

MINUTES OF MEETING OF THE SPPA MANAGEMENT ADVISORY BOARD
WEDNESDAY 22 JANUARY 2020

Present:

Penelope Cooper (PC)	SPPA Chief Executive Chair
Helen Mackenzie (HM)	Non-Executive Chair Audit and Risk Committee
Ian Forbes (IF)	Non-Executive Member
Liz Holmes (LH)	Non-Executive Member
Jane Malcolm (JM) Via Phone)	Non-Executive Member
Dev Dey (DD)	SPPA Head of Customer Services
Ian Waugh (IW)	SPPA Head of Finance
Gordon Wales (GW)	Chief Financial Officer
Mark Fisher (MF)	SPPA Interim Head of People Services
Tom Nash (TN)	SPPA Interim Head of Business Evolution
Stuart MacArthur (SMcA)	SPPA Governance Manager
Andre Morelli (AM)	SPPA Head of Digital Transformation & IT Operations
Matt Valente (MV)	SPPA Head of Business Management
Deborah Sherlock	SPPA Governance - Minutes

Apologies:

Norman McNeil	Non-Executive Member
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1. Welcome and Introduction

- 1a. PC welcomed everyone to the meeting.
- 1b. Apologies received as noted above.
- 1c. No declarations of conflict of interest registered.

2. Any other business

The People Survey to be discussed.

3a. Minutes from previous meeting

- 3.1 The minutes of the meeting held on 23 September 2019 were adopted by the board without amendment.

3b. Outstanding Actions

The Board reviewed the outstanding actions. The Procurement Paper has not been disclosed and the action remains open (MAB 1 23/9/19) however, the remainder of the actions were closed.

4. Audit and Risk Committee Report

HM updated the board on discussions at the recent meeting of the Audit & Risk Committee. Audit Scotland identified risks to be covered in the annual audit plan. Stephen Boyle, who attends from Audit Scotland, confirmed this was his last meeting but there will be new personnel named for the next meeting. SB referenced the Annual Audit Plan in which the significant audit risks were identified.

PC presented a report on lessons learned from the PAPLS Committee. There is support for major changes in relation to systems procurement however it must be properly project managed with robust business cases and governance. There was a clear learning that to repeat a large project it cannot be managed during business as usual.

5. Procurement Report Update

IW provided an update on the procurement plan and options appraisal. IW advised that Sopra Steria had compiled a report as part of the strategic architectural review. Some of Heywood's key personnel have changed, which emphasises the for Heywood to keep in contact with their former employees. PC commented on having been in negotiations on having SG lined up as a resource to keep moving forward. LH asked about the governance process and whether procurement considerations would be presented to MAB. PC advised that an extraordinary meeting could be called to approve the business case with the different options and pitfalls discussed. IF expressed disappointment in what Heywood has to offer going forward. AM commented on being locked into the Heywood system which is old and fragile. HM commented on the disappointment of options from Heywood and stated she believed it was a high risk option to stay with Heywood. PC advised that SPPA need to analyse what they have and what the agency requires with proper governance ensuring that the decisions and rationale at each stage are fully recorded

AP1	SPPA to share the procurement report with MAB and set up meeting to discuss.
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6. Business Management

6.1 Target Operating Model

MV advised that Business Management Team were undergoing restructure which was a priority to complete, job descriptions are currently being written and the timetable to complete is by end of Q4 2019/2020.

6.2 Strategic Plan

MV advised that SLT are to review the Strategic objectives and co-ordinate with internal objectives. MAB and ARC to be included in an arranged Risk Workshop at Tweedbank.

6.3 Risk Management

MV advised that a review of the risk framework and policy will ensure that roles and responsibilities will be clearly defined and is part of an ongoing improvement plan to ensure an agency wide enterprise risk management policy.

6.4 Estates

MV reported that SPPA had recently contributed to climate change consultation by the Scottish Government, with dates set for carbon neutrality being on target. A Consultation from Mott McDonald to find methods to reduce carbon emissions, has led to plans for a 4 space car park bay for electric charging. MA enquired what would be the biggest emissions from the SPPA Building? MV reported that the cooling of the server room, which needs to be addressed. PC suggested to plant more trees around the building.

6.5 Business Intelligence

MV advised that information gained from visiting Registers of Scotland contributed to the first draft of the agencies Business Intelligence strategy, this is also being considered within the TOM process.

6.6 Security

MV referenced the recent evacuation of St Andrews House due to a suspicious package being sent to the mailroom. This has enforced reviews on SPPA mailroom procedures. IF asked about risk appetite of the agency and MV then made MAB aware of the risk maturity assessment he was completing.

IF asked if the Strategic Plan Cycle update will go ahead. MV advised that SLT are meeting away from the SPPA building on the 26 February and would find an agreeable date for MAB/ARC to attend an update meeting at SPPA. MV advised that there would also be updates to the board in-between scheduled meetings with PC agreeing these would be relevant to the achievements made to the plan, with SPPA teams reviewing the agency objectives. LH approved of this going forward.

