

<b>Meeting</b>	Management Advisory Board
<b>Meeting date</b>	26 January 2022
<b>Meeting time</b>	10:00am – 1:00pm
<b>Meeting location</b>	MS Teams

<b>Members in attendance</b>	Mark Adderley	Non-executive Board Member (until 12:00)
	Ian Forbes	Non-executive Board Member
	Liz Holmes	Non-executive Board Member
	Helen Mackenzie	Non-executive Board Member
	Jane Malcolm	Non-executive Board Member (9am – 11am; 12:00 – 1pm)
	Norman McNeil	Non-executive Board Member
<b>Chair</b>	David Robb	Chief Executive Officer
<b>Other attendees</b>	Iain Coltman	Head of Regulatory Affairs (Interim)
	Garry Cossar	Head of Colleague Experience (Interim)
	Dev Dey	Head of Customer Services
	Craig Gardiner	Transformation Director (Interim)
	Phil Heywood	Programme Manager, Pension Platform Programme (item 13)
	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
<b>Apologies</b>	Lesley Fraser	Director General: Corporate
<b>Minute taker</b>	Marnie Davis Wood	Governance Delivery Lead

## 1. Welcome and apologies

1.1 Apologies were received from Lesley Fraser.

## 2. Declaration of interests

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

## 3. Minutes of the previous meeting

3.1 The committee **agreed** that the minutes of the meetings held on 16 November 2021 and 20 December 2021 were a true and correct record.

## 4. Actions

4.1 Members reviewed the action tracker. The following actions were approved for closure:

MAB 0720.02  
MAB 0720.03  
MAB 0421.04  
MAB 0421.09  
MAB 0821.01  
MAB 1121.02  
MAB 1121.03  
MAB 1121.04  
MAB 1121.08  
MAB 1121.09

4.2 Updates were received in relation to other actions, including:  
0421.06 – MI Strategy update: In progress, new target date to be set for end of March 2022 and an update will be provided at the next Board meeting. This action to be merged with 1121.01.

## 5. Audit and Risk Committee Update

- 5.1 The Committee Chair provided a verbal update on the meeting held on 20 January 2022. In addition to the issues discussed that are documented in the minutes, the Committee Chair informed the Board that she and the Chief Executive would meet quarterly with the Director General: Corporate. David Robb (DR) informed members that he would be seeking to meet with them 1:1 in the coming weeks to discuss strategic planning.

**Action 0122.01:** Circulate to Board members the Role of the Accountable Officer slide pack that was provided to the Audit and Risk Committee for information (Marnie Davis Wood (MDW)).

## 6. Agency Performance Report

- 6.1 DR introduced the Agency Performance Report, noting that it was a new format and a more comprehensive performance report than had been presented to the Board in the past. In providing feedback on the structure of the reporting pack, the Board noted:
- The move towards a broader, balanced scorecard approach and the need to continue this development
  - The need to improve the people measures
  - A desire from the Board to also understand where things had not gone well – challenges as well as successes
  - The opportunity to link performance indicators to the risk register
  - The importance of considering tolerances and targets
  - The need for clarity on which of the metrics assist the Board in understanding the health of the Agency and the need to streamline the pack to highlight these.
- 6.2 In relation to the quarterly results, discussion covered:
- The appropriateness of the target for complaints responses
  - Measuring success of the staff induction programme
  - Managing backlog and outstanding tasks
  - Regulatory risk related to individual member cases where Annual Benefit Statements have not been delivered
  - Leadership development.

**Action 0122.02:** DR to discuss the leadership development work with Mark Adderley separately.

- 6.3 Craig Gardiner (CG) introduced himself and delivered a presentation on the approach to change within the Agency. The Board discussed:
- Communications with staff about the change process, with particular attention to intended outcomes and language
  - The balance required between flexible, agile working and accountability and performance reporting
  - Resource pressures relating to the changes required

## 7. Strategy and Business Plan Review

- 7.1 Garry Cossar (GC) presented a paper, highlighting:
- The collaborative approach to developing the strategy and business plan
  - Focus on people, performance and place
  - Work across the agency on 'bringing the outside in'
  - Colleague sessions currently underway that will assist in developing a more collaborative strategy and accessible strategic narrative
  - The contribution of the pending capability and capacity review.
- 7.2 The Board discussed the following in relation to the strategy:
- The importance of a concise strategy document with clear objectives
  - Seeking clarification on the Scottish Government's requirements of the Agency
  - The strategy as a live document with clear means of monitoring progress.

