



**Attendees:**

William Littleboy (WL)	Chair
Andy Marchant (AM)	Vice Chair
John Mackenzie	Board Member
Alan Duncan (AD)	Board Member
Alexander Miller (AM)	Board Member
Stephen Wright (SW)	Board Member
Denise Christie	Board Member
Ross Haggart	Board Member
Iain Coltman (IC)	SPPA Senior Policy Manager
Dev Dey (DD)	SPPA Head of Customer Services
Garren Conway (GC)	SPPA Customer Service Manager
Jennifer Love (JL)	SPPA Customer Service Manager
Hannah Grout (HG)	SPPA Risk and Assurance Manager
Anne Walsh	SPPA McCloud Project Manager
Stuart MacArthur (SMacA)	SPPA Governance Manager
Deborah Sherlock (DS)	SPPA Governance Minutes

**1. Welcome and introductions (including declaration of conflict of interest)**

1.1 AM opened the meeting and welcomed everyone. SMacA confirmed the meeting was quorate with no apologies received. AM welcomed John Mackenzie to his first board meeting, John has replaced Brian Cameron who has retired from the board.

1.2 No conflicts of interest noted.

**2a. Draft minutes from previous meeting**

The minutes from the meeting of 5 November 2020 were adopted without amendment.

**2b. Actions outstanding**

The outstanding actions were reviewed and the following noted:

- **F23.01 07/07/2020** - SPPA have no current plans to return to the building. The Board will be notified when this has been authorised – action closed
- **F23.02, F23.03 07/07/2020** – SMacA advised that Hannah Grout had joined SPPA as Risk Manager. A risk group had not yet been developed. HG to update – action remains open.
- **F23.04 07/07/2020** - SMacA thanked Board members for feedback on training – action closed

- **F23.05 07/07/2020** – JMcD reported that awareness for MSS was to be increased for members. CS/Comms would keep the board updated on the proactive campaign to encourage members to register to use the service. DC asked that the FBU to be included in the campaign to enrol members – action remains open
- **F1120.01 05/11/2020** – JL advised that KPI was work in progress with the MI – action remains open
- **F1120.02 05/11/2020** – Completed from the last board meeting – action closed
- **F1120.03 05/11/2020** – The SAB response has been shared with the board – action closed
- **F1120.04 05/11/2020** – Feedback from member enquires to be reported to the Board at the next meeting. JL offered SW any trends of question that they can publish with the FBU communications to help members – action closed
- **F1120.05 05/11/2020** – action closed

### 3. Customer Service Update

#### 3a. Dashboard

##### *Critical tasks*

JL introduced herself to the board this was her first Firefighters board meeting, the papers have been previously read and JL highlighted to the board:

- Critical calls are still being received and answered within 36 seconds a good service is still being offered.
- Emails being answered in 24 hours is 60% with the average time being 31 hours, 45 minutes, this covers all four schemes, for the next board meeting the email responses will be separated with figures showing just for the Firefighters scheme.
- 100 % KPI's across the board for last month, quarter by quarter has been added to the dashboard to monitor the trend analysis.
- 5 Complaints were received in total, 3 complaints missed the deadline due to information not being received in time, these are now closed. The complaints trend will be added for each quarter on the dashboard.

The board requested information on how members feel about the quality of service they are receiving rather than the KPI's on email and calls being answered with an indicator on complaints. JMck specifically asked if the response time for emails is to acknowledge the email received or the members question answered? JL responded that 90% of members were give the actual answers, if the answers are not know this is set up as a task with an auto response sent out to the member which does not count as an email completion. January has seen a significant rise in volumes of emails due to retirements which JMck had highlighted had caused some complaints. JL advised this will be monitored by the team and avoid any trends going in to February. The board enquired if there had any breaches in the last quarter and can the board be provided with a breach report for the meetings regardless of any breaches being made. JL confirmed that no breaches had been reported.

<b>AP 02.2021.01 - A breach report to be included for every board meeting.</b>
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### *Non-critical tasks*

JL advised the board that critical and non-critical tasks take priority.

- In Q3 60% emails were replied to within 24 hours with the average email answered in 31 hours.
- Homeworking is set for the foreseeable future, when restrictions lift and schools return the phone service will open up, a phased approach will be put into place.
- Internal Audit carried out an audit which resulted in reasonable assurance, taking this forward and working with the business analyst to improve the database to monitor any trends.

### *Operational Excellence*

- The valuation exercise is nearly complete for firefighters and will be submitted to GAD for validating and checking.
- AA and ABS this project has started for next year.
- Planning and testing has been completed for the API for 12 April 2021.

### *GMP Reconciliation Project*

- All analysis has been completed with the project nearly complete.

### *Overpayments*

- *0.5 of 1% a small amount which is not to be taken lightly and will be monitored.*

### *Develop our People*

- *Recruitment has been covered earlier by DD.*
- Learning and development is underway training the quality support coaches ready for the new customers services administrators.
- A customer experience package has been devised for the telephony team to complete before the phone lines reopen.
- Employer wellbeing is being fully supported by HR working closely with employees providing support and guidance.

The board observed that 20 new customer service administrators will be a challenge for the team in this new virtual world with training and what is required to deliver good customer service. JL agreed that this will be a challenge for the team and HR in training and setting them up for success. Plans have been made for this situation. It is good to receive feedback from the board, the team will establish a ways to collate feedback from customers to relate to future board meetings. The board welcomed the care that is being taken on staff wellbeing with the difficulties of working from home. The great work that has been carried out by the GMP team was also recognised.

