



Minutes – Scottish Police Pension Board – 11 November 2020 (no. 23)

Attendees:

Shirley Rogers (SR)	Chair
Jennifer Adams (JA)	Vice Chair
Andrew Barker (AB)	Pension Board Member
David Christie (DC)	Pension Board Member
Sharon Dalli (SD)	Pension Board Member
David Hamilton (DH)	Pension Board Member
Darren Patterson (DP)	Pension Board Member
David Ross (DR)	Pension Board Member
Iain Coltman (IC)	SPPA Senior Policy Manager
Dev Dey (DD)	SPPA Head of Customer Services
Stuart MacArthur (SMcA)	SPPA Governance Manager
Gerry McGarry (GMcG)	SPPA Customer Services Manager
Rachel Miller (RM)	SPPA Customer Services Manager
Clare Moffat (CM)	SPPA Governance Delivery Lead - Minutes
Jonathan Sharp (JS)	SPPA Head of Security

Apologies:

Matt Valente (MV)	SPPA Head of Business Management
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1. Welcome, introductions and declarations of interest

1.1 SR opened the meeting at 14:00, welcomed everyone and notified the board Penelope Cooper, SPPA Chief Executive, will begin a secondment to the core SG and MV will be SPPA Interim Chief Executive from 16 November 2020. SR confirmed she had emphasised the need for consistency regarding SPPA governance to Penelope.

SR highlighted it had been a difficult few months with performance and accuracy challenges and thanked the board for their input and SPPA for their willingness to discuss her expectations as independent Pension Board Chair. SR noted frustrations from board members, on behalf of scheme members, and was reassured by SPPA's response to discuss issues to improve their quality of service to customers.

SR confirmed that she had raised the board's areas of concern with SPPA and emphasised the need for engagement with individuals with the authority to take forward these concerns.

1.2 No new conflicts of interest were declared.

1.3 Apologies were noted from MV.

2a. Draft minutes and Action Points from last meeting

The minutes from the meeting of 14 July 2020 were reviewed and an amendment was requested – DH asked paragraph after action point 5 on page 7 be updated to read "DH

asked whether IC can identify any members who would benefit from option one, immediate choice, to consider as a model". The minutes, subject to this change being made, were approved.

2b. Outstanding Actions Log

The outstanding actions were discussed and the following noted:

- P17.04 13/11/2019 – closed
- P17.08 13/11/2019 – closed
- P18.01 13/11/2019 – closed
- P18.02 -19/02/2020 – closed
- P18.03 19/02/2020 – remains open
- P22.01 14/07/2020 – remains open
- P22.02 14/07/2020 – remains open

JA asked if the review was completed or if this is an ongoing process. DD confirmed that the phone service had been limited to critical calls since March 2020 and an update regarding the phone service will be provided at item 5. SR observed difficulties contacting SPPA as only office telephone number given at the bottom of emails.

- P22.03 14/07/2020 – remains open
- P22.04 14/07/2020 – remains open
- P22.06 14/07/2020 – closed
- P22.07 14/07/2020 – closed

DP requested slides from webinars be circulated.

1120.01	SPPA to share slides from TPR webinar (October 2020)
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3. Service Level Agreement/Service Improvement Group

DD presented the report on behalf of Penelope Cooper.

Annual Benefit Statements (ABS)

DD explained the key issue was the late delivery of ABS to members. ABS were ready, prepared and due to arrive with members by 31 August 2020 but were delayed by two working days. DD confirmed SPPA have not received any negative feedback from members regarding the late delivery and added a root cause analysis is underway. DD advised going forward, SPPA wish to promote use of a Member Self-Service digital platform (MSS) to allow members to access ABS online.

DD added the ABS statements issued to all 14,876 eligible Police members showed incorrect Lifetime Allowance (LTA) figures. Of these, 53 members were close to reaching their LTA. SPPA immediately rectified all statements and issued revised statements, with an apology, by first class post. DD acknowledged this was a failure of service but the previous two years' statements had been successful. He outlined remote working was a key factor to this failure along with a possible quality assurance issue and confirmed the ABS breach of target date had been reported to The Pension Regulator.

SR noted SPPA had acknowledged any mistakes. DH highlighted that this was the fourth consecutive year of mistakes with ABS and AA exercises, and scheme members were weary and lacking confidence in SPPA's administration as for some members, these annual exercises are their only contact with SPPA. DH raised concern that despite annual

projects to review performance and implement improvements, these routine annual exercises continue with errors.

