



Attendees:

Stuart Purdy (SP)	Chair
Jennifer Adams (JA)	Vice Chair
Sharon Dalli (SD)	Pension Board Member
David Hamilton (DH)	Pension Board Member
Andrew Barker (AB)	Pension Board Member
David Christie (DC)	Pension Board Member
David Ross (DR)	Pension Board Member
John MacLean (JMcL)	Pension Board Member
David Christie (DC)	Pension Board Member
Darren Paterson (DP)	Observer
Dev Dey (DD)	SPPA Head of Customer Services
Tom Nash (TN)	SPPA Head of Business Affairs
Gerry McGarry (GMcG)	Customer Services Manager
Gary Cossar (GC)	SPPA Communications Manager
Sally Patterson (SPa)	SPPA Customer Services Manager
Phil Heywood (PH)	SPPA Interim Head of Digital Transformation and IT Operations
Viv Purves (VP)	SPPA Customer Services Manager (item 6)
Brian Casson (BC)	SPPA Senior Customer Services Manager (item 7)
Iain Coltman (IC)	SPPA Senior Policy Manager
Molly Wyllie (MW)	SPPA Governance - minutes

Apologies:

Penelope Cooper	SPPA Chief Executive
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1. Welcome, introductions and declarations of interest

1.1 SP welcomed everyone to the meeting. Tom Nash, Head of Business Affairs, Dev Dey, Head of Customer Services, Garry Cossar, Communications Manager, Sally Patterson, Customer Services Manager introduced themselves to the Board.

SP advised that Darren Paterson, HR and Governance, Scottish Police Authority was attending the Board as an observer and would join formally from 1 December 2019 to replace John MacLean who was resigning with effect from that date.

1.2 Apologies were as noted above.

1.3 No new conflicts of interest were declared.

2a. Draft minutes and Action Points from last meeting

The draft minutes from 13 May 2019 were discussed. SD requested that paragraph 15 on page 6 be changed as she felt that the wording did not accurately represent the discussion which had taken place. This was agreed.

Post meeting note: paragraph to be amended to read – ‘SP suggested that the new Governance Manager would be best placed to take this forward. GMcG confirmed that the Governance Manager would be asked to review the Terms of Reference for all of the groups to ensure uniformity, consistency and remit’.

2b. Outstanding Actions Log

The actions list was reviewed and the following noted:

- P11.01 2/5/18 – GMcG advised that further information would be made available on the dashboard for next quarter – action closed
- P12.11 24/9/18 – linked to P13.06 5/12/18, P13.08 5/12/18, P14.02 21/2/19, P14.05, 21/2/19, P15.12 13/5/19 – these actions will be taken forward by new Head of Governance. TN advised that the intention is to increase resource within the Governance team and to standardise processes across all Pension Boards. It was agreed that these actions would be closed and a new action opened

AP1	SPPA Head of Governance to liaise with the Board to take forward: <ul style="list-style-type: none">• agenda planning• reporting current events• finalise revisions to the Terms of Reference• review of and provision of training plans
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- P15.09 13/5/19 – action remains open
- P15.10 13/5/19 – SPPA to issue explanation and review whether this document is for internal use – action remains open
- P15.12 13/5/19 – JA tabled a paper with suggestions for training for the Board. Prior to the meeting, she had circulated this to the other Pension Board Chairs and they were ingathering the thoughts of their respective boards with a view to joint training across all of the Pension Boards being carried out. JA undertook to circulate an electronic copy of the paper to the Board and the Board members undertook to feedback any comments and/or suggestions to JA on the proposed training for the Board – action closed. New action opened.

AP2	Vice Chair to circulate electronic copy of training suggestions to Board members for their feedback
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SP advised that Board members had raised concern that actions had been closed without being notified of the outcome of the actions. Action P14.06 from 21 February 2019 was an example. This was marked as closed but the Board had no visibility of the outcome. For that particular action, GMcG advised that the Participation Rates Report had been provided to the Scheme Advisory Board and would be circulated to Pension Board members when available. Following the discussion it was agreed that the action should be re-opened until the Board had seen the Participation Rates Report.

This led on to a discussion around movements in participation rates. GMcG advised that work would be undertaken to review and revise the Dashboard to include participation rates. DH felt that the Board should be aware of any movement in scheme membership rates and to understand the cause. For example, if participation rates are down, this could be for financial reasons i.e. an issue for the Scheme Advisory Board (SAB), but if rates are down due to poor communication of the Scheme benefits, then this would be an issue for the Pension Board. GMcG advised that it would be helpful to work with the employer to obtain accurate, immediate data around this. This would allow both the employer and SPPA to work collaboratively to identify any issues. SD advised that the Service Improvement Group (SIG) are already doing work around this topic.

It was agreed that the flow of information on membership movements was the important aspect around this with all appropriate boards getting the information they need to fulfil their remit. TN advised that he is looking at Pension Board meeting dates in 2020 to ensure that relevant data can be produced efficiently for the Pension Board, the SAB and the SIG without having to re-run data.

