Scottish Public Pensions Agency
Buidheann Peinnseanan Poblach na h-Alba

Minute number 1M/26

Meeting	Management Advisory Board
Meeting date	23 June 2026
Meeting time	09:00-10:30
Meeting location	MS Teams

Members in attendance	Paul Gray	Chair
	Mark Tarry	Non-executive member
	Alan Wright	Non-executive member
	Norman McNeil	Non-executive member
	Darren Curry	Non-executive member
	Andrew Reynolds	Non-executive member
	Deborah Smith	Non-executive member
	Victoria Bell	Non-executive member
		SPPA Chief Executive
		SPPA Deputy Chief Executive
		SPPA Chief Operations Officer
		SPPA Head of People and Place
Other attendees		SPPA Head of Strategy and Governance
		SPPA Chief Finance Officer
		SPPA Financial Controller
		SPPA Head of Transformation
		SPPA Strategy and Business Planning Manager
Apologies		SPPA Chief Transformation Officer
Secretariat		SPPA Corporate Governance Manager

1. Welcome and declarations of interest

1.1 The Chair (Paul Gray) asked Mark Tarry to chair the meeting. Mark agreed to do so on behalf of Paul, who attended for majority of the meeting.

1.2 There were no changes to committee members' register of interests nor were there any declarations of interest in the business to be conducted.

2. Apologies

2.1 Apologies were received for SPPA Chief Transformation Officer; SPPA Head of Transformation attended the meeting in their place.

3. Minutes of the previous meeting and outstanding actions

3.1 The minute of the meeting held on 3 February 2026 had been approved electronically.

3.2 The following was agreed:

- Actions MAB0226.01 and MAB 0226.02 were approved for closure
- Action MAB0225.02: An update is to be provided to MAB on revised delivery date by 10 July 2026
- Action MAB0226.03: An updated paper will be brought to the next meeting on 29 October 2026

4. Audit and Risk Committee Update

4.1 The Audit and Risk Committee (ARC) Chair reported that ARC met recently and covered a broad agenda, including:

- The Annual Report and Accounts were progressing to plan, with only minor issues identified
- Routine internal audit activity raised no significant concerns
- The DIAA Annual Assurance Report was discussed and the context in which the opinion was reached. It was noted that audit activity had focused on areas of higher risk
- ARC remains confident that organisational performance has improved

4.2 Routine risk management updates were also considered. Overall, ARC considered there to be no major issues requiring escalation, with progress continuing to be made in all areas.

5. Future Demand, Financial Strategy and Workforce Implications

5.1 The Board considered an early-stage paper on future demand, financial strategy and workforce planning to inform development of the next Corporate Plan.

5.2 The paper outlined key factors expected to influence demand over the longer term and proposed a shift in strategic narrative to reflect the importance of ensuring the organisation is appropriately positioned to manage future demand and maintain service quality.

5.3 The analysis considered the interaction between demand drivers and potential efficiencies, noting that while transformation and automation will deliver improvements, these may be offset by the scale of demand growth and system constraints.

5.4 The paper also set out a range of high-level financial and workforce scenarios to support planning.

5.5 SPPA emphasised the paper was early-stage work, with further refinement required, and sought views on the proposed narrative, assumptions, and next steps.

5.6 The members welcomed the quality and clarity of the analysis and supported the overall direction of travel.

5.7 The Board discussed the organisation's longer-term operating environment and emphasised the importance of:

- maintaining a clear and consistent strategic narrative
- continuing to strengthen the supporting evidence base, including external data and benchmarking
- aligning plans with wider public sector priorities
- ensuring that service delivery remains focused on member needs, including accessibility alongside digital development

5.8 The Board agreed that the scenarios presented provided a helpful framework for considering future options and trade-offs and encouraged further refinement to support future engagement with stakeholders.

5.9 Members also highlighted the importance of proactive and well-sequenced engagement with key stakeholders as the work develops.

5.10 Overall, the Board confirmed that the work is on the right track and will benefit from further refinement and asked to see the finalised version in due course, recognising that their main contribution had been provided during this meeting and timelines would likely not allow further comment or review before submission.

Action MAB0626.01

SPPA to share final budget submission paper with MAB, when available.

Deadline: September 2026
Owner: SPPA Head of Strategy and Governance

6. Any other business

6.1 No other items were raised. The meeting closed at 10:20.

Version Control		
		Version number
Date minutes sent to chair	30 June 2026	V0.2
Date approved by chair	30 June 2026	V0.2
Date approved by board/committee	13 July 2026	V0.2
Date of publication	20 July 2026	V1
Author	SPPA MAB Secretariat	
AI disclosure	Generative AI was used to assist drafting. The document has been subject to full human review and reflects the agreed position of the Board.	