



<b>Meeting</b>	Scottish Teachers Pension Board
<b>Meeting date</b>	19 May 2022
<b>Meeting time</b>	14:00 – 17:00
<b>Meeting location</b>	Hybrid

Attendees	Clare Scott (CS)	Chair
	Ray Martin (RJM)	Vice Chair*
	Brian Cookson (BC)	Board Member*
	John Crichton (JC)	Board Member*
	Leah Stalker (LS)	Board Member *
	Drew Morrice (DM)	Board Member
	Graham Hutton (GH)	Board Member*
	Sharon McKenzie (SM)	Board Member*
	Louise Wright (LW)	Board Member*
	Brian McGinley (BM)	Board Member*
	Andy McGoff (AM)	Board Member
	Pete Smith (PS)	Board Member*
Other attendees	David Robb (DR)	SPPA Chief Executive
	Garry Cossar (GC)	SPPA Interim Head of People, Strategy & Communications
	Craig Gardiner (CG)	SPPA Interim Chief Operating Officer
	Iain Coltman (IC)	SPPA Interim Head of Pension Policy
	Paul O'Donnell PD)	SPPA Pension Platform Senior Project Manager*
	Trish Brady-Campbell (TBC)	SPPA Head of User Centred Design*
	Phil McKibben (PM)	SPPA Financial Controller*
	Hannah Grout (HG)	SPPA Risk and Assurance Manager*
	Stuart MacArthur (SMacA)	SPPA Corporate Governance Manager
Observer	Maureen Kennedy (MK)	Prospective Board Member*
Apologies	Dave McGinty (DMc)	Board Member
	Karen Morley (KM)	SPPA Head of Finance, Procurement & Risk
	Phil Heywood (PH)	SPPA Pension Platform Programme Director
Minute taker	Clare Moffat (CM)	SPPA Governance Delivery Lead

\* attended remotely

## 1. Welcome and apologies

1.1 The Board noted apologies.

1.2 The Chair advised Cllr Charles Buchan had resigned, and this was her final Board meeting before joining SPPA Management Advisory Board (MAB) and Audit & Risk Committee (ARC).

POST MEETING NOTE: The Chair agreed to continue in role until new appointment is made

1.3 The Chair welcomed Maureen Kennedy, prospective Board member and welcomed NASUWT's early succession planning.

1.4 There were no declarations of interest in the business to be conducted.

## 2. Minutes of the previous meeting

- 2.1 The Board agreed that the minutes of the previous meeting were a true and correct record.

### **3. Corporate Plan and Performance Report**

- 3.1 GC provided an overview of SPPA's new Corporate Plan which outlined aims and objectives for the next five years and supported by the Annual Business Plan, provided SPPA with meaningful goals to help deliver its vision.
- 3.2 The Board discussed the Net Promoter Score (NPS) and that it was not a good feedback tool. GC confirmed NPS was being measured only to track progress and would not be routinely reported on.
- 3.3 The Board requested definition of customer complaints and disputes. Further detail to be provided by SPPA.
- 3.4 The Board noted that the Police & Firefighters were specifically mentioned in the performance report and queried whether Teachers scheme members were specifically targeted to increase usage of online service. GC confirmed the online service was generally promoted, without specific scheme focus.
- 3.5 The Board suggested member satisfaction should be measured in other areas of processing, in addition to telephony and email contacts, and commented the new performance pack did not provide the breadth of data required.
- 3.6 The Board reiterated its request for the dashboard template agreed by the Board in September 2021 to be used by the agency to report administration performance.
- 3.7 The Board queried the achievability of the target to reduce seconded staff to less than 5% of overall workforce. GC outlined the recommendations of the Internal Audit Capability and Capacity review included workforce planning and flexibility around recruitment.
- 3.8 A discussion on SG spending review followed where DR provided assurance to the Board that SG intended to take different approach to HM Government although emphasised affordability issues would have to be addressed.
- 3.9 The Chair suggested to SPPA that a comparison of services and operational costs with peers. GC confirmed a resource review was included within PPP and although SPPA had an immature resource model previously, challenges with capability were now measured by effectiveness [rather than headcount] and SPPA aimed to improve digital skill set.
- 3.10 The Board encouraged SPPA to engage with employers, members and other stakeholders to gather effectiveness feedback.
- 3.11 GC confirmed health, well-being, diversity and inclusion were key areas of focus within SPPA and agreed to share more information on targets, new metrics and score calibration on inclusion and diversity with the Board.
- 3.12 CG then highlighted the key notes of the scheme-specific performance statistics which included:
- 17.9% more awards than at this time in 2021
  - Estimates backlog down to less than 1000
  - Turnaround time for pension transfers now under 3 weeks (was 12 week waiting list)
- 3.13 Discussion followed on the support available to assist members' understanding of benefits throughout their pension journey, as outlined in Corporate Plan, and how the Board could support SPPA with the broader education of the scheme by encouraging employers and member organisations to include pension information on intranet, e.g. signpost to online calculators. SPPA confirmed stakeholder engagement was a key focus of the Partnership Manager role.
- 3.14 The Board suggested employers and member organisations could promote the use of the Member Online Portal (Pulsion) and/or notify staff when ABS were uploaded. GC confirmed SPPA now had an Employer Communications Plan in place, which will be shared with the Board.

