

<b>Meeting</b>	Management Advisory Board
<b>Meeting date</b>	20 July 2023
<b>Meeting time</b>	10:00 – 11:00
<b>Meeting location</b>	SPPA Tweedbank (Hybrid)

<b>Members in attendance</b>	Clare Scott	Meeting Chair
	Mark Adderley	Non-executive Board Member
	Ian Forbes	Non-executive Board Member
	Helen Mackenzie	Non-executive Board Member (remote)
	Norman McNeil	Non-executive Board Member
<b>Other attendees</b>	David Robb	Chief Executive Officer
	Iain Coltman	Head of Policy
	Garry Cossar	Head of People, Strategy and Communications
	Frances Graham	Chief Operating Officer
	David Gunner	Programme Director (item 8)
	Phillip McKibben	Head of Finance (interim)
	Marnie Davis Wood	Governance Delivery Lead
<b>Apologies</b>	Jane Malcolm	Non-executive Board Member
	Rachel Miller	Planning and Performance Manager
<b>Minute taker</b>	Kerry Glass	Corporate Governance Officer

## 1 Welcome and apologies

- 1.1. Apologies were received from Jane Malcolm and Rachel Miller.
- 1.2. There were no changes to Board members' registered interests nor were there any 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 meeting held on 4 May 2023 were a true and correct record.

## 3 Actions

- 3.1 Members reviewed the action tracker. Action MAB 2022.01 was approved for closure.
- 3.2 Updates on the remaining open actions were noted. The board agreed to bring forward the update on Pensions Platform Programme benefits realisation to October 2023 (MAB 0523.01), previously scheduled for January 2024.

## 4 Audit and Risk Committee Update

- 4.1 The Committee Chair reported on the meeting held on 26 June 2023 and the Board noted the unconfirmed minutes provided. The Board noted that the Committee had discussed:
  - The limited assurance rating for the 2022-23 year
  - Risk associated with workforce capacity, 2015 Remedy and data improvement, including the recent Members' Data review
  - 2015 Remedy
- 4.2 The Board noted that the Committee had met for a 'Deep Dive' review of the 2021-22 Annual Report and Accounts process.

## 5. ARC Annual Report

- 5.1 The Board received the 2022-23 Annual Report of the Audit and Risk Committee (ARC). The ARC wished to highlight that the Committee notes the limited assurance opinion and advises that demonstrable improvement resulting in at least a reasonable assurance

rating in the coming year must be a priority. It was also noted that the Department of Internal Audit and Assurance considers SPPA to be on an improvement trajectory.

5.2 Prompted by issues raised in the ARC Annual Report and the question of how the Board could assist with the issues, the Board discussed:

- Workforce development challenges and the welcome assistance of the People Committee in advising on these
- The role of the ARC, balancing the traditional role of an audit committee and the advisory role of Non-executives within SPPA governance
- Lessons learned in relation to setting and meeting audit recommendation deadlines, with Board members suggesting audit findings and recommendations should be included in performance management
- The importance of internal performance reporting to the Board, assisting with the strategic perspective and prioritisation.

## 6. Agency Performance report

6.1 The Board received a bridging report towards the new KPIs, noting that due to staff absence, the introduction of the new quarterly reporting regime was delayed. The Board raised and discussed:

- Key person dependencies and their impact on delivering the Q2 report, noting that the Agency has a workforce plan identifying critical roles. Whether the Executive Team has the information they need in terms of financial performance reporting, noting that this is now well on the way
- The Board's recommendation that discussions of Management Information need to be embedded in team leaders' day-to-day work
- Consultations on the Firefighters' Pension Scheme regulations
- Improvements to the Quality Assurance pass rate and development and governance around the Quality Assurance/Quality Control processes
- How best to define the Estimates Performance Indicator, with the Board advising that the important information is how long after the member retired did they receive their correct pension.

6.2 The Board suggested that the title of the 'Centre of Excellence for Bereavement and Ill Health' be changed to avoid members experiencing ill health and accessing the service being presented with an unnecessary association between ill health and bereavement.

6.3 The Board discussed the financial challenges ahead, recommending that the Agency retain the focus on people development and the need for supporting staff through change.

