Meeting	Scottish Police Pension Board
Meeting date	24 May 2023
Meeting time	14:00
Meeting location	Remote (Microsoft Teams)

Pension Board members	Shirley Rogers	Chair
	Steven Whalley	Vice Chair
	Darren Paterson	Pension Board Member
	David Christie	Pension Board Member
	David Ross	Pension Board Member
	Sharon Dalli	Pension Board Member
SPPA attendees	Garry Cossar	SPPA Head of People, Strategy & Communications
	Karen Morley	SPPA Head of Finance, Procurement & Risk
	Frances Graham	SPPA Chief Operating Officer
	Debbie Trafford	SPPA People Transformation Lead
	Iain Coltman	SPPA Head of Policy
	David Gunner	SPPA Programme Director
	Rachel Miller	SPPA Planning & Performance Manager
	Hannah Grout	SPPA Risk & Assurance Manager
	Phil McKibben	SPPA Financial Controller
	Stuart MacArthur	SPPA Corporate Governance Manager
	Lorraine Spalding	SPPA Project communications & Engagement Lead
Apologies	Andrew Barker	Pension Board Member
	Brian Jones	Pension Board Member
Minutes	Clare Moffat	SPPA Governance Lead

1. Welcome and apologies

1.1 The Chair welcomed all attendees and noted apologies from Andrew Barker and Brian Jones and noted that David Robb was unable to attend due to illness. Frances Graham, SPPA Chief Operating Officer was welcomed to her first formal meeting of the Board.

1.2 No new interests were declared.

2. Minutes of the previous meeting

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

There were issues with sound for SPPA attendees and the Vice Chair joining the call, so agenda item 4.1 was covered before agenda item 3.

3. Annual Business Plan (Agenda item 4.1)

3.1 SPPA provided an overview of the Annual Business Plan, which provided a high-level set of indicators of SPPA's overall direction with focus on stability, member experience and prioritisation of key projects.

3.2 The Board endorsed the priorities outlined and asked SPPA to share details of the lower-level scheme specific Key Performance Indicators (KPIs) when available. SPPA acknowledged these from part of the Performance Improvement Plan and will be developed in line with the SLA.

4.   Review of Outstanding Actions (Agenda item 3.1)

4.1   The Vice-chair led the review of actions and reminded SPPA to provide reforecast dates for actions which were not completed.

4.2   Actions P0622.03, P0922.04, P1122.06, P1122.12, P0223.01, P0223.06, P0223.08 and P0223.09 which had been proposed to close were agreed to be closed, along with actions P1122.04, P1122.05, P0223.03 and P0223.05, which were closed during the meeting.

4.3   New target dates and updates should be provided for the following actions:
- P0622.07 – SPPA to deliver new style risk registers, as agreed at workshop, before the August Board meeting
- P1122.07 – working group agreed risks for PPP & Remedy projects should be recorded by the project RAID log. SPPA to issue risk assessment with the papers – once resource and employer data risks are recorded, this will allow this action to be closed.
- P1122.08 – PPP communication
- P0223.07 – SPPA's compliance with TPR Code of Practice – 6 monthly report due at August 2023 meeting

5.   Performance Updates

Agency and scheme-specific performance

5.1   SPPA presented an overview of Agency and scheme-specific performance:
- highlighted improvements in Q4 metrics around new awards paid, telephony and email contacts
- noted similar customer satisfaction trend 2022-23
- confirmed operation KPIs were under review.

5.2   The Board acknowledged performance improvements made and welcomed SPPA's commitment to development of qualitative performance measures. When developed, it was suggested SPPA could progress improvements from insights, and benchmark Police with other schemes.

5.3   SPPA noted employer representative feedback on issues arising on non-standard processing and highlighted user-centred design research and collaborative engagement to identify improvements to complex processes.

5.4   The Board welcomed the collaborative engagement with SLA Group, SPPA's focus on customer requirements and aspirations to develop this work.

P0523.01	SPPA to provide update on development of qualitative performance measures at August 2023 Board meeting

Service Level Agreement Group (SLA) and Performance Improvement Plan (PIP)

5.5   SPPA apologised for the late issue of this paper and assured the Board there would be transparency around PIP actions, then reviewed the progress made to date.

5.6   The Board acknowledged significant progress and development had been made on communications, with effective joint working and delivery of good collaborative outcomes.

