

<b>Meeting</b>	Management Advisory Board
<b>Meeting date</b>	12 October 2022
<b>Meeting time</b>	10:00 – 1:00
<b>Meeting location</b>	MS Teams / Tweedbank (hybrid)

<b>Members in attendance</b>	Mark Adderley	Meeting Chair
	Elaine Cameron	Non-executive Board Member
	Ian Forbes	Non-executive Board Member
	Helen Mackenzie	Non-executive Board Member (until item 7)
	Jane Malcolm	Non-executive Board Member
	Norman McNeil	Non-executive Board Member
	Clare Scott	Non-executive Board Member
<b>Other attendees</b>	David Robb	Chief Executive Officer
	Craig Gardiner	Chief Operating Officer
	Stuart MacArthur	Corporate Governance Manager
	Rachel Miller	Planning and Performance Manager
	Karen Morley	Head of Finance, Procurement and Risk
	Paul O'Donnell	Programme Manager, Pensions Platform Programme (Item 11)
<b>Apologies</b>	Iain Coltman	Head of Policy
	Garry Cossar	Head of People, Strategy and Communications
<b>Minute taker</b>	Marnie Davis Wood	Governance Delivery Lead

## 1. Welcome and apologies

- 1.1 Apologies were received from Garry Cossar and Iain Coltman. The Chair welcomed Rachel Miller, deputising for Garry Cossar.
- 1.2 The Chair welcomed Elaine Cameron to her first meeting of the Board.

## 2. Declaration of interests

- 2.1 Clare Scott (CS) asked the Board to note that her tenure as Chair of the Scottish Teachers' Pension Board had ended, but there were some ongoing responsibilities in relation to liaising with The Pensions Regulator. She also noted she had informed the Corporate Governance Team of an additional current role for the Register of Interests but there was no indication of this being a Conflict of Interest. There were no other 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 previous meeting were a true and correct record, noting that CS had provided some corrections prior to the meeting.

## 4. Actions

- 4.1 Members reviewed the action tracker. The following actions were approved for closure:
  - MAB 0422.01
  - MAB 0722.01
  - MAB 0722.02

- 4.2 Regarding action MAB 0422.01, it was clarified that it related to the discussion of the Terms of Reference of Leadership and Culture advisory work, rather than an internal audit review. The Board discussed the circumstances of this work having been 'parked' for the time being, noting that there had also been discussion about this at Audit and Risk Committee. The Executive Team agreed that Leadership and Culture remained a priority for improvement.

- 4.3 Updates on the remaining open actions were noted.

## **5. Audit and Risk Committee (ARC) Update**

- 5.1 The Committee Chair reported on the meeting held on 3 October 2022 and the Board noted the draft minutes provided. The Board noted that the Committee had considered:
- Progress with key improvement actions and audit action points
  - The Cyber Governance Review
  - The escalation of risks in relation to the recent Altair outage
  - Horizon scanning.

## **6. People Committee Establishment**

- 6.1 Stuart MacArthur reported to the Board that the Chief Executive Officer had established a new People Committee and presented the draft Terms of Reference and draft minutes of the Committee's first meeting, held on 5 October 2022. Discussion covered:
- Whether there was a need for a governance structure around the topics the Committee would cover
  - Workforce and performance data
  - Actions and progress in relation to the recent Capability and Capacity Review
  - Equality, diversity and inclusion, with a focus on recruitment and potential for targets
  - Workplace innovation and evolution
  - Whether the Committee should include an employee representative
  - Links with the Colleague Collaboration Group, which Garry Cossar (People Committee Chair) also chairs.