**AP 02.2021.02 – Collate customer feedback to report to future board meetings**

### 3b. Update – Quarter Three

DD advised the board that SPPA are working remotely and there is no fixed date of returning to the office, the NHS are using the building as a vaccine call centre presently. Plans for a full phone service were in place to open up on 18 January 2021, due to the lockdown restrictions and schools being closed added challenging childcare commitments from staff so this has been put on a temporary hold, we would be unable to offer required service. This service will be activated as soon as the schools return. Initially, the phone service will be open for four hours daily and be open to all types of queries rather than the restricted calls of business critical.

Recruitment is underway for 20 new customer service administrators these positions should be filled by May/June of this year, this will help to deliver a better service to our members.

The chair thanked DD and JL for their presentations and the board recognised the difficulties that the Teams are facing.

## 4. Pension Platform Programme

PH gave the board a brief update with the papers read prior to the meeting.

- extension negotiations with Heywood are complete with flexibilities until 2026, which includes the option for a further year to March 2027, have until 2023 to exercise the extension, this will options if the programme is ahead of plan to migrate
- strategic outline case has been approved with a number of recommendations with respect to preferred options for maintenance of the service provision. Ministerial approval is scheduled to take place in July 2021 for the platform programme.
- The Procurement policy and governance, the programme board consists of SG representatives from procurement and the digital director. The business case will be signed off by SLT and the programme board, all aspects will be explored.
- planning of transition and migration for the next 12 months to include phasing of the delivery and what support/colleague support will be required.
- expectations of the new platform will be presented to the programme board and the pension board over the next few months.

The board expressed the importance of the authority of procurement over the next 12 months with the service transition taking place from 2022-27 and will this provide enough of a service provision. PH emphasised that looking at procurement showed the market has moved on and away from just one supplier. The business case will include all aspects of the pension boards requirements and will have researched actual needs from members built in, this will be passed to the board for review.

## 5. Update on 2015 Remedy

SMcA introduced Anne Walsh as the new McLeod Project Manager

AW updated the board on the project which included:

- discussions on McCloud remedy have taken place with the strategic direction of the agency
- Recruitment of a data analyst and business analyst to look at members who are in scope and member who are about to retire and those who are retired.k
- discussions with Heywood to develop a standalone calculator for the McCloud comparison calculations – to produce annual benefit statements on the two schemes for each member
- a robust manual process in the interim, and a new platform with a fully automotive system going forward
- all members to be moved back on to their final salary scheme.
- the start of the comparison calculations for the remedy period will be sent out on an annual basis to members.
- Timelines will be depend on policy decisions together with data and business analysis over the next few months

The board observed that an automatic system is what is required, but feel that members will still wish to speak with staff to verify figures etc, which will result in a volume of calls. The dynamics are complex with various questions being asked and can the FBU help with standard Q&A and they can coincide with SPPA and FBU websites.

## **6. Digital and IT update**

JMcD updated the board on

- Altair upgrade from 11 to 11.1 will be going live from 17 February 2021 this will enable the end of year processes and P60 to run efficiently.
- Testing on the Annual Pension Increase of 0.05% is currently underway and will be effective from 12 April 2021.
- Advanced notification to members will go out in March 2021 of API.

There were no questions raised from the board.

**Meeting resumed at 11:40 after 10 minute break.**

## **7. Risk Update and Strategic Risk Register**

The chair welcomed Hannah Grout, SPPA's new Risk and Assurance Manager, to the board. HG highlighted the proposed processes with the strategic risk register:

- involving Customer Services department, HR and IT with expectations all members of staff to have risk built into best practice
- A specific Firefighters board register will be in progress to present to the board at each meeting this will be driven by operations and policy that impacts the scheme.
- Cyber security has been discussed and security level has been heightened within the agency amongst staff and awareness that is required to spot attacks.
- Departmental risk registers are being built the largest being Customer Service with the key risk being monitored of home working.

The board welcomed the implementations proposed, all of which were positive with quarterly updates showing clear changes on the register being presented to the board.

## 8. Policy Update

### *IDRPs*

SMcA passed on apologies from Iain Coltman for not being in attendance. SMcA gave a recap on the 2 non-medical cases received which are still outstanding, when these cases move from outstanding to resolved this will be updated.

The board were satisfied that the papers for this meeting were read and a lengthy discussion had taken place at the last meeting.

## 9. Governance Update

SMcA updated the board with highlights from the papers

- Official notification received from the TPR that the relationship supervision is suspended for Fire and Police, this may resume later in the year (2021)
- Work with SLT (Senior Leadership Team) and MAB (Management Advisory Board) on updating the Framework.
- The Pension Board Chairs will receive the TPR Governance Survey for comment.
- A reminder for members to complete the Training manual and toolkit at their earliest convenience.
- Webinars will commence in April with the first one to be with the Pension Ombudsman (to be confirmed)
- The boards members tenures have been updated.

The board had no further questions and confirmed the report had been read.

## 10. AOB

The chair commented on the start of changes happening in Customer Services with challenges on how the CS window will evolve in delivering a quality service in a more virtual and digital world. The chair would like to have a board discussion for comments on the annual report and for the chair and SMcA to discuss additions from the board discussions.

## 8. Dates of future meetings

The Chair confirmed the next meeting is 6 May 2021 10:00-13:00.

### Summary of new actions:

Action No.	Para	Action	Assigned	Target completion date
0221.01	3	<b>A breach report to be included for every board meeting</b>	JL	Next meeting
2121.02	8	<b>Collate customer feedback to report to future board meetings.</b>	JL	ASAP