5.7   The Board agreed the agreed route for escalation via SPPA and SPA Chief Executives was a point of good governance and recommended route remain in place. This route allows CEOs to discuss and address any issues that arise which are not fully resolved between the joint engagement and avoids the Pension Board becoming involved in operational work. It was also noted that the SLA/PIP should align with SPPA Corporate Plan.

5.8   The Chair welcomed this clarity of roles and highlighted the importance of escalation routes, should matters not be resolved at operational level, as previously outlined, and added there was a clear route for escalation in place for Pension Board Independent Chairs and SPPA CEO, if ever needed.

5.9   The Board discussed the longevity of the PIP and suggested the SLA group's goal should be for PIP to no longer be required, aiming for improvement activities to resolve issues within BAU with mainstream performance indicators. It was acknowledged this would be best achieved by joint partnership working between both parties to the SLA and recommended the SLA Group, should consider the process to close the PIP when deliverables are aligned and merged with SPPA corporate plan improvement work.

P0523.02	SLA Group to confirm process for closure of PIP

Risk (Agenda item 5.3)

5.10   SPPA proposed a new approach to the reporting of risks, following the recent review with Board representatives, which will provide information in two reports:
- Risks which are unique to the Police Scheme
- Corporate-level risks which may affect Police Scheme.

5.11   The Board endorsed the new approach, noting that these reports will provide assurance the Board are well sighted on emerging risks as well as offering opportunity to discuss in more detail, where needed.

5.12   The Board welcomed the opportunity to see progress of the new-style risk reports out of Board cycle.

5.13   SPPA explained the inclusion of the "Annex D: SPPA Executive Team issues log" in the paper and confirmed that the risks raised were not of concern for the Police Scheme.

The meeting paused for a short break: 15:20-15:30

6.   Project Updates

Pension Platform Programme (PPP)

6.1   SPPA updated on RAG status:
- Overall RAG status amber
- Procurement RAG status green
- Implementation and planning RAG status amber/green.

6.2   The Board raised concerns that migration was planned being for mid-September, given overlap with 2015 Remedy October deadlines, however SPPA confirmed any likely issues will be identified during testing, some of which is already underway in model office environment.

2015 Remedy

6.3   SPPA confirmed the consultation on regulations has been live for two weeks and will run until mid-July 2023; reminded Board members they were welcome to ask questions through the consultation and confirmed that analysis of consultation responses would be completed throughout August 2023.   It is expected the regulations would be laid in September 2023 and be in effect from 1 October 2023.

6.4   It was noted the recent DAO Health-check was completed, with thanks noted to Police Scotland for their input. The Health-check recommended completion of low-level work plans which SPPA confirmed were underway. It is likely the project RAG status will remain amber due to timeframes. The revised delivery approach requires governance around each of the 70 processes. This delivery will be planned and monitored by SPPA Executive on a weekly basis.

6.5   Employer representatives raised they would like more frequent and regular engagement with Joint Remedy Working Group to help the manage employer related risks. Following discussion around these issues, SPPA advised that a spike in retirement applications in autumn 2023 would cause backlogs.

P0523.03	SPPA to confirm communication plan and remedial action, if any, to cope with spike in retirement applications once Remedy figures are made available.

6.6 The Board asked SPPA to consider ways to provide clarity and communication around Remedy impact on specific member groups, the questions around contribution handling, and welcomed the introduction of joint remedy working subgroups to address some of these issues.

6.7 The Board asked how they could assist SPPA reach Remedy deadline of 1 October 2023 and if/how the completed Home Office consultation response might affect the Scottish system.

6.8 SPPA confirmed stakeholder engagement in subgroups would assist SPPA and Board support with communications would help manage any potential influx of retirement applications during September/October 2023. SPPA will continue to work closely with Home Office officials and noted their earlier consultation response will help inform the final Scottish Statutory Instruments and allows SPPA to build on its response in advance of SPPA consultation completion.

Annual Key Events – Remedy impact

6.9 SPPA outlined:
- there will be no adverse impact on members as all Annual Benefits Statements (ABS) will be produced in accordance with relevant guidelines however for those affected by Remedy, their August 2023 ABS will be out of date on 1 October 2023
- Pension Saving Statements (PSS) for the 2022/23 year will not be issued for those unprotected and tapered members impacted by Remedy as HMRC has extended tax deadlines to October 2024.

6.10 SPPA asked Board members to support this process by signposting scheme members to established communications and SPPA website FAQs for information.

6.11 The Board noted the Police Communications and Engagement Strategy supported the work underway and newsletters and bulletins were being posted on employer Intranet to share messaging.

