



Attendees:

Shirley Rogers (SR)	Chair
Steven Whalley (SW)	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
David Robb (DR)	SPPA Interim Chief Executive
Iain Coltman (IC)	SPPA Senior Policy Manager
Garren Conway (GC)	SPPA Customer Service Manager
Dev Dey (DD)	SPPA Head of Customer Services
Hannah Grout (HG)	SPPA Risk and Assurance Manager
Phil Heywood (PH)	SPPA Interim IT Project Director
Stuart MacArthur (SMcA)	SPPA Governance Manager
Rachel Miller (RM)	SPPA Operational Excellence Manager
Jonathan Sharp (JS)	SPPA Data Protection and Information Governance Manager
Deborah Sherlock	SPPA Governance - Minutes
Molly Wyllie (MW)	SPPA Governance Delivery Lead

1. Welcome, introductions and declarations of interest

1.1 SR welcomed everyone to the meeting and thanked everyone for their attendance. SR also welcomed Steven Whalley as the new Vice Chair of the Police Pension Board along with David Robb the new SPPA Interim Chief Executive.

1.2 No new conflicts of interest were declared.

1.3 No apologies noted.

1a. Feedback from Chairs with CEO Meeting

The Chair updated the Board on the meeting that took place between the Pension Board Chairs and the SPPA Interim Chief Executive, David Robb. The discussion focussed on the SLA and Customer Services exchanges of information which had been raised by Board members as concerning. The

chair noted that SPPA were performing well with a number of challenging categories but recognised there was a need for improvement in certain areas.

2. Draft minutes and Action Points from last meeting

The Chair asked if the Board had comments on the minutes from the meeting on 16 February 2021. The Board agreed the minutes were an accurate record of the meeting and no changes were made.

2b. Outstanding Actions Log

The outstanding actions were discussed and the following noted:

- P17.06 13/11/19 – remains open
- P18.03 19/2/20 – remains open
- P22.01 14/7/20 – Closed
- P22.03 14/7/20 - remains open
- P1120.01 – Closed
- P1120.02 – Closed
- P1120.06 – Closed
- P1120.07, P1120.08, P1120.09, P1120.10, – Closed
- P1120.11 – remains open
- P1120.13 – closed
- P0221.01 – remains open
- P0221.02 – remains open
- P0221.03 – Closed
- P0221.05 - Action to be updated with latest progress – remains open
- P0221.06 - remains open
- P0221.10 - Closed

3. Service Level Agreement/Service Improvement Group

3.1 Garren Conway (GC) highlighted the following in relation to the two groups:

- Prioritisation by SPPA to deliver Annual Allowance (AA) and Annual Benefit Statements (ABS). Protocols are in place to log issues.
- Data sharing agreement is in draft form with Police Scotland and what needs to be provided by consent. Scottish Government Legal Department (SGLD) had been asked for advice on data sharing agreement under terms of legitimate interest
- Annex D is used by the business analysts to extract a clear understanding of information

The Chair invited SD to cover the concerns from the employers position. SD raised concerns about the continued lack of satisfaction on 5 key areas including the delivery milestones of priorities. DH requested the data sharing agreement response from SPPA following receipt of legal advice from SGLD; could SPPA share the questions that were asked in the legal conversations to

ensure they matched with the legal questions from Police Scotland. GC requested to see the Police Scotland legal advice for comparison.

DP confirmed that SPPA Chief Executive would be receiving a letter from Scottish Police Authority Chief Executive regarding the level of dissatisfaction with the service received and a review of the concerns need to be addressed.

RM noted the concerns and would look to provide an update with some clarity and assurances for the Board.

The Chair recognised the importance to find a resolution between the Board and SPPA's new Senior Leadership Team (SLT). AB commented changes within SPPA are common and stated that it was crucial to have stability within SPPA as problems had arisen year on year.

The Chair advised that the employers' side and the Board had been consistent during the SPPA changes and a new leadership was welcomed from both SLT and agency staff to improve performance. The Chair thanked GC for his presentation.

0521.01	SPPA to update the Board on a resolution on the Board's dissatisfaction on the service provided from SPPA between meetings
---------	----------------------------------------------------------------------------------------------------------------------------

4. Operational Excellence Projects Update

Rachel Miller (RM), interim Head of Operational Excellence, gave the Board an insight to the work of the Operational Excellence department, which included all projects, programmes and events, with the exception of the Pension Platform Programme (PPP). RM advised that the development of a Programme Management office (PMO). Recruitment for a PMO Manager would now be undertaken. A Planning and Performance Team was also being developed with the recruitment of Business Analysts. GC, who has a good understanding of the Police Scheme, had stepped in as Interim Customer Services Manager.

