

Meeting	Management Advisory Board
Meeting date	16 November 2021
Meeting time	13:00-15:00
Meeting location	MS Teams

Members in attendance	Mark Adderley	Non-executive Board Member
	Ian Forbes	Non-executive Board Member
	Liz Holmes	Non-executive Board Member
	Helen Mackenzie	Non-executive Board Member
	Jane Malcolm	Non-executive Board Member (until item 12)
	Norman McNeil	Non-executive Board Member
Other attendees	David Robb	Chair, Chief Executive (Interim)
	Iain Coltman	Head of Regulatory Affairs (Interim)
	Garry Cossar	Head of Colleague Experience (Interim)
	Dev Dey	Head of Customer Services
	Hannah Grout	Risk and Assurance Manager
	Phil Heywood	Programme Manager, Pension Platform Programme (item 8)
	Ian Howie	Deputy Director for Collaborative and SG Procurement
	Stuart MacArthur	Governance Manager
	Rachel Miller	Head of Operational Excellence (Interim)
	Andre Morelli	Head of Digital and IT
	Karen Morley	Head of Finance, Procurement and Risk
Apologies	Lesley Fraser	Director General: Corporate
Minute taker	Marnie Davis Wood	Governance Delivery Lead
Observing	Demi Ditchburn	Governance Officer

1. Welcome and apologies

- 1.1 Apologies were received from Lesley Fraser and the Chair welcomed Ian Howie, attending on her behalf.
- 1.2 The Board noted that there had been an updated version of the Annual Report and Accounts circulated prior to the meeting and that this was the correct version for consideration.

2. Declaration of interests

- 2.1 There were no changes to the Register of Interests nor were there any declarations of interest in the business to be conducted.

3. Previous Meeting

- 3.1 The committee agreed that the minutes of the previous meeting were a true and correct record.
- 3.2 Members reviewed the action tracker. The following actions were approved for closure:
 - MAB 0821.02
 - MAB 0821.03
 - MAB 0821.04
 - MAB 0821.06
 - MAB 0821.07
 - MAB 0821.08

3.3 The Board received verbal updates on all of the outstanding actions. The following was agreed:

0720.03 – Roll this action forward to the next meeting.

0421.02 – Roll this action forward to a future meeting

0421.06 – The Board wishes to understand the strategy for development of Management Information and requested that this be presented to the January 2022 meeting.

Action 1121.01: Rachel Miller to present a paper to the January 2022 meeting of MAB providing an update on the Management Information strategy.

3.4 Further to discussion of the actions, members reminded SLT colleagues that the non-executives are there to offer strategic guidance and support. Members felt they can be under-utilised at present and this was reflected in the actions discussion where in some cases suggested actions are not being dealt with as swiftly as expected.

4. Audit and Risk Committee Report

4.1 The Chair of the Audit and Risk Committee presented a verbal update on the meeting held on 28 October 2021. She highlighted areas of discussion including the key risks of the pensions platform; data security; internal controls; staff engagement, retention and capability, and informed the Board that the Committee had received the 2020 Annual Benefit Statement Incident Report update as requested by the Board.

5. Interim Chief Executive Report

5.1 The Board noted the report and discussed the following:

- The completion of the Pensions Platform Programme (PPP) pre-procurement gateway
- Staged return to Tweedbank office with hybrid working
- On-boarding of new pensions administrators
- Leadership capacity building

5.2 The Board highlighted their wish to see the leadership development programme continue, regardless of the outcome of the Chief Executive recruitment exercise underway.

6. Head of Finance, Procurement and Risk Report

6.1 Karen Morley (KM) introduced the report and thanked Board members for their questions prior to the meeting. The following was discussed:

- The allocation for the remainder of the current financial year and an indicative budget for 2022-23 are in place.
- There is no additional funding from Scottish Government for some of the reported pressures.
- The reduction of the forecast overspend, with more certainty about staff and other costs.
- The variance between permanent and agency staff is now clear for reporting.
- The prioritisation within the finance team of the PPP procurement business case.
- A request to see prior year figures for benchmarking purposes.