DD queried historic failures as he understood the 2019 ABS exercise was completed by 31 August 2019 target date. DH suggested SPPA recorded 100% ABS met target on the day of posting but the date of receipt was actually after the target date.

SR added SPPA are seeking systematic QA to resolve the issue. AB commented SPPA must reflect on the resultant lack of confidence and highlighted these exercises have been a constant issue for a number of years. SD added the introduction of the MSS portal was in everyone's interest and asked if this portal had achieved success with other schemes' ABS exercises. DP echoed employer concerns regarding lack of confidence in SPPA.

RM reiterated that SPPA acknowledged the mistakes with 2020 ABS exercise, understood board and member concerns but outlined that these concerns were not reflected in member complaints to SPPA. RM confirmed all NHS and Teachers' scheme ABS were successfully uploaded to an online portal, not MSS, with no ABS posted out to these scheme members. RM welcomed SD's support for MSS and confirmed the development of MSS as a customer friendly platform was a priority for SPPA. RM explained SPPA plan to ease the registration process before promoting to members.

SR expressed recognition of other areas in which SPPA do well but proposed SPPA must establish an effective feedback loop and noted:

- members are concerned current system processes are not providing accurate results in a timely manner
- development of focussed communications plans will be required to promote the use of a digital portal for future
- need to improve customer confidence in the portal
- need for customer feedback to be measured and understood.

DD agreed with these comments and assured the board of SPPA's aspiration to achieve 100% right first time next year. SR noted the board's request for effective quality measures and raised an action for the board to have sight of the business process before next year's exercises.

1120.02	SPPA to share business process before 2021 ABS and AA exercises
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Annual Allowance (AA)

DD confirmed 348 AA single breach letters were issued by the deadline date of 6 October 2020. 114 combined breach letters were issued. These are not a regulatory requirement and SPPA only issue them for Police members. 110 of the 352 single breach letters were reissued due to a mail merge issue which caused an error. He confirmed human error caused this breach but the project team identified and issued corrected statements within five working days.

SD proposed SPPA establish an effective feedback loop as she was aware several members had emailed SPPA to query duplicate data in their AA statements without reply; action had only been taken to resolve when SD contacted SPPA directly.

DH highlighted there may not have been many members affected but there was high impact as many of those impacted were senior officers with no confidence in SPPA due to perennial system failures. DH expressed frustration at the lack of corporate memory within

SPPA and explained members were more likely to raise a query with their staff organisation than complain to SPPA when they have to wait so long for a reply.

SR noted the importance of corporate memory and reflected the new leadership team seek improvement. SR acknowledged the significant consequences of the AA breach and confirmed the board support improvement planning. The board discussed delays and SR asked DH and SD to share customer feedback relating to delays to DD to enable investigation and reflection.

1120.03	DH and SD to share customer feedback related to provision of AA statements
1120.04	SPPA to provide updates on SLA/SIG at next meeting

4. Police Pensioner Data Breach

The board discussed their concerns regarding the data sharing issue.

SR introduced JS who presented his report on how the data sharing breach unfolded and was rectified. JS explained the Information Commissioner's Office (ICO) had been notified of the breach but it is common to wait weeks for a case worker from ICO to request further detail.

SR summarised this breach had been a system failure as a result of human error which affected 38 Police pensioners and invited the board to comment. DH and SD recalled a previous Police data breach after which the board was assured that a risk assessment had taken place to mitigate recurrence, yet this breach had the same area of failure and questioned what had been put in place last time following the risk assessment.

JS confirmed he will add early board notification to the lessons learned for future incidents to reflect escalation within the breach management plan. The board queried whether SPPA were sure they had successfully contacted all the affected members. JS confirmed affected pensioners were firstly contacted by phone but contact numbers were not held for all of the pensioners; letters were issued by post to all pensioners with explanation, apology and revised payslip. SPPA have received two complaints from affected pensioners. JS advised all SPPA staff undertake annual e-learning data protection training and the staff member involved was up to date with this. For that reason, staff training was not the issue here. Data protection awareness in the mailroom area is high.

The board asked whether the mailroom processes had now been changed and if any additional training and support was put in place. JS advised the existing protocol would have picked up the error if it had been followed and when working within a normal office environment, full quality assurance is in place with two people involved in the process. JS acknowledged the process needs to be followed in all circumstances to be effective. He reassured the board that although he was on leave when the event occurred, the breach management plan was actioned and followed explicitly, showing resilience and good practice.

