future occasion.

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Board noted the CEO Report and welcomed the Interim Performance Pack

3.2 CFO Report

JS introduced the CFO Report.

PL noted that the Board were being asked to approve the updated Business Plan 2020-21 which was an appendix to the report.

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Board noted the CFO Report and approved the Business Plan 2020-21 subject to minor drafting changes.

4 DEEP DIVES

4.1 Cyber Security Update

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SC introduced the Cyber Security Update and noted that the last update had been at the January Board.

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SC noted that this had been a robust discussion and that SLC is not complacent regarding cyber security.

PL summed up that it was encouraging to see the thorough and vigilant approach to cyber security and that it would continue to be a high priority and the Board would be kept regularly updated. The Board formally noted the Cyber Security Update.

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5 PAPERS FOR NOTING / REPORTS FROM COMMITTEES

5.1 RPODC Chair Report

DG introduced the RPODC Chair Report.

DG highlighted the high-performance culture in SLC.

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Board noted the RPODC Chair Report.

5.2 ARC Minutes

CM introduced ARC minutes.

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Board noted the ARC minutes.

5.3 Evolve Oversight Committee Chair Report

SD introduced the Evolve Oversight Committee Chair Report.

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Board noted the Evolve Oversight Committee Chair Report.

5.4 June QSM minutes and June PFR minutes.

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6 MINUTES OF PREVIOUS MEETING AND MATTERS ARISING

6.1 Minutes of the meeting held on 30 June 2020

The minutes of the SLC Board meeting held on June 2020 were approved as a true and accurate record subject to a change proposed by PL.

6.2 Matters arising from previous meetings

The matters arising document was approved as accurate and no further questions were asked.

7 Any Other Business

PL noted that the discussion on diversity at the June Board had been taken forward and there would be reporting at the September Board.

At this point SOS, AH, LC, CW, and RL left the meeting.

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9 Date of Next Meeting

9.30 am, Wednesday 30 September 2020, The Boardroom, 100 Bothwell Street, Glasgow G2 7JD or remotely.

There being no other business, the Chair thanked everyone for attending and the meeting closed at 12:45 pm.

NB: Where asterisks appear within a numbered item, these sections have been excluded from the minutes before placing on the website as the subject under discussion falls within one or more of the exemptions contained in Part II of the Freedom of Information Act 2000 and can be reasonably withheld.