- 3.15 The Board discussed concerns regarding members who leave the scheme without seeking advice. The Chair agreed this was a risk however noted this was reviewed by the Board in 2021 and found the SPPA website member information to be very clear.

*Progress on outstanding actions noted as follows:*

Action	Remains open	Closed
T15.03	Employer charter (links to T0522.05)	
T22.09	Business performance management	
T0921.07	Data improvement plan and annual data standards report	
T0222.03	Review data format of performance report	
T0222.04		Analyse increase in retirement applications
T0222.05	Service standards review	

*New actions were noted as follows:*

T0522.01	SPPA to circulate process for complaints and disputes and provide figures for each, showing those upheld and not upheld
T0522.02	SPPA to change telephony-based terminology
T0522.03	SPPA to circulate diversity and inclusion information to the Board, including targets, metrics and calibration of score
T0522.04	SPPA to circulate Employer Communication Plan (this action links to, but does not replace, existing action T15.03)

#### 4. Risk Reporting Update

- 4.1 HG provided an overview of the report and noted feedback from the Board which included the format of the register, concerns that the data risk showed green and the employer charter was on hold, plus suggestions to improve presentation.
- 4.2 The Chair suggested that the Board does not need to see all historic risks every meeting and the Vice-Chair suggested a summary of historic risks would be sufficient.

*Progress on outstanding actions noted as follows:*

Action	Remains open	Closed
T1121.05	Teachers- specific risk register development	
T0222.10	Missing breaches on breach log	

*A new action was noted as follows:*

T0522.05	HG to change presentation of Risk paper; create summary of new and key risks and mitigations; and condense historic breaches for Board, per offline advice from the Chair
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#### 5. Policy Update

- 5.1 IC highlighted the following:
- ongoing consultation on phased withdrawal for Independent Schools,
  - the impact of a long-running non-medical appeal on IDRP stats
  - a consultation on eligibility was expected by the end of summer 2022, which the Board will be notified of.
- 5.2 The Board expressed concerns regarding alternative pension provision for employees of withdrawn organisations and possible changes to eligibility criteria which may change

membership. The Chair highlighted that this was not within the Board's remit however the Board should be aware of changes which will affect the administration of the scheme.

- 5.3 IC provided background on how the 2019 changes to discount rate affected funding for employers and confirmed there were no implications for the scheme following the publication of the Government Actuary's Department cost cap valuation report.

*Progress on outstanding actions noted as follows:*

Action	Remains open	Closed
T8.11	Eligibility Review - summer 2022	
T1121.06	Opt out reports	

## 6. Pension Platform Programme

- 6.1 The Chair asked for their well wishes be passed on to PH and introduced PD who provided an overview of the programme, which included high-level updates on procurement exercise, recruitment and resourcing.
- 6.2 PD explained some appointments were secondments in order to move staff quickly into the programme to get working groups set up.
- 6.3 DR explained role of Head of Digital Transformation & IT Operations did not exist after the recent restructure and provided assurance that SPPA Executive Team remain focussed on developing a strong IT team to achieve its objectives. CG explained this included a review of IT structure to futureproof SPPA's IT capability.
- 6.4 PD introduced TBC who explained user centred design would primarily focus on the programme and later broaden to refine user experience through user engagement and research, design and testing. The Board agreed to support and engage in the process to ensure users' needs were at the heart of services.