The board did not approve of the affected members being asked to destroy the incorrect statements they had received and JS agreed they should have been sent prepaid envelopes to return the statement to SPPA, acknowledging the higher threat to police officers. This will be picked up in the lessons learned improvements.

JS confirmed he would notify the board of ICO's response and the lessons learned will be shared through the complaints analysis. SR asked for the board to see the risk assessment to allow comment on whether risk assurance is robust enough.

SR thanked JS for his comprehensive update and he left the meeting.

5. Customer Service

5.1 Customer Service Update

DD introduced the presentation with information grouped by SPPA's strategic aims.

Achievements

DD explained key highlights include completion of 2020 AA and ABS exercises and significant work on 2020 auto-enrolment exercise with 50% of previously opted out members now back in the scheme.

Business planning sessions were held from which three key focus areas were identified as priorities:

1. **Learning and development** to ensure Managers and Quality Service Coaches (QSCs) have the right tools and learning to support staff working remotely. Training has been arranged as a priority and should be completed by March 2021.
2. **Removing single points of failure** with sharing of knowledge through the production of desk guides and support tools to enable all work tasks to be completed when specific team members are absent/on leave.
3. **Workflow redesign** to identify a more efficient way to report on work stages in some work areas.

DD confirmed that homeworking is expected to continue until March 2021 at least and may extend beyond. As staff have already been working from home for seven months and will continue doing so over the dark winter months, managers will keep in close contact with their teams to check staff wellbeing. This will be supported by the targeted people management training planned for Managers and QSCs.

Customer First - Critical Tasks

GMcG explained high increases in call and email volumes and highlighted the dedicated police team are turning around email enquiries quicker than the average 31 hours. SPPA intend to gather customer insight through a customer survey, to establish how members wish to connect with SPPA and develop a service which meets their needs.

GMcG confirmed one death in retirement case was delayed which resulted in the KPI being missed. He also highlighted the complaints dashboard statistics do not reflect the service concerns the board outlined and suggested this requires investigation. AB commented most members were likely to express their dissatisfaction to their staff association representative rather than formally complain to SPPA. GMcG highlighted this information needs to be captured for analysis and suggested this could be considered and managed by the SIG. This was agreed.

GMcG explained overpayment amounts were less than one tenth of a percent of the total pensions and lump sums paid, with 96% of overpayments occurring on death with no discernible trend.

Customer First – Non Critical Tasks

GMcG talked through the slides, added confirmed there are no GMP overpayments for Police scheme and anticipated rectification work is likely to begin in early 2021 with the project forecast to be finalised by the end of the financial year.

DP asked for an update on work backlog and commented it would be useful to view statistics over a longer term to consider performance over more than one quarter, especially KPI exceptions and official overpayments, as well as common themes from complaints upheld. GMcG and RM confirmed there is no backlog and explained resource had been made available to promptly complete ABS/AA enquiries and opt out work following the auto-enrolment exercise without affecting overall level of service.

DH asked if the statistics for email responses reflected when an enquiry was resolved or when a generic auto response was issued. DD advised the data presented included both and so agreed to investigate for this information to be separated and provide more detail of first contact resolution and specialist referrals with accompanying timescales at the next meeting. DD explained that as SPPA have successfully built capability and across all schemes 85% first contact resolution was achieved.

1120.06	DD to investigate separation of MI to reflect first contact resolution and referrals to specialists with timescales by next meeting
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SR queried whether there is a feedback forum to gather user feedback, separate to complaints. JA advised the June 2020 figures are not included in the presentation. DD explained there was not a formal feedback forum but added he had recruited for the Senior Partnership Manager role and this appointment, expected to start in 4-6 weeks, will lead work on service delivery and understanding member and employer needs across all schemes. SR welcomed this appointment and suggested the board could engage with this work in due course. SR thanked GMcG for his report.

The meeting paused for a break and resumed at 15:50. GMcG left the meeting and IC joined.

6. Business Management Risk update

SMacA provided a brief update on the appointment of Risk and Assurance Manager named Hanna Grout, who is expected to be in post by the end of November 2020 (30th November). SMacA expects Hanna to regularly attend the board meetings in future.

SMacA apologised for the size of the attached which included the development of the risk management framework, and outlined all pension board chairs and vice chairs had been invited to attend a briefing with MV on this in mid-October. At this briefing, MV presented his plans to develop a strategic risk register as well as a specific Police operational register on which the chairs and vice chairs were asked for feedback and input. Hanna will work on developing this and embedding the framework when she joins SPPA.