Reviews of strategic and departmental key performance indicators had commenced with the senior teams. The Operational Excellence Team will expand to three data scientists to support this work. Work within the business areas by Data Analysts would look for improvements in reviewing existing processes.

RM advised that the priorities were on the rewriting of the Project Management Framework which would be strictly governed to ensure consistency of management over projects and highlighting any early risks.

SR asked if this work was for all the schemes and had planning been considered for a surge capacity on retirals, such as seen for teachers leaving at the end of term. DH also commented on the challenges facing the agency with Annual Allowance (AA) and Annual Benefit Statements (ABS) and how this would be different from previous times. RM advised the Board of work related to

workforce and capacity planning, with the result being a better understanding of what was required. In addition, projects were now run with a dedicated project manager. A business analyst had been working on the Management Information (MI) for forecasting over the next few months with an understanding risks. The anticipation of an increase in retirements had been taken into consideration. Another goal was to improve the Change Management process and make it easier for colleagues to raise changes via a Change Board which will track all changes.

The Chair welcomed the different approach and improvements, and looked forward to seeing these presented at the future Board meetings. SW asked if the Board can have abandoned calls information in the MI.

5. Customer Service Update

DD advised the Board that SPPA staff continued working from home and would be using the current SG and UK guidelines in relation to a planned phased return. Colleague welfare remained the priority and further SG guidance would be released in July 2021. Details would be shared with the Board when known.

The reopening of the restricted telephone lines had been successful, confirming that the lines were open between 09:00 to 13:00 for all enquiries, with 13:00 – 17:00 hrs being a reduced service for critical calls for ill health and death notifications in place. More relevant MI on the volume and type of calls received would be available and reported at the next Board meeting.

Recruitment

DD advised that interviews had been successful and it was hoped that new staff would join SPPA Customer Services in June and July. The intention was to stagger the intake to allow for induction and training with the intention of allowing new staff to be more flexible in covering more than one scheme. This would help with workforce planning and any peaks that arise over the summer months.

5.1 Dashboard

GC advised with the opening of the phone lines, a reduction in emails would follow. Training for the contact team to provide more information on calls would provide a better service.

SR commented on the importance of having the resources in place to handle communications. DH requested for the November meeting an open action with the clarity of the split between emails and calls. SW asked if the Board could have the information as MI. GC noted this and confirmed the information would be scheme specific for the next meeting. AB commented that this would be a good opportunity to look at the dashboard to discuss what relevant information was required by the Board. RM confirmed that SLT had agreed strategic objectives and the KPI's that would be used and tracked regularly.

Score cards would be used across the agency with aims and objectives specific to each area.

0521.02	Rachel Miller to engage Board members on the development of the KPI dashboard and discuss with the Board what future measures are required for the Pension Board reporting
---------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------

2015 Remedy

DR commented on item 4 on the report and asked what stage the agency were at on the categories of retirements; those who have retired and those about to retire and the progress of identification and forecasts for both. DC asked in relation to the paper 2.6 resource planning, what was the position and what was the plan over the next 18 months. RM explained that the agency was restricted presently due to unknowns on legislation and guidance from the government departments dealing with the legislations. Anne Walsh (AW) advised that the business analyst for the project will identify which members would be affected. RM assured the Board that the agency was in a strong position within the project and have completed a comparison with other agencies. DH highlighted the expensive consequences for members not receiving the correct information. RM confirmed that Risk was at the forefront of the project.

0521.03	Meeting to be arranged to update the Board on Remedy Project identification of Immediate Detriment affected retired members and members that will be affected.
---------	----------------------------------------------------------------------------------------------------------------------------------------------------------------

6. Update on Pension Platform Programme

PH commented that having Interim Chief Executive, David Robb in place put the programme on amber rather than red. This had resulted in a delay for Ministerial approval that had been scheduled for July 2021. This would now be presented later in the year for the procurement stage. PH advised that the 'proof of concept' exercise had proved that a standalone calculation engine was feasible. The Aquilla Heywood extension had been awarded to March 2026, with the option to March 2027. PH invited questions from the Board.

SD asked if the 'proof of concept' was specifically designed for the Police scheme. PH confirmed that the focus had been on the Teachers' scheme which would be extended to all schemes.

The meeting paused for a 5 minute break and resumed at 15:45. The Chair left the meeting with the Vice Chair continuing the meeting.

7. Risk Update and Strategic Risk Register

HG advised that she had provided a large amount of information. The Police Pension Board risk register was in its infancy. Work was underway to review what strategic risks would be for the 2021-22.

7.1 Strategic Risk Register

HG advised that the Strategic risk register showed key themes where targets had been met at the end of the last financial year.

7.2 Pension Board Risk Register

HG advised that this was still being developed.