## **7. Agency Performance Report**

- 7.1 Rachel Miller introduced the Q2 Agency Performance Report and the Board discussed:
- The upcoming Executive Team workshop to review performance and KPIs
  - The inclusion of external and internal stakeholders' views in the further development of KPIs
  - Quarterly Scottish Government performance review cycle now in progress
  - The use of a benchmarking company (CEM) for performance insights
  - The People Survey currently underway
  - The increase in hybrid working and office footfall
  - Project milestone-setting, given that all projects are running behind and the challenge of supporting projects alongside business as usual
  - Engagement with cross-sector groups and other learning opportunities for innovation, performance and value for money activity across other pension administration organisations.
- 7.2 The Board noted that the interim Chief Operating Officer Craig Gardiner would be returning to his substantive role at the end of October and that recruitment for the permanent role would commence immediately. They thanked Craig and wished him well.

## **8. Horizon Scanning**

- 8.1 The Chair invited members to raise for discussion any external environmental issues that could have an impact on the Agency in coming months or years. The Board discussed:
- The development of a National Care Service and possible impact on the NHS workforce
  - Scottish independence and the outcome of the current Supreme Court hearing
  - Economic uncertainty
  - Uncertainty around the UK administration and government's direction of travel, and the future public expenditure position
  - Legislative change including anti-money laundering legislation
  - Pay settlements.

**MAB 1022.01** Executive Team to capture in the Agency Risk Register that the Executive is monitoring the economic horizon and discussing this regularly with the Management Advisory Board. (Hannah Grout)  
Completion date: January 2022

## 9. Agency Finance Report

- 9.1 Karen Morley (KM) introduced the report, describing the fiscal position and associated risks. The Board noted and discussed:
- Pressures on the pay budget and opportunities emerging in the non-pay budget to recover some costs
  - A new service contract in place to resource three projects
  - Schemes' performance reporting
  - The work of the Delivery Bodies Group in conducting pilots of shared services and potential cost savings.

## 10. Agency Annual Report and Accounts - Update

- 10.1 KM updated the Board on progress with the Audit and Annual Report compilation process. The Board noted:
- All documentation had now been submitted, however there was a risk that the Audit may not be completed on time as submissions were late due to lack of resource in the Agency and challenges associated with the data the Agency could provide to the Government Actuary's Department
  - When final documents are available from Audit Scotland, they will be shared with Board members for comment and feedback on errors or omissions of a substantial nature. There will be a two-week turnaround on providing feedback on these.
- 10.2 The Board noted that there will be ARC and MAB meetings on 12 December. It will not be possible to provide feedback for changes at these meetings; the purpose of these meetings will be for the Committee and Board to either accept or not accept the findings of the audit and recommend or not recommend the signing of the accounts prior to the deadline for laying the report and accounts before Parliament.

**MAB 1022.02** Karen Morley to inform MAB members of when the two-week review window for the Annual Report and Accounts is ahead of time, as soon as the timetable is known.  
Completion date: 1 November 2022

## 11. Pension Platform Programme Update

- 11.1 Paul O'Donnell reported to the Board on the current status of the programme and progress on procurement, noting that the contract award notification had been released and a standstill period was currently in place. The Board noted the plans for the next

stage, involving planning for implementation, working through the working assumptions in the contract, a kick-off meeting and the mobilisation period. Recruitment was continuing.

- 11.2 The Board discussed the potential implications of the procurement decision including a reduced impact on core services which are under significant pressure; change to the relationship under the new contract; financial implications and the importance of communications to staff and stakeholders about the benefits of the new contract.

## 12. Board Effectiveness

- 12.1 The Board reflected on the extent to which it had performed its role successfully at this meeting, noting:
- There had been space to discuss strategic issues
  - Meeting paperwork had improved and needs to continue to improve
  - A sense of individuals contributing rather than a Board working together
  - Potential for more engagement with Board members in between meetings in an advisory role
  - Having a non-executive member chairing the meeting works well.

## 13. Any other business

N/A

## 14. Next scheduled meeting

- 14.1 The next meeting will be held on Monday 12 December.

Version Control		
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Date minutes sent to chair	19 October 2022	1.0
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