



Meeting	Scottish Teachers Pension Board
Meeting date	11 November 2021
Meeting time	10:00 – 13:00
Meeting location	MS Teams

Attendees	Clare Scott (CS)	Chair
	Ray Martin (RJM)	Vice Chair
	Brian Cookson	Board Member
	John Crichton	Board Member
	Leah Franchetti	Board Member
	Drew Morrice	Board Member
	Charles Buchan	Board Member
	Sharon McKenzie	Board Member
	Louise Wright	Board Member
	Brian McGinley	Board Member
	Andy McGoff	Board Member
Other attendees	David Robb (DR)	SPPA Chief Executive (Interim)
	Rachel Miller (RM)	SPPA Head of Operational Excellence (Interim)
	Anne Walsh	2015 Remedy Project Manager
	Garry Cossar (GC)	SPPA Head of Colleague Experience (Interim)
	Dev Dey (DD)	SPPA Head of Customer Services
	Gerry McGarry (GMcG)	SPPA Customer Services Manager
	Donald Forbes (DF)	SPPA Senior Partnership Manager
	Hannah Grout (HG)	SPPA Risk and Assurance Manager
	Phil Heywood (PH)	SPPA Pension Platform Programme Director
	Greg Walker (GW)	SPPA Senior Policy Manager
	Stuart MacArthur (SMacA)	SPPA Governance Manager
Apologies	Dave McGinty	Board Member
	Graham Hutton	Board Member
	Pete Smith	Board Member
	Andre Morelli	SPPA Head of Digital Transformation & IT Operations
Observers	Simon Cameron	Scheme Advisory Board Member
	Demi Ditchburn	SPPA Governance Officer