7.3 Breach Log

HG advised that this would be presented on a quarterly basis and at present no breaches have been logged. SD asked if this was going to be specific for the Police Scheme. HG confirmed that each of the schemes would have their own breach log.

7.4 Overpayments.

HG advised on the overpayments which have been made up on payments issued before notification of death had been received and noted that the length of time for recovery had risen slightly.

The Board discussion included a request to have an opportunity to discuss risks at a future Board meeting. The interpretation of the register from the Board was one of internal and customer focus, but questioned the balance of service provision. HG advised the Board that she would welcome a separate meeting with the Board to discuss the risk register and receive their feedback.

0521.04	HG to arrange a separate meeting with the Board to discuss the risk reporting and receive their feedback
---------	----------------------------------------------------------------------------------------------------------

The interim Chief Executive, David Robb left the meeting.

8. Policy IDRP Update

SMcA reported on behalf of Iain Coltman that there were no cases in the last quarter. The Board asked if advice on ill health would be available from Policy if requested.

9. Governance Update

Terms of Reference

SMacA presented an update on the Terms of Reference and thanked SD, DP and DC for the conversations and feedback on the roles and responsibilities. These had been summarised and the Board had been given visibility of the final version. The Board asked at the last meeting for a timescale to be given for the Governance Improvement Actions.

0521.05	SMcA to provide timescales for the Governance Improvement Actions
---------	-------------------------------------------------------------------

The Pensions Regulator

A consultation by The Pension Regulator (TPR) on the proposed singular code of practice was under way and closed on 26 May 2021. The proposed codes would have a big impact on public service schemes. When SPPA feedback had been drafted, this would be shared with the Board. SMcA asked if Police Scotland had any thoughts on the consultation and intend to respond to the TPR. The Board thanked SMcA for the opportunity to comment on the PR Codes of Practice and were interested in SPPA’s response on the observations and impact on the public sector rather than the focus on the private sector. The Board also expressed their gratitude to the Governance team for their recent work.

0521.06	SMcA to share the TPR COP consultation response with the Board.
---------	-----------------------------------------------------------------

10. Data Protection and Information Assurance Update

JS stated that the Security paper that had been provided to the Board was the same paper presented to ARC and shared with the other Pension Boards for their awareness. Cyber security was a continuing risk and keeping colleagues informed was now part of business as usual.

The Board had a brief discussion about the recent SEPA cyber-attack and how that impacted upon business delivery. The Board agreed this form of risk translated to SPPA and that cyber resilience was a valid area to discuss due to the potential impact upon Police members. The Board requested to have a deep dive on cyber resilience at a future Board meeting.

The Vice Chair welcomed the action and thanked JS for his presentation.

0521.07	The Board requested a deep dive on cyber resilience to discuss the potential impact upon Police members at a future Board meeting.
---------	------------------------------------------------------------------------------------------------------------------------------------

11. Any Other Competent Business

11.1 SD raised a point on benchmarking being a future agenda item under the pension platform paper. RM would review this for future meetings.

0521.08	RM to review whether benchmarking would be a future agenda item within the pension platform paper
---------	---------------------------------------------------------------------------------------------------

11.2 The Board asked for an updated organisation chart of SPPA management.

0521.09	SMacA to supply the Board with an organisational chart of SPPA Management
---------	---------------------------------------------------------------------------

13. Dates for further meetings

Date of next meeting – 5 August 2021, virtual.

No other business was raised. The Vice Chair thanked everyone for their attendance and closed the meeting.

Summary of new actions

Action Ref mmyy.xx	Page	Action	Target Date
0521.01	3	SPPA to update the Board on a resolution on the Board's dissatisfaction on the service provided from SPPA between meetings.	Ongoing
0521.02	5	Rachel Miller to engage Board members on the development of the KPI dashboard and discuss with the Board what future measures are required for the Pension Board reporting	05 August 2021
0521.03	5	Meeting to be arranged to update the Board on Remedy Project identification of Immediate Detriment affected retired members and members that will be affected	05 August 2021
0521.04	6	HG to arrange a separate meeting with the Board to discuss the risk register and receive their feedback	Before 05 August 2021
0521.05	7	SMacA to provide timescales for the Governance Improvement Actions	Before 05 August 2021
0521.06	7	SMcA to share the TPR COP consultation response with the Board.	Propose to Close Completed 26.05.2021
0521.07	7	The Board requested a deep dive on cyber resilience to discuss the potential impact upon Police members at a future Board meeting	August/November 2021
0521.08		RM to review whether benchmarking would be a future agenda item within the pension platform paper	
0521.09	7	SMacA to supply the Board with an organisational chart of SPPA Management	12 May 2021 Propose to Close