DP welcomed the improved presentation of the framework and asked whether the papers include final drafts. SMacA confirmed the papers do not include final drafts and DD advised further information with required detail will follow with future updates. SR acknowledged this new appointment and need for development of the work, and SMacA hoped to introduce Hanna to the board at the next meeting.

7. Policy update

Internal Dispute Resolution Procedure

No questions were raised on the quarter two report.

Sargeant/McCloud Appeal Case

IC explained the UK Government's consultation on the remedy for the age discrimination on the 2015 scheme reforms ran for three months and ended on 11 October 2020.

The two key options offered in the consultation provide for an immediate or deferred choice to determine the benefit accrued during the remedy period (1 April 2015 to 31 March 2022). With immediate choice, members in scope (those who were in service from 31 August 2012 to 31 March 2015) decide in 2022 and with deferred choice, the members in scope are given the choice at retirement.

Due to the technical elements, the Scottish Police Pension Scheme Advisory Board engaged in discussions along with English and NI Scheme Advisory Boards. Across UK, HM Treasury engaged across scheme-specific workforces also.

SPPA responded to the consultation, focused on administration elements, and SPPA Policy supported a joint UK Scheme Advisory Board (SAB) response to the consultation. IC offered to approach the SAB to organise sharing the joint response with the Pension Board.

1120.07	IC to approach SAB to request permission to share SAB's response to consultation
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IC explained that the SAB response leaned towards the deferred choice underpin as the preferred option but highlighted significant concerns around timescales, administration, feasibility for implementation and complications with uncertainties within consultation. Other concerns noted were around tax implications and continued member detriment, in particular for members with tapered protection who were likely to be disadvantaged by the proposals. IC explained he had commissioned a scheme-specific equality impact assessment and confirmed GAD would complete this on SPPA's behalf.

IC acknowledged the necessity for clear member communications to explain the remedy position and the post-2022 solution – it is proposed all members will move into the CARE post-2015 reform schemes from 1 April 2022. IC confirmed legal advice has been sought on how some members who were previously protected will be treated.

Now that consultation is concluded, HM Treasury are considering the 3000+ responses and it is anticipated they will publish their position in January 2021, after which the associated cost cap valuation work will recommence with results expected to be available from spring 2021.

In the meantime officials are working cross-UK in an overarching steering groups, litigation groups and technical working groups which Whitehall departments and devolved administrations attend in support of HM Treasury reaching conclusion.

IC confirmed that SPPA's new Project Manager, Anne Walsh, will attend a new overarching UK project management group and anticipated Anne would provide the board with updates going forward.

Legislation is dependent on HM Treasury's conclusion but IC anticipated primary legislation over the course of 2021 to make changes to the Public Service Pensions Act 2013. The aim is that the bill will be completed towards the end of 2021. IC confirmed that where possible, SPPA will aim to consult on scheme specific legislation concurrent with primary legislation but reiterated the ambitious timescales to have this in place by 1 April 2022. IC advised that supplier engagement is already underway and this work will be accelerated with the project group.

DR raised concern that recent ill health retirements had not been treated as outlined within the immediate detriment guidance which means these cases will need to be revisited at a later date and asked why the guidance had not been implemented. IC confirmed the guidance was introduced to ensure that transitional members coming up to retirement would not be discriminated against and would be offered the better of the benefits of the related schemes. Consequently, complex administration issues were realised which DD and RM lead. RM confirmed the first batch of ill health retirement cases had now been received and SPPA identified one member may be affected, so are establishing processes to provide this member with all details needed to make a decision and for completeness, this workstream is now moved to the 2015 remedy project. RM confirmed workshops are underway to map customer journeys, with identification of common and likely scenarios, and develop the process with the support of the working group.

DC thanked IC for his comprehensive report and commented he would prefer this technical content to be circulated as a paper beforehand to encourage discussion during the meeting and as a matter of record for continuity of knowledge and intention. SR requested a complete minute of discussion to capture important details and DR's points, and asked IC and SMacA to provide written updates for future meetings to give the board opportunity to consider this important issue beforehand. IC explained the remedy is still at policy and planning stage, so a verbal update was appropriate until the project progresses to the board's scrutiny of the compliance and administration. However, he agreed to circulate a written summary of his update.

