



Attendees:

Shirley Rogers (SR)	Chair
Steven Whalley (SW)	Vice Chair
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 (DRb)	SPPA Interim Chief Executive
Rachel Miller (RM)	SPPA Interim Operational Excellence Manager
Garren Conway (GC)	SPPA Customer Service Manager
Dev Dey (DD)	SPPA Head of Customer Services
Phil Heywood (PH)	SPPA Interim IT Project Director
Stuart MacArthur (SMcA)	SPPA Governance Manager
Molly Wyllie (MW)	SPPA Governance Delivery Lead

Apologies:

Andrew Barker	Pension Board Member
Hannah Grout	SPPA Risk & Assurance Manager

1. Welcome, introductions and declarations of interest

1.1 SR welcomed everyone to the meeting and thanked everyone for their attendance. SR advised that she would leave the meeting at 4.00 pm and that SW would complete the meeting. DRb also advised that he would leave the meeting after the first hour.

1.2 No new conflicts of interest were declared.

1.3 Apologies noted above.

2. Draft minutes and Action Points from last meeting

2.1 Draft Minutes

The draft minutes from the meeting on 12 May 2021 were reviewed and a number of changes were requested: amend minutes to read Scottish Police Authority; availability of abandonment rates to be added as an action, additional risk meetings to be added as an action.

2.2 Outstanding Actions Log

Outstanding actions were reviewed. SR noted that some of the actions required a new target date. SR also commented that accurate actions points should be captured and full progress updates provided. See Annex A below.

P17.06 13/11/19 – communications for the 2015 Remedy to be circulated to the Board prior to issue - remains open
P1120.11 11/11/20 – on hold until the Terms of Reference review is complete and The Pensions Regulator consultation is published – on hold
P0221.01 16/2/21 – actions taken to improve complaints procedure - remains open
P0221.02 16/2/21 – providing quarterly membership movement - remains open
P0221.05 16/2/21 – SD commented that action progress did not correlate to action description – remains open
P0521.01 12/5/21 – resolution of complaint from Scottish Police Authority - remains open
P0521.02 12/5/21 – <i>new action added</i> – to provide MI for emails and calls, including abandonment rate – remains open
P0521.03 12/5/21 – development of KPI and reporting – remains open
P0521.04 12/5/21 – meeting with Board regarding immediate detriment cases - remain open
P0521.05 12/5/21 – <i>action updated</i> - further risk meetings to be arranged – remains open
P0521.06 12/5/21 – <i>new action added</i> - timescales for Governance Improvement actions to be provided – remains open
P0521.07 12/5/21 – Pensions Regulators Consultation response shared with Board members – action closed
P0521.08 12/5/21 – target date 4 November 2021 – remains open
P0521.09 12/5/21 – <i>new action added</i> – review whether benchmarking would be a future agenda item within the pension platform paper – remains open
P0521.10 12/5/21 – organisational chart circulated to Board members – action closed

3. Service Level Agreement (SLA)/Service Improvement Group (SIG)

DRb advised that the SLA and SIG forums had been re-purposed to focus on the recent concerns raised by the Scottish Police Authority (SPA). Their focus would be to agree an improvement action plan and track progress against this. In addition, SPPA were recruiting a Partnership Manager to progress service improvement.

Following discussion it was agreed that:

- correspondence would be shared with the Board
- improvement action plan would be shared with the Board
- commitment to engage with the SPPA Partnership Manager
- focus on taking forward actions

0821.01	SPA correspondence and Improvement Action Plan to be shared with Board members
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4. Operational Excellence Projects Update

RM advised the Business Intelligence Analyst was working on providing a dashboard that would demonstrate key metrics for the Board. This would take time to develop, in the meantime, the current dashboard would continue to be presented.

To support the work of the team, further recruitment was underway for a Data Analyst, Data Scientist and Planning and Performance Manager. In addition, the team had agreed a 12 month trial with Aquilla Heywood using their Insight tool, which would allow the team to produce enhanced data analysis.

The Board asked why some of the current KPIs were less than 100%, commenting it was acceptable to not reach that, but that should SPPA should aspire to it. RM stated that the intention was to set realistic, achievable targets.

The Board asked about communications being prepared for members affected by 2015 Remedy, in particular those members who had left the scheme. AW confirmed that no communication had been issued as the legal position had not yet been received. Retired members would fall into phase two of the project. Phase one was for immediate detriment cases. Broad timescales were outlined, but would not be firmed up until the legal position was known. The Board raised concern about the risk surrounding resourcing and MI assurance. AW confirmed that resourcing for the project had been absorbed by the overall team resource requirement. Resourcing remained a risk, as did MI and these would both be mitigated through SPPA's resourcing plan currently under discussion.

5. Annual Benefit Statements (ABS) 2021

RM advised the Board that a statement would be made available to all eligible members by 31 August 2021. Statements would be uploaded to the Member Self Service (MSS) platform where members could sign in to view them. An email had been issued to eligible members to advise of the change to online statements this year. A further two reminder emails would be issued to encourage members to register for MSS. The Board raised concerns on a number of areas; how the KPI for ABS was measured, in particular accuracy; the timescale for engagement with members, low registration for MSS, availability of hard copy statements; lack of consultation about the move to MSS; consideration not given to running with both hard copy and online statements as an introduction this year and fully online from next year.