6.12 Employer representatives raised questions around:
- the decision not to prepare AA statements for unprotected and tapered members and asked how this will be managed
- clarity of tax legislation - whether January 2024 submissions would be required
- final salary linked members' combined statements
- encouraging MSS registrations so members can access their statements

It was agreed these questions would be raised and considered through Joint Remedy Working Group.

6.13 SPPA confirmed it was working closely with staff associations and the employer to collaborate on communications and engagement, and confirmed partnership working was minimising the risks associated with Remedy activity in the short timeframe available.

6.14 The Chair noted the positive language around the reinforced collaboration and engagement. This was endorsed by staff association who confirmed processes had improved significantly, and now provided assurance that collaborative working had, and will continue to, ensure a smooth sharing of information with scheme members.

Data Quality

6.15 SPPA outlined the next phase of data profiling will focus on tables containing specific details relating to the scheme membership, and confirmed data improvement at source is key to addressing the data quality deficiencies identified thus far.

6.16 The Board expressed concern that only 7% of member email addresses were populated and emphasised the significant effort by employer and colleague associations to assist SPPA with communications to obtain quality data, with assistance and support from all networks. It was suggested that networks should encourage colleagues to contact SPPA themselves – when/if they do not receive communications which they were expecting.

7. Other Board Business

Governance
7.1 The Chair thanked SPPA Corporate Governance Manager, Stuart MacArthur, for all his hard work and improvements and wished him well in his new role.
7.2 SPPA highlighted:
- Formal closure of TPR Supervision
- Webinar program plan for 2023/24
- Corporate Governance team in process of reforecasting TPR Code of Practice target dates, aligning them with Board dates to provide more complete six-monthly updates.
7.3 The Board acknowledged the significant progress made across governance - noting particularly the escalated transparency and improved Board and TPR relationships – and thanked Stuart for leading these changes.

External Engagement
7.4 SPPA highlighted the significant impact of the collaborative relationship with Policing partners who provided input into the Stakeholder Engagement Plan through communications workshops, which directly assisted with segmentation of messaging, and asked the Board to assist with detailing the measures of success on this activity.
7.5 The Board thanked SPPA for continued engagement with this work and suggested the Police Communications and Engagement Plan could provide some measures, e.g. measure of increased customer satisfaction scores reflected growing confidence in SPPA delivery.
7.6 The Chair noted the recurring theme of effective engagement during the discussions and reinforced the need for SPPA's relationship with scheme members to become more dynamic, using routes which were outlined in the Stakeholder Engagement Plan, like easier navigation and use of SPPA website.
7.7 The Chair strongly encouraged SPPA to place more emphasis in working with the employer, with modern business focus to assist a more dynamic relationship with scheme membership.

Pension Board Annual Report
7.8 The Vice Chair introduced the final draft of the report, with thanks to all who contributed.
7.9 No further comments were received and the report was approved for publication.

8. Any Other Competent Business
8.1 The Chair advised the Board members they would be contacted soon to organise 1-2-1 conversations to be held during July/August 2023.
8.2 The Chair asked all Board members to note the Cyber Security Learning Report which SPPA had circulated that morning.
8.3 The Chair highlighted that Pension Board Chairs discussed hybrid meetings during a recent call with SPPA CEO, where it was suggested all Pension Boards have at least one in-person meeting each year. As such, Board members were asked to plan their diaries to accommodate meeting in Tweedbank during August 2024. Should the Board wish to meet in person earlier – at Tweedbank – this could be arranged.

8.4   The Board noted SPPA referenced engagement with Chair and Vice-Chair since the last meeting was held, so asked if regular updates on this could be added to Board agenda for future meetings.

P0523.04	Chair to consider if regular agenda item to be added to provide updates on engagement between SPPA and Chair/Vice-Chair.

9.   Next meeting
9.1   The Chair thanked all attendees for their contribution and noted the positive discussions, partnership working and collaborative approach by all.

9.2   Next meeting – 30 August 2023.

Summary of new Actions

P0523.01	SPPA to provide update on development of qualitative performance measures at August Board meeting
P0523.02	SLA Group to confirm process for closure of PIP
P0523.03	SPPA to confirm communication plan and remedial action, if any, to cope with spike in retirement applications once Remedy figures are made available.
P0523.04	Chair to consider if regular agenda item to be added to provide updates on engagement between SPPA and Chair/Vice-Chair.

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