## 7. Projects

- 7.1 The Chair introduced paper 5b and under ABS/AA project, noted the following:
- SPPA engaged with Heywood to run more calculations through Altair
  - SPPA was actively resolving resource issues (amber status)
  - Board subgroup now in place to monitor returns from employers and provide oversight on challenges.
- 7.2 CG confirmed SPPA taking more proactive approach to ensure employer return deadline is met through ongoing engagement and pressure.
- 7.3 RJM reminded the Board the 2021 subgroup recommended the introduction of SPPA charges for employers who cause additional administration by submitting their returns late and affected SPPA's ability to meet statutory requirements.
- 7.4 RJM outlined the ABS/AA subgroup required another employer representative to balance the membership and asked volunteers to contact [SPPAGovernance@gov.scot](mailto:SPPAGovernance@gov.scot). Next meeting to be held in late June 2022.
- 7.5 LW added that alongside the ABS/AA subgroup is the SSTA Technical Working Group (SSTA TWG). Local Government employers and SPPA met on 18 May 2022 to discuss quality of data and good practice. LW informed the Board that COSLA gained insight from some councils last year of issues with annual returns and emphasised focus on data being sent to SPPA on time.
- 7.6 DR confirmed SPPA would seriously consider administration charge proposal. The Chair advised many LGPS schemes have charging built into their administration strategy.
- 7.7 DM asked if any issues had been raised with SPPA around API impact on GMP communications. CG agreed to check and confirm.
- 7.8 DR confirmed CG was now SRO for Remedy Project.

*Progress on outstanding actions was noted as follows:*

Action	Remains open	Closed
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T0222.01		API 2022 communications
T0222.02		Arrange membership of ABS working group

*New actions were noted as follows:*

T0522.06	ABS/AA subgroup employer representative volunteer(s) to contact SPPAGovernance@gov.scot
T0522.07	SPPA to consider administration charge proposal for employers who submit annual returns much later than 31 May deadline
T0522.08	CG to confirm if any issues/feedback received on GMP communications, specifically around API impact on GMP

## 8. Governance update

- 8.1 SMacA raised awareness of succession planning as some tenures were due to end within next 12 months, and thanked BC and NASUWT union for good practice with proactive handover and planned successor MK observing Board meetings; and reiterated SPPA will support organisations during this process.
- 8.2 The Chair encouraged JC, COSLA, SM, PS to stay in touch with SPPA when planning succession over the next few months.
- 8.3 SPPA confirmed the Chair was joining MAB and hence resigning as Chair. SMacA confirmed SPPA would begin the Public appointments process to recruit a new Chair. The Board and SPPA thanked the Chair for her support.
- 8.4 SMacA highlighted key points, which included:
  - Successful delivery of Code of Practice webinar. New tracker will be shared with the Board in September 2022, frequency of reporting yet to be agreed
  - Consultation on new governance policies ends 20 May 2022, final versions will be shared with the Board mid-June 2022
  - Governance statement for the Annual Report & Accounts for the Scheme and the Board would be asked to comment on this.
  - SPPA thanked CS and RJM for creating the Annual Report and asked the Board to approve this document.
- 8.5 The Chair suggested the Board's Annual Report could be used for the Governance Statement. SMacA stated this may duplicate information in other areas. Agreed discussion to continue offline.
- 8.6 The Board agreed to defer agreement on reporting frequency of Code of Practice tracker until after initial viewing in September. The Chair suggested that the frequency may depend on the level of compliance.
- 8.7 The Board approved the Annual Report subject to:
  - Board members to advise if training information was accurate
  - Chair to add a comment around remote Board meetings and effect of pandemic.

*Progress on outstanding actions noted as follows:*

Action	Remains open	Closed
T0222.01		API 2022 communication
T0222.06	Effectiveness review	
T0222.07	New governance policies	
T0222.08		Revised TOR published

## 9. Finance report

- 9.1 PM introduced paper 6b in KM's absence and highlighted an exceptional MAB meeting may need to be called to approve the Annual Accounts. When signed off, these will be shared with the Board.
- 9.2 The Chair encouraged processes be aligned to the responsibilities outlined in the Code of Practice and was reassured KM would own all finance-related areas within the Code.

*Progress on outstanding actions noted as follows:*

Action	Remains open	Closed
T0222.09	Financial report to include contribution monitoring	

## 10. AOCB

- 10.1 The Chair advised RJM would attend the next SAB meeting.
- 10.2 DR thanked CS for her hard work over the last couple of years.
- 10.3 The Chair encouraged the Board to attend at least some meetings in person where possible, and suggested maximising certain meetings for fuller attendance onsite.
- 10.4 The Chair thanked MK for observing, wished her well in her role and thanked the Board for their help and support.

## 11. Next meeting

8 September 2022.

## Summary of new Actions

T0522.01	SPPA to circulate process for complaints and disputes and provide figures for each, showing those upheld and not upheld
T0522.02	SPPA to change telephony-based terminology
T0522.03	SPPA to circulate diversity and inclusion information to the Board, including targets, metrics and calibration of score
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Version Control		
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Date minutes sent to chair	07/06/2022	0.1
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