AP2	SPPA to review the Agency Objectives Progress from Amber to Green
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AP3	SPPA to organise a Strategic Planning and Risk workshop for ARC/MAB
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7. Customer Service Report

Guaranteed Minimum Pension (GMP)

DD advised that SPPA have been contacted by HMRC and notified the data cut that was originally expected in March 2019 has now been moved to midsummer 2020, letter to members of the Firefighters' and Police on that there will be no impact on underpayments are due to go out next week. NHS and Teachers schemes timing should allow sufficient time to verify GMP values from the final data cut. LH asked what resource impact this would have on SPPA teams if the GMP is extended to the end of Autumn. TN advised that the impacts and resource level is to be looked at, including if right offs are agreed what the effect would be on pensions.

Customer Service Model (CSM)

DD advised that the first transition took place in October 2019 transforming into the new Customer Services (CS). The emphasis of the new model is on understanding and creating positive customer journeys, this will evolve as customers' needs are

understood. MA asked if this required teams to be multi skilled? DD explained the need to change and adapt *Management Information*

DD advised that the process had involved a lot of work within customers services with areas being targeted to alleviate workloads. HM asked if the backlog after Christmas had been captured with CCT and have the staff managed the changes. DD advised that a huddle each morning to enable issues arising to be addressed is a way forward.

8. Annual Allowance and Annual Benefit Statements

Annual Benefit Statements Project 2019

DD advised that work is now complete across 10 schemes with 6 schemes within Firefighters and Police achieving the regulated target of 100%. GP's and Dentists are requiring further development, as a result this has increased manual work in the teams, lessons have been learned going forward we should be in a healthy position. SMcA advised the board that there would be no action from TPR and the agency are to keep them regularly updated. JM congratulated the team on their achievements.

Annual Allowance

DD advised that there had been an increase in demand for statements which has resulted in a 3 month delivery, some parts will be computerised but the majority will be done manually. Bespoke software is required to cover ABS/AA. Issues were raised with obtaining information from employers

9. Paylive Update

DD advised that there had been significant downtime during the parallel run phase of the Paylive project which led to colleagues taking the opportunity to take leave or flexi time. Special thanks go to the finance team for the effort in bringing run together. The backlog of work in CCT was assessed from the period after the festive break, overtime was approved for the weekends to focus on emails and awards. Flexibility came to the fore from colleagues to clear the backlog and return to manageable levels.

10. People Services Report – Including People Survey

MF advised on the TOM update, Business Affairs department are nearly completed within Governance, the Trade Union reviewing Communications have one colleague unmatched. A total of 4 colleagues are unmatched throughout the agency, this will involve internal job matching with training to support applications within SG. HR have job descriptions written for the department. Digital Transformation and IT Operations are currently in future planning stage as is the Business Management stage. MA raised concerns about support for staff through this transformation and were HR able to sufficiently support staff. MF advised that support was on offer for staff with concerns.

Attendance cases were 15 with 1 management concern and 2 staff concerns. MF advised that metrics with a new data Management project in place this will track attendances with more information on absences from work with occurrences and department trends.

People Survey

MF advised The People Survey had not been positive and highlighted that the survey was taken during the transformation of Customer Services when staff morale was very low, this would have contributed to the poor feedback. PC advised that the timing of the survey contributed to the outcome. Changes are now in place with a full management team to support the agency. TN added the positivity of the new team would help to support DD through transitions in Customer Services. JM commented on that now the basics were in place their change will improve the agency over the next few years. PC advised that SPPA was not a typical organisation to undertake such transformation and not everyone will be satisfied with the outcome, with a possibility of damaging the agencies reputation. IW suggested that due to the malcontent amongst colleagues on the back of the survey the need to add a risk for wilful damage, the MAB members agreed. GW advised that the Welsh Assembly were moving away from the annual survey to more of a pulse survey. SMcA suggested by engaging colleagues at all grades to be positive and strive towards 'A great place to work' attitude the feeling of individuals across the agency would gradually change, Garry Cossar, Communications Manager will attend the next MAB meeting with a further update on the progress of this.

MA raised the point that it is important to keep colleagues updated on the actions being taken.

AP4	SPPA to add wilful damage/sabotage risk to the risk register
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11. Digital Transformation and IT Operations

Due to time restrictions a brief discussion was held highlighting the following points:

Structure and recruitment update

AM advised that he was now in place as Head of the Department, with objectives to manage tactical change, new structure to the existing team and new business care with an overview of new procurement , new systems and overall business changes.

2024 Procurement Pension Platform

AM advised that the procurement feasibility paper had been reviewed by PC.

AM advised that the Altair pensions administration platform upgrade has been delivered.

12. Policy Report

Due to time restraints TN gave a synopsis of his paper covering briefly, The Relationship Supervision from the The Pension Regulator, Governance, Communications and the phased activity for summer 2020.

13. Other Business

LH advised that the links on the information updates that SPPA send to the board are not relevant as they do not open.

The Board all agreed that they like the format of the papers for the meeting.

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