**8. Agency Finance Report**

8.1 Karen Morley (KM) introduced the report, highlighting:

- The Agency is managing down the forecast overspend and is likely to come in on budget this financial year.
- Figures are being prepared for the Spring supplementary estimate in relation to the two scheme budgets
- Administration budget pressures in 2022-23
- Revision of budget allocations within the Agency to ensure priorities are funded
- Opportunities to improve efficiency in our processes to demonstrate better financial management
- Staffing progress in the finance team.

8.2 The Board discussed:

- Value for money measures that may contribute to staff communications in relation to transformation
- The potential for more accuracy in budgets to enable discussion of the difference in relation to actual spend and reasons for movement and changes to budgets.

**9. Annual Strategic Risk Report**

9.1 KM introduced the paper, highlighting:

- The recent significant changes to the Agency's risk management approach
- The value of the Risk Champions Network
- Improvements to Pension Boards' risk registers in relation to scheme-specific risks
- Work underway on improving accountability to deliver the outcomes of audit reports.

9.2 The Board discussed the streamlining of the risk registers to be clearer about what the strategic risks are. The Board also noted that the maturing and developing of the risk management approach is a success story for the Agency and wished to record their thanks to Hannah Grout and the team for this work.

**10. People Survey Report**

10.1 GC provided an overview of the Agency's performance in the October 2021 People Survey, noting that:

- The Agency's score had increased in each of the nine key elements from 2020
- Trend is in the right direction, but there are still areas where scores are low and work is needed
- The official benchmark report is yet to be released.

10.2 In relation to the survey results, the Board discussed the following issues:

- The alignment of objectives in individual performance conversations
- Learning and development as an area for improvement
- Leadership and change being an area of focus as the leadership stabilises in 2022
- The impact of remote working
- How action plans will be implemented and tracked from the ground up.

**11. Board Governance Report**

11.1 Stuart MacArthur presented a report, requesting the Board's input on the proposed changes to the Terms of Reference and noting the work underway with The Pensions Regulator.

11.2 In relation to the Terms of Reference, the Board discussed:

- The need for a review of the Chairing arrangements for Board meetings to enable the Chief Executive to participate more effectively in meetings

- The need for a review of the language around holding officials to account in relation to risk and ensuring the language reflects the advisory nature of the Board, taking assurance from the Audit and Risk Committee
- The role of the Fraser Figure.

11.3 The Board noted the work on The Pensions Regulator Supervisory Report and encouraged the Agency to complete a read-across from the scheme-related actions to consider whether there are any actions applicable to the whole Agency.

**Action 0122.03:** Governance Team to review the wording of the Terms of Reference in relation to the role of the Board in risk assurance and circulate to members for further comment. (SM)

**12. 2015 Remedy Update**

12.1 The Board considered the report provided and discussed the role of Subject Matter Experts in the life of the project, specifically in the customer service Winter Plan, policy definition documents and data analysis.

**13. Pension Platform Programme Update**

13.1 Phil Heywood presented the update to the Board, noting that the procurement was underway – the ITT had issued on 12 January - and planning was now underway for evaluation and moderation. The Board discussed:

- Business readiness for delivery of the new platform while continuing to deliver business as usual
- Importance of preparedness for tender evaluation.

**14. Any other business**

14.1 The imminent return to hybrid working arrangements following the COVID-19 Omicron variant was discussed.

14.2 Liz Holmes (LH) offered to extend her service to the Board if necessary until the role is filled in April 2022 and attend the April meeting. The Chair and Board members agreed that this would be beneficial to the Agency and thanked LH for her offer.

**Action 0122.04:** Governance Team to formally extend Liz Holmes' membership until end April 2022 (MDW).

**15. Date of next meeting**

15.1 The next meeting will be held on 6 April 2022.

Version Control		
		Version number
Date minutes sent to chair	9 February 2022	0.1
Date approved by chair	21 February 2022	1.0
Date approved by board/committee	6 April 2022	1.0
Date of publication	8 April 2022	1.0