



<b>Meeting no. 30</b>	Scottish Firefighters Pension Board
<b>Meeting date</b>	30 August 2022
<b>Meeting time</b>	10:00 – 13:00
<b>Meeting location</b>	Hybrid

<b>Members</b>	William Littleboy (WL)	Chair
	Andy Marchant (AM)	Vice Chair
	Alan Duncan (AD)	Board Member
	Steven Wright (SW)	Board Member
	Ross Haggart (RH)	Board Member
	John McKenzie (JMCK)	Board Member
	Gus Sproul (GS)	Board Member
	Scott McCabe (SMcC)	Board Member
<b>SPPA Attendees</b>	David Robb (DR)	SPPA Chief Executive
	Karen Morley (KM)	SPPA Head of Finance
	Craig Gardiner (CG)	SPPA Interim Chief Operating Officer
	Gary Cossar (GC)	SPPA Head of People, Strategy and Communications
	Phil Heywood (PH)	SPPA Head of Pension Platform Procurement
	Hannah Grout (HG)	SPPA Risk and Assurance Manager
	Iain Coltman (IC)	SPPA Head of Policy
	Stuart MacArthur (SMacA)	SPPA Corporate Governance Manager
	Donald Forbes (DF)	SPPA Partnership Manager
<b>Apologies</b>	N/a	
<b>Minutes</b>	Clare Moffat	SPPA Corporate Governance Lead

## 1. Welcome and introductions (including declaration of conflict of interest)

The Chair opened the meeting and welcomed everyone.

1.1 No conflicts of interest were declared.

### 2.1 Draft minutes from previous meeting

The minutes from the meeting of 17 May 2022 were adopted.

## 3. Actions outstanding

All outstanding actions were reviewed and closed.

### 4a. Performance Report

CG introduced the performance report and highlighted:

- significant improvement in call wait times and abandonment following pilot to transfer calls straight to the Fire administration team

- the number of new awards was three times higher in Q1 2022-23 than in Q1 2021-22.
- new registrations to MSS was low this quarter
- email response rate started to improve (increased to 93% in August 2022)

The Board acknowledged the positive steps taken by SPPA to improve performance in key areas, queried whether MI could be made available to:

- reflect the cumulative MSS registration as a % of overall scheme membership,
- MSS registration as a % of retained membership
- when and why members contact SPPA via MSS and
- identify how members' needs were being met at first point of contact.

SPPA was considering trialling a new contact form, to enable more efficient answering of member queries by reducing number of email exchanges to gather necessary information.

Discussion highlighted that call answer KPI was 300 seconds yet in the week prior to the meeting, Firefighter call lines' average time to answer was 17 seconds, a positive step towards more stable service delivery.

The Board reminded SPPA of Equality Impact Assessments (EIA) legislation of 2010 and recommended SPPA incorporate EIAs for new policies/processes. Board members offered to help with this, and it was agreed SPPA would update on progress made at future board meetings.

The board requested SPPA to review the membership data provided, particularly the widows/dependents totals, and asked for further information on overall scheme membership. The participation data of active members provided for the SAB could be shared with the Board, if requested, however IC confirmed the Firefighters scheme has a high participation rate at approx. 98% (including RDS)

<b>F0822.01</b>	SPPA to populate performance pack agency actuals vs targets, and consider gathering MI in relation to MSS usage, to reflect: <ul style="list-style-type: none"> <li>• % of overall scheme membership registered on MSS</li> <li>• % of retained members on MSS</li> <li>• MSS engagement after registration (why and when)</li> </ul>
<b>F0822.02</b>	SPPA to consider including Equality Impact Assessments for new processes and report back to the Board
<b>F0822.03</b>	SPPA to confirm membership MI and share SAB participation rates paper from SAB

#### **4b. Risk update**

HG presented the risk report, which showed little movement of risks. The ET risk register had been reviewed and HG proposed a workshop to review the board-specific register, discuss reducing risk likelihood and add EIAs to registers, where applicable. Following concerns raised by the Chair that the risk registers did not seem so reflect the low KPI performance, it was agreed HG would contact the Board to schedule a workshop to review and ensure risk registers reflect the current position.

A discussion followed around SPPA's capacity to meet workload demands and gaps in skills and knowledge, recommendations from the 2021 Internal Audit Capacity and Capability Review and current recruitment activity.

KM also updated the Board on ET7/8, following the submission of an emergency budget return to SG.

<b>F0822.04</b>	SPPA Risk & Assurance Manager to facilitate risk workshop with Board members and consider how poor KPI performance is reflected in risk register
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### 5a. Pension Platform Programme

PH advised that the overall programme status was amber and discussed progress made to on key risks:

- contract and commercial management capability ahead of contract award,
- Gate 3 Investment Decision assurance review
- Programme change and digital team recruitment ahead of planning/mobilisation stage (November 2022).