1120.08	IC to circulate written summary of McCloud/Sargeant update
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DH thanked IC for his helpful and articulate summary and noted the 2015 remedy is, after the pandemic, members' top concern and urged SPPA to create a good, independent communication channel to show accurate information as the project progresses including timetables and definitive analysis. IC confirmed the project is looking to set up a dedicated area on SPPA website for 2015 remedy information and anticipated the next information circular would be produced in early 2021 to outline UK Government's decision. If any information is needed before, he asked the board to contact him offline to discuss.

SR raised concern on issues with Parliamentary time available to consider any bills throughout 2021 and risk assessments which underpin time issues. IC explained the primary legislation will go through UK Government, so this process will be managed by HMT, but SPPA is engaging with SG Legal Department to establish actions across all schemes and it is proposed to be laying the draft secondary legislation in Scotland around January/February 2022 for implementation from 1 April 2022. IC anticipated if any slippage occurred it would likely be caused by the primary legislation at Westminster because that must be in place first. If this occurs, the UK Government may be required to issue Direction on how to administer cases in advance of the legislation being in place.

SR and the board thanked IC for his update.

8. Governance Update

Training/induction pack roll out

SMacA confirmed the training pack is near completion and once feedback from board Chairs and Vice chairs is incorporated, will be circulated to the boards by the end of November 2020. The pack will provide induction for new board members and a refresher of knowledge for existing board members and, along with 4-6 webinars per year and the TPR Public Service toolkit, will provide a comprehensive board training programme. The webinars will be available to all members, who can select the sessions which they wish to attend based on their knowledge. SMacA invited feedback from the board on potential webinar topics. In October 2020 there was a session with The Pension Regulator and in December 2020, Government Actuary's Department will present a session which will provide an overview of the scheme.

1120.09	Board members to feedback potential webinar topics to SMacA
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Membership Tenure

Some members are reaching the end of their current term, SMacA advised SPPA Governance team will be in contact with these members to discuss providing a second term or extending their membership, in line with regulatory guidance.

DH suggested this confirmation of tenure was not accurate phraseology as the board had not agreed to any tenure changes, only that extensions could be used as a temporary measure until memberships were agreed. There was ongoing discussion on this. SR asked this be noted in the minutes.

8a. Terms of Reference

SMacA explained the Terms of Reference (ToR) had not been updated since 2018 and sought the board's comments on the proposed changes which had been endorsed by the chair and vice chair. AB commented the ToR links directly to the future shape of the board and the current wording is very vague as it does not clearly outline what the board is seeking to achieve or how the board can escalate concerns. SR thanked AB for his views and the board agreed to postpone this today and revisit approval of ToR at the next meeting to allow reflection on discussion at scheduled item 10. Future Shape of the Board.

8b. 2019-20 Annual report

SMacA explained JA drafted the independent chair's report and forward view, with SR's approval and thanks, and invited the board to comment and approve the report for publication. JA added that the report covered past events from 1st April 2019 to 31st March 2020. DH noted discomfort reporting good progress on delivery of all of the actions, particularly ABS, without caveats, even although this issue had not fallen within the period covered by the annual report. SR asked SMacA to review some of the wording in light of the board members' comments. The board discussed potential caveats and areas for review and SR asked the board's permission for SMacA to adjust the report wording with SR to authorise sign off for publication when content reflected this discussion. SR reminded the board the report is already being finalised later than planned and the board agreed this approach.

1120.10	SMacA to update annual report with board's comments and SR to sign off
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9. Pension Board Responsibilities Update

JA had updated the responsibilities table to reflect the discussions at the last meeting. SR questioned the need to have a responsibilities table but was happy to continue with it given the strong support from the rest of the board for it to be maintained. JA undertook to consider how the responsibilities table might be updated to reflect the updated terms of reference and how it might be used to be more of a forward planning document in conjunction with the 2021 agenda planner. The board agreed this would be useful and SR thanked JA for undertaking this, with agreement to schedule further discussion offline.

1120.11	JA to update the Roles and Responsibilities table to take account of the amended terms of reference
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SD commented the 2021 agenda planner is helpful and asked if regular breach reporting could be included in the planner. SMacA welcomed this feedback and encouraged further comment from board members on items to add to the schedule.

1120.12	Breach reporting to be added to the annual agenda planner
1120.13	Board members to forward comment/suggestions on items to be included in the 2021 agenda planner

10. Future Shape of the Board

SR reflected on her role as independent chair, feedback received from the board with requests for clarity of the role and purpose of the board, and how to discharge these responsibilities when SPPA is performing well as well as when it is not performing well. SR had discussed these issues with Penelope Cooper and SMacA, who recognised these challenges. SR proposed more structure in the formal governance arrangements of the scheme was required, along with development of a collaborative agenda to work through and SPPA using the board as an appropriate reference point.