Action P15.06 from 13 May 2019 was also raised. SP advised that the Board had a responsibility to satisfy themselves that risk is mitigated and so the action should not have been closed without further explanation around the rationale being given. GMcG advised that the governance related to projects included a specific risk register. Following discussion, it was agreed that the action should be closed following circulation of the Altair Programme risk register.

AP3	SPPA to circulated the Altair Programme Risk Register to Board members
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It was also agreed that the Board be consulted prior to closing actions going forward with the SPPA marking actions as 'Proposed closed' for future meetings where appropriate.

3. SPPA Update

TN advised that the Senior Leadership Team were now in place and would support the Agency's mission, to put customers at the heart of all we do. DD advised that the Customer Service Model had been implemented on 28 October 2019 and further work would be required to support the changes made. SP stated that the Board was supportive of the work being done to improve customer service and felt that the Board was well served by the Agency resource. He emphasised that the important aspect is to align the interests of the Pension Board and the Agency in the work being done.

4. Police Service Delivery Report

4.1 Customer Contact

DD advised that a change to the Key Performance Indicator report was being proposed. This would extend the time to answer calls to 60 seconds. This would allow the emphasis to be on quality at the first contact stage to ensure that the customer is satisfied with the outcome of the call. JMcL asked how the 'quality' would be measured. DD advised that the Customer Contact Team have adopted a Quality Model which involved the quality from a sample of calls being checked and have Quality Support Coaches to support this. Customer satisfaction surveys and feedback would also be used. DD confirmed that changes would be made to the information provided on the dashboard, including context, for the next Pension Board meeting.

AP4	SPPA to amend the Customer Contact information on the dashboard to include context for the next meeting
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4.2 *Complaints*

DH referred to the Internal Audit SPPA Workforce Planning and Culture report, in particular to the findings around complaints not being recorded properly, and asked if SPPA is confident that all complaints are being reported accurately. GMcG advised that this was on the agenda for the SIG. DD also added that there is a dedicated team who handle complaints.

It was agreed that some narrative around the complaints would be useful in the quarterly reports to the Pension Board but only if there was a 'theme' arising from the complaints.

4.3 *Email responses*

JA asked if the new approach of replying to emails within 24 hours had resulted in a backlog of customer enquiries. DD confirmed that this was the case at peak times, however, if a full response could not be supplied, an acknowledgement would be issued within 24 hours so that a member would know their enquiry had been safely received.

4.4 *Customer Survey*

GMcG advised that the response rate is 0.08% of membership. The Communications Manager would be involved in reviewing how best to use surveys in future.

5. Police Pension Scheme Administration Update

5.1 *Annual Allowance (AA)*

GMcG advised that 413 letters had been issued on 27 September 2019 to members who were calculated as breaching the AA limit for 2018-19. The SIG has been involved in the communications. An end of project report will be drafted with improvements for next year identified.

5.2 *Tapering Errors*

Fortnightly teleconference had been arranged with colleagues in Police Scotland to complete the 13 remaining cases. The Board was pleased to note the good progress which had been made on this.

5.3 *Customer Contact Team (CCT)*

GMcG advised that CCT had taken responsibility for calls and emails from Police members from 30 October 2019.

5.4 *Guaranteed Minimum Pension (GMP)*

VP advised that work had commenced to rectify members' records to reflect GMP adjustments. Draft member letters had been reviewed and revised by the Communications team and a copy had been issued to the Board Chair in early November. The Board was pleased to note that no reduction to members' benefits were taking place. Police Pensions Amendment (Increased Pension Entitlement) (Scotland) Regulations 2019 (SSI 2019/380), would be laid before Scottish Ministers on 25 November 2019. GMcG advised that GMP equalisation had not yet been done.

5.5 *Overpayments*

GMcG advised that overpayments amounted to 0.01% of payments made. DC commented that underpayments were not noted on the report. GMcG confirmed that underpayments

were dealt with at the time of discovery. Following discussion it was agreed that this information would be added to the report.

AP5	SPPA to add information related to underpayments to the update report going forward
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5.6 Sergeant/McCloud Appeal

IC explained the background to the issue. He advised that Scotland's legal process is slightly behind England and Wales but it was expected that claimants were likely to be allowed to retain access to their old scheme. Following a ministerial decision, SPPA would be writing to the Employment Tribunal with a view to agreeing next steps in the litigation process. The outcome from this would be considered by the Employment Tribunal and claimant's representatives and the Agency would then issue a circular to update members. IC advised that SPPA had referred a draft member letter to the Scottish Government Legal Department. It was hoped that an overarching agreement of key principles would be reached, recognising there could be scheme-specific action required.

DH commented that communication would be a key issue and the Board should request sight of any communications to ensure these were aligned with anything being issued by Police Scotland. IC agreed that this would be done.