### Action MAB 0723.01

David Robb to report to the Board on change management and governance in relation to the changes required to address the current financial challenges.

Owner: David Robb

Deadline: 11 October 2023

## 7. Agency Finance Report

7.1 Phil McKibben presented the Agency Finance Report, noting:

- The 2022-23 Agency Annual Report and Accounts had been submitted to Audit Scotland, the NHS and Teachers' Scheme Annual Reports and Accounts are in progress in line with planned timescales.
- The current financial position and resource pressure.

7.2 The Board:

- Advised that staff attrition should be closely managed, financially and culturally
- Requested that a plan for how the SPPA would get back to budget be presented to the next meeting of the Board, noting that this was an immediate priority
- Noted the potential future impact of benchmarking information, automation and careful workforce planning on resourcing
- Advised that the Executive Team seek advice from the Director-General regarding risk appetite for delayed delivery of strategic programmes
- Noted the potential cost implications of an increased take-up of NHS partial retirements, as reported by the NHS Pension Board.

**Action MAB 0723.02**

David Robb to report to the board on resourcing and prioritisation in relation to the 2023-24 budget at the October meeting.

Owner: David Robb

Deadline: 11 October 2023

**8. Pensions Platform Programme update**

8.1 David Gunner reported to the Board on the current status of the programme, noting that the programme continued to move toward a contract signature and subsequent cloud migration.

8.2 The Board discussed:

- Scheme migration and implementation planning
- Benefits realisation
- The importance of milestone, delivery, and budget performance markers.

**9. Pulse Survey**

9.1 The Board received a report on the annual Pulse Survey, completed in June. Garry Cossar highlighted the following:

- Year on year, scores were up in the Engagement Index across the Agency.
- Lower response rates in some areas should be noted in drawing conclusions from the figures
- Focus required on colleague wellbeing as scores here have dipped, likely consistent with other Scottish Government workplaces.

9.2 The Board asked questions and discussed issues in relation to:

- The impact of hybrid working on wellbeing
- The need for training in change management, particularly in relation to emotional wellbeing
- Specific results for Operations and Finance teams
- The Scottish Government's stance in relation to mandating on-site working days, noting it was necessary to continue to concentrate on productivity rather than presenteeism.

**10. 2015 Remedy**

10.1 Frances Graham and David Gunner delivered a presentation to the board on the current status of the 2015 Remedy programme.

The Board discussed:

- Possibilities for collaboration with other agencies across the UK, including the class group
- Governance issues in relation to contract delivery

- The challenges of stakeholder management in relation to timelines and expectations
- How learnings from this programme are informing risk management in the Pensions Platform Programme
- Member communications.

**Action MAB 0723.03**

2015 Remedy team to inform MSPs of the key issues and milestones in relation to the delivery of Remedy to assist with any enquiries that might come from constituents who are scheme members directly to MSPs.

Owner: David Gunner

Deadline: 11 October 2023

**11. Governance**

11.1 Due to time limitations, the following was agreed:

- Board Effectiveness Review: This will be postponed for discussion at the next meeting.
- Terms of Reference Annual Review/Framework Annual Review: These will be circulated via email for review and comment.

**Action MAB 0723.04**

Corporate Governance Team to circulate the Terms of Reference and Framework Document for review via correspondence.

Owner: Marnie Davis Wood

Deadline: 11 October 2023

**12. Any Other Business**

12.1 The Board requested and received an update on the Head of Finance, Procurement and Risk vacancy.

12.2 Garry Cossar informed the Board that Clare Moffat had been appointed as Corporate Governance Manager.

12.3 It was agreed that Board members may claim expenses quarterly.

**13 Effectiveness of this meeting against MAB role**

13.1 The Board discussed how it might be more involved in setting the agenda for meetings, particularly in relation to addressing key risks in the Agency. It was noted that Audit and Risk Committee were also working on ensuring that key risks were addressed at each meeting.

**Action MAB 0723.05**

Executive Team to consider how to involve the Board in agenda planning for Board meetings.

Owner: David Robb

Deadline: 11 October 2023