DR reinforced the report and endorsed PH's comments noting the favourable results of the Gateway 3 review and positive response on recruitment. He added PH is leaving the Programme at the end of September 2022 and a new Programme Director will be recruited.

Both SPPA and the Board thanked PH for his leadership of the Programme.

### 5b. Projects Summary

The Board noted the success of the 2022 ABS exercise and asked if there was data to outline how many members had already accessed their ABS online. CG confirmed he did not have that data to hand so this will be shared offline or at the next meeting.

<b>F0822.05</b>	SPPA to share data on number of members who accessed their ABS online before 01/09/2022
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### 5c. McCloud 215 Remedy

CG presented the report and outlined the positive steps made to alleviate the resourcing risks and challenges to supplier. The Board asked what would happen if the supplier did not deliver a solution at a viable price and on time and were reassured that the worst case scenario would be to use the stand-alone GAD calculator to enable award calculations.

The group discussed the status of immediate detriment payment plans and the actions that would be required should the remedy be resolved earlier [with payments made based on old claims]. IC updated on the current situation and confirmed SPPA will work with SFRS and SAB to progress once approach is agreed by HMRC and HMT. CG advised there are approx. 700 members affected across the Police and Firefighters schemes (breakdown to follow) and that analysis had already begun to assess priority.

It was the agreed a risk register update to capture the risks highlighted during these discussions should include the legal challenge to the cost cap directions including remedy costs. The Board discussed the positive feedback received to date on modeller and Board members were encouraged to engage with members to gather further feedback.

<b>F0822.06</b>	SPPA to update risk register to reflect possibility of : <ul style="list-style-type: none"> <li>• supplier not delivering solution within budget or timescale</li> <li>• different resolution to remedy issue (based on old claims)</li> <li>• legal challenge to cost cap direction including remedy costs</li> </ul>
<b>F0822.07</b>	SPPA to advise earlier resolution to immediate detriment remedy issue should Scot Gov intervene

## 5d. User-centred Design

CG provided additional survey data:

- 74% responded good or very good
- 35% of respondents were not registered with MSS prior to retirement
- 43/1385 respondents had retired from the Firefighters scheme.

## 6a. Governance Update

The Board noted the contents of the paper and unanimously approved the new Terms of Reference.

The Board shared positive feedback on the report however the Chair highlighted concerns on the amount of work required by SPPA to maintain the Code of Practice compliance tracker. SMacA advised the creation of this mechanism was recommended from Relationship Supervision and confirmed any inapplicable items had been removed from the tracker, those remaining had been assigned a SPPA owner, and going forward the tracker would be reviewed and updated every 6 months. It was noted however, when the revised TPR Code of Practice becomes effective, these changes will need mapped and assigned.

## 7. Any other competent business

The Board considered the Post-incident review and lessons learned exercise following the business critical system outages during May and June 2022. The Chair challenged the SPPA Executive Team's initial awareness of the formal management processes and acknowledged the learning now in place following the implementation of the formal process implementation.

## 8. Date of next meeting

Next meeting scheduled for 22 November 2022 – Chair's apologies noted; Vice-Chair will conduct the meeting.

No other business was raised. The Chair thanked everyone for their attendance and closed the meeting at 11:45.

### Summary of new actions:

No	Action	Due date
<b>F0822.01</b>	SPPA to populate performance pack agency actuals vs targets, and consider gathering MI in relation to MSS usage, to reflect: <ul style="list-style-type: none"><li>• % of overall scheme membership registered on MSS</li><li>• % of retained members on MSS</li><li>• engagement after registration (why and when)</li></ul>	22 November 2022
<b>F0822.02</b>	SPPA to consider including Equality Impact Assessments for new processes and report back to the Board	22 November 2022
<b>F0822.03</b>	SPPA to confirm membership MI and share participation rates paper from SAB	ASAP
<b>F0822.04</b>	SPPA Risk & Assurance Manager to facilitate risk workshop with Board members and consider how poor KPI performance is reflected in risk register	22 November 2022
<b>F0822.05</b>	SPPA to share data on number of members who accessed their ABS online before 01/09/2022	ASAP
<b>F0822.06</b>	SPPA to update risk register to reflect the possibility of :	22 November 2022

	<ul style="list-style-type: none"> <li>• supplier not delivering solution within budget or timescale</li> <li>• different resolution to remedy issue (based on old claims)</li> <li>• legal challenge to cost cap direction including remedy costs</li> </ul>	
<b>F0822.07</b>	SPPA to advise earlier resolution to immediate detriment remedy issue should Scot Gov intervene	ASAP

<b>Version Control</b>		
		Version number
Date draft minutes sent to Board	1 September 2022	0.1
Date approved by Board/committee	22 November 2022	0.2
Date of publication	29 November 2022	1.0