AP6	SPPA to circulate McCloud/Sergeant communications items to the Board prior to issue
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DH pointed out that for some members re-joining the old scheme may not provide the better outcome for them and so communication of the differences between the schemes would be important. TN agreed but emphasised that whilst the Agency can provide information in this connection, it will be up to the individual members to decide what is best for them. This was agreed.

DR asked if the Agency had the resource required to undertaken to implement the remedy. IC advised that this would be scoped and system amendments identified. DR asked if this would impact on employee contributions. IC advised that opinion on this would be sought.

Legislation is expected in 2021 with its implementation likely to be in 2022.

5.7 Customer Service Model (CSM)

DD advised that the new CSM was implemented from 28 October 2019. Objectives were now focussed on the customer journey and reviewing each team's responsibilities to provide a leaner and improved quality of service, taking into account the 'peaks' in service demand, through to end March 2020. SD asked if the CSM took account of the work done by Be-Positive. DD advised that the outcomes from the Be-Positive report would be shared with the Team Leaders and with the Board.

AP7	SPPA to share outcome and recommendations from Be-Positive with the Board
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6. Service Level Agreement/Service Improvement Group Update

TN advised that activity undertaken by both groups was covered in the paper provided. GMcG explained that the data provided by SPPA to the Scottish Police Authority (for 'Annex D' reporting), allowed them to complete their return to SG's Safer Communities

Division for the purposes of the Spending Review. JMcL commented that it was important to continue with a structured approach to this work to ensure that the boundaries of responsibility for both groups are maintained.

7. SPPA Altair Programme Update

7.1 Altair Programme Update

PH advised that the Altair upgrade had been completed successfully today (13 November 2019). The upgrade mainly related to NHS and Teachers' platform.

7.2 Altair Health-Check

All actions related to the Altair Programme had now been closed with all remaining actions being associated with 2024 procurement.

7.3 Strategic Architecture Review

PH advised that the purpose of the review was to assist prepare the Agency for future pensions administration procurement. Vendor proposals had been received and Sopra Steria had been appointed from 12 November and it was anticipated that the review would take approximately 10 weeks to complete.

7.4 Member Self Service (MSS)

PH advised that following the initial test phase and taking account of the guidance from three Board members, it had been agreed to delay the launch of MSS for Police members and undertake further testing. A MSS user group had met to share experiences and concerns and to raise these with the supplier. A 'soft launch' was planned for next week following further discussion. DH thanked PH for taking on board concerns and issues raised regarding the system and delaying the launch. SD asked how MSS would integrate with the CSM. DD advised that training would be provided. In his experience members were willing to 'self-service' to a point but often wanted to speak to someone when it came to financial issues.

SD asked about the impact on the procurement process of the McCloud/Sargeant appeal case. PH confirmed that the original tender proposal would be adjusted to take this account in the procurement exercise.

SP thanked everyone involved for the work undertaken to date.

8. Risk Register

SP highlighted that the risk register appeared quite generic in places and not Police Scheme focussed. TN advised that the new Head of Business Management would review the Agency risk registers to clarify where responsibility for risk lies. DP commented that it would be helpful to have risk narrative provided and also a note of success/challenges involved in reaching the target risk. In addition, deep dive discussion on certain topics may help.

SD asked if the Board could receive an update at the next meeting of the progress made regarding actions raised in the Internal Audit Report SPPA Workforce Planning and Culture. This was agreed.

AP8	SPPA to provide an update of the progress made related to the actions raised in the Internal Audit Report SPPA Workforce Planning and Culture, at the next meeting
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9. Police Board Governance Update

JA advised that the Governance table had been updated to reflect discussions at the last meeting. There were no comments and the Board confirmed that it was happy with the updates made. JA advised that the document would be updated when the Terms of Reference were reviewed/revised as that may impact on the responsibilities as set out in the table.

10. Any Other Competent Business

10.1 DC asked that when dates for Board meetings were scheduled, these dates remain fixed due to the difficulties in trying to re-schedule them. This was agreed.

JA asked that the draft Pension Board Annual Report 2018-19 be circulated to the Board for comment.

AP9	SPPA to circulate draft Pension Board Annual Report 2018-19 to Board members
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10.2 Some Board members had experienced difficulty accessing documents on the Knowledge Hub. SP asked that instructions for Board members be issued.

AP10	SPPA to provide clear instructions for access to Knowledge Hub to Board members
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10.3 SP advised the Board that JMCL had resigned from the Board. SP thanked him for his work and contribution during his tenure. SP advised that DP would be joining the Board from 1 December 2019.

SP advised that he too had submitted his resignation as Chair and thanked everyone for their assistance and contribution during his tenure.

11. Arrangements for Future Meetings

The next meeting is scheduled for 19 February 2020 at Tweedbank, commencing 10.30 am.

No other business was raised. SP thanked everyone for their attendance and closed the meeting.