A full discussion was held regarding all of the concerns raised. RM confirmed that emails had already been issued to members regarding the move to MSS and a further two were scheduled. Confirmation was also provided that members could ask for a hard copy statement to be issued. The statutory

deadline would be met and most statements were already available online. SR asked that SPPA consider issuing a letter to confirm to members that statements would only be available from MSS. SR and DRb accepted the comments from Board members and agreed that further collaboration was necessary to take this forward.

0821.02	RM to consider issuing a letter to all eligible members to advise that ABS would be available from MSS only
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6. Customer Service Update

GC advised that 41 new staff had been successfully recruited and would be joining the Agency over the summer. The first group of 20 had already received induction and would be moved to training with their team.

GC advised that a phased return to working in the office would take place from October 2021 to April 2022. Staff would be consulted to ensure that their views were taken into account.

GC provided further detail regarding KPI performance, highlighting that transfers had been affected by resourcing, however a recovery plan was in place.

The Contact Centre had resumed a full telephony service from April and scheme specific MI was now available. It was noted that call waiting time had increased, however, in balance, first time resolution had improved. Further resources would be moved to support the team.

It was confirmed that the figures provided for the website were specific to the Police scheme.

GC confirmed that transfers had not achieved the target and that this had been due to lack of resources. SPPA had contacted other UK Public Service pension administrators to discuss areas for improvement and good practice.

7. Update on Pension Platform Programme

PH advised the Board that the paper included a summary of the project over the last 12 months.

PH advised that the current project status was 'red'. This was due to a number of factors which were detailed in the report. The Board were concerned that time to replace and recruit staff would have an impact on the project. PH confirmed that help had been sought from the SG Procurement Department. The project had not yet reached the critical point, the contact award. It was likely to be April 2022 before tenders would be evaluated. The SPPA change capability and risk appetite would also play a role, but the procurement process would need to be complete before reaching that point. SR asked if the Board could assist. PH advised that the longer term engagement with members would be an area that the Board could assist.

15.55 – SR left the meeting
Break 15.55 – 16.10

8. Risk Update and Strategic Risk Register

SW advised that Hannah Grout, SPPA Risk and Assurance Manager had sent her apologies, however, issues raised would be noted and referred for her attention. Discussion was held and it was noted that risk meetings had already taken place but that the Board had requested further meetings be arranged (see action P0521.05 on 12 May 2021). HG would pick this up and contact the Board to make arrangements.

Clarification was sought between the SLT risk register and the scheme risk register. HG to provide further information.

0821.03	HG to clarify the difference between the SLT risk register and the scheme risk register
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The Board raised concern about the significant number of 'red' risks noted on the SLT register and the possible impact on the Police scheme. Following discussion it was agreed that a deep dive on the 2015 Remedy controls and that the individual/s from SPPA to provide updates.

0821.04	SPPA to arrange deep dive on the 2015 Remedy controls to include updates from relevant SPPA staff
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9. Policy IDRP Update

One case received in the first quarter, still outstanding. No discussion on this agenda item.

10. Governance Update

SMacA advised that progress had been made on the revision of the Terms of Reference (ToR) and improvement actions. A final draft would be provided for the November meeting. The Board Effectiveness survey would be on hold until the ToR had been finalised.

0821.05	SMacA to provide final draft of the Terms of Reference and improvement actions for November meeting
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Training sessions had been provided for ABS/AA and Risk. Further sessions would be arranged on the topics of Scheme Valuation Process and Cyber Security.

The Internal Audit Corporate Governance Review final report had not yet been received. A copy would be shared with the Board when this was received. DC asked that a copy of the Governance Review ToR be shared with the Board

0821.06	SMacA to circulate the Internal Audit Corporate Governance Review ToR to the Board
0821.07	SMacA to circulate the final Internal Audit Corporate Governance Review Report to the Board

The SPPA Framework document had been updated and approved and would be published on the website.

SMacA advised that The Pensions Regulator (TPR) had re-commenced the Relationship Supervision. A schedule of meetings had been arranged with TPR which included meeting the Chair and Vice Chair and representatives from TPR attending the next Board meeting in November. Board members should forward any questions or issues to SW.

11. Any Other Competent Business

No further business was raised.

13. Dates for further meetings

Date of next meeting – 4 November 2021. SMacA advised that meetings would continue to be virtual for some time.

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	Para	Action	Target Date
0821.01	3	Correspondence and Improvement Action Plan to be shared with Board members	When available
0821.02	4	RM to consider issuing a letter to all eligible members to advise that ABS would be available from MSS only	Asap
0821.03	9	HG to clarify the difference between the SLT risk register and the scheme risk register	Asap
0821.04	9	SPPA to arrange deep dive on the 2015 Remedy controls to include updates from relevant SPPA staff	Before next Board meeting
0821.05	10	SMacA to provide final draft of the Terms of Reference and improvement actions for November meeting	When available

0821.06	10	SMacA to circulate the Internal Audit Corporate Governance Review ToR to the Board	When available
0821.07	10	SMacA to circulate the final Internal Audit Corporate Governance Review Report to the Board	When available