6.2 KM informed the Board of a typographical error on page 5 of her report, noting the correct Annually Managed Expenditure forecast outturn figure, including variance, as £6,121 million.

7. Agency Annual Report and Accounts – Progress Update

- 7.1 KM reported that the Audit has concluded, the auditors are satisfied with the accounts, and the full Audit Scotland report will be issued when the scheme accounts have also been completed.
- 7.2 The Board noted that there were some typographical inconsistencies with Liz Holmes' name in the document and it was agreed these would be corrected before publication.
- 7.3 The Board recommended to the Accountable Officer that he sign the accounts.

Action 1121.02: David Robb to sign the Annual Report and Accounts and these to be laid before Parliament on 23 November.**8. Pensions Platform Programme Update**

- 8.1 Phil Heywood (PH) introduced the report to the Board, highlighting the conditional Ministerial approval of the procurement launch and discussing with the Board the necessary planning and resourcing for implementation and the risk in relation to the Agency's business readiness for the change.
- 8.2 The Board discussed the opportunities in relation to recent recruitment activity, the anticipated flexibility of the software and collaboration opportunities with others in the sector.

Action 1121.03: Resource Capital Risk to be included in the PPP report for future meetings (PH).**9. 2015 Remedy Project Update**

- 9.1 Andre Morelli introduced the report. Discussion focussed on:
- Informing Scottish Government of the full lifetime cost of the project to plan for complete delivery
 - User-led service transformation
 - Any equality and diversity implications
 - Risk assurance
 - Communications to members and with Pension Boards

10. Board Governance Update

- 10.1 Stuart MacArthur (SM) presented the report and the Board discussed:
- The 2022 Governance Business Planner
 - Recruitment for a Board and Audit and Risk Committee member to replace Liz Holmes when her term ends in March.
- 10.2 The Board agreed that a strategic planning session should be held in the new year.

Action 1121.04: Add Terms of Reference review to the Management Advisory Board and Audit and Risk Committee business planners for January (Marnie Davis Wood).**Action 1121.05: Governance Team to schedule a strategic planning day for the Board in early-mid 2022.****Action 1121.06: SM to discuss with Human Resources how best to include reporting on the workforce plan in the annual business planner.****11. Pension Board Update**

- 11.1 The Board received a report on the November Pension Board meetings and discussed the relationship between Pension Boards and the Management Advisory Board.

Action 1121.07: Board to discuss the relationship between Pension Boards and the Management Advisory Board at a future meeting in order to understand and clarify the relationship. (Chair)

12. Department Updates

12.1 Update reports were received from the following departments and discussed as follows:

- Colleague Experience
- Customer Service
- Operational Excellence
- Regulatory Affairs
- Digital & IT

12.2 The Board discussed the following in relation to the reports:

- Practitioner contributions
- Transformation agenda
- Staff survey and actions being taken to engage and motivate staff
- Oracle patching
- The need for an Equality Impact Assessment in developing or reviewing regulations
- The progress of The Pensions Regulator relationship supervision.

Action 1121.08: Circulate The Pensions Regulator’s report on relationship supervision to Board members when it is completed. (SM)

Action 1121.09: Complete an Equality Impact Assessment for the 2015 Remedy Regulations and circulate to the Board when completed. (Iain Coltman)

13. Workforce Planning Update

13.1 The Board noted the paper that had also been presented to and discussed at Audit and Risk Committee.

14. AOB

N/A

15. Key messages to relay to staff from this meeting

15.1 The Chair summarised the meeting, noting that the Board recognised that the Agency is going through a transitional period. They welcomed the significant achievements of the Agency’s staff in recent months and maintained a close interest and supportive challenge around the changes and the magnitude of work coming up.

Version Control		
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Date minutes sent to chair	2 December 2021	1.1
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