The board agreed this summary articulated their concerns and noted frustration on how to escalate concerns and to whom, dissatisfaction on the board's lack of ability to influence SPPA, and the lack of power to govern with an unclear legislative framework.

IC recognised the board's concerns and explained that SPPA is more operationally robust now and operates with transparency and open engagement. He acknowledged the governance provisions contained in the Public Service Pension Act 2013 are vague – he agreed to circulate the Act's useful explanatory note - and suggested the board formally raise its concerns to him over the next 4-6 months, clearly outlining where the shortfall in function and viable governance is in the scheme. By doing so formally and across all boards, these concerns can be taken to HM Treasury to consider addressing along with the primary legislation expected to be put through next year. SR welcomed this suggestion and proposed to follow this up with IC offline in the first instance.

1120.14	IC to circulate The Public Service Pension Act 2013 accompanying note on governance framework to the board
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SR outlined there are governance issues as well as operational ones and collectively there is an appetite to work on a collective agenda to bring items to resolution. AB agreed and proposed SPPA provide a clear indication of how it would like to be assisted and supported by the board. DD added SPPA Customer Service welcome the board's input, is keen to work with the board, recognised failings in the service provided to members and the need to understand more about historic failings plus sharing customer feedback to help improve

service and process. SMacA outlined his responsibilities and tactical ability to influence agenda, papers and topics for discussion. JA suggested the papers could include forward plans and actions rather than reflective accounts of what has taken place, to enable the board to offer practical advice on member concerns.

DC added the need for the scheme manager to clearly articulate responsibilities and expectations of the pension board, and suggested SPPA could provide additional performance information e.g. benchmarking against other pension providers, provide briefings from Management Advisory Boards, involve the board by sharing reports at early stages of system development and reflect on the support required from the board. SR welcomed this broader concept and SD highlighted common themes across all boards should be considered, e.g. ABS and AA exercises. SD suggested boards working together to improve the level of service provided to members and noted previous mechanisms to resolve service delivery issues were delegated to operational teams within SLA/SIG set-up but actions/progress not reported back to the board.

SR thanked board members for sharing their thoughts and proposed the board take time to consider this discussion, before collecting their proposals for discussion with DD and SMacA in the first instance.

11. Any Other Competent Business

No other business raised.

13. Arrangements for future meetings

SR advised that the next board meeting is scheduled for 16 February 2021 and will be held virtually.

DP asked if pre-meet provision will be available at the next meeting to collectively discuss the agenda and approach to the meeting. SR did not have any preference for a pre-meet and suggested the board agree amongst themselves whether this was necessary.

SR thanked SMacA for emailing the papers and agreeing to investigate using a more customer-friendly mechanism to share the board papers.

SR thanked everyone for their attendance, comprehensive and frank updates, for sharing their frustrations respectfully and closed the meeting at 17:15.

Summary of new actions

Action Ref mmyy.xx	Page	Action	Target Date
1120.01	2	SPPA to share slides from TPR training session (October 2020)	30/11/2020
1120.02	3	SPPA to share business process before 2021 ABS and AA exercises	11/05/2021
1120.03	4	DH and SD to share customer feedback related to provision of AA statements	16/2/2021
1120.04	4	SPPA to provide updates on SLA/SIG at next meeting	16/02/2021
1120.05	5	SPPA to share data breach risk assessment	16/02/2021

1120.06	6	DD to investigate separation of MI to reflect first contact resolution and referrals to specialists with timescales by next meeting	16/02/2021
1120.07	7	IC to approach SAB to request permission to share SAB's response to consultation	30/11/2020
1120.08	8	IC to circulate written summary of McCloud/Sargeant update	30/11/2020
1120.09	9	Board members to feedback potential webinar topics to SMacA	16/2/2021
1120.10	9	SMacA to update annual report with board's comments and SR to sign off	30/11/2020
1120.11	10	JA to update the Roles and Responsibilities table to take account of the amended terms of reference	16/2/2021
1120.12	10	Board members to forward comment/suggestions on items to be included in the 2021 agenda planner	16/2/2021
1120.13	10	IC to circulate The Public Service Pension Act 2013 accompanying note on governance framework to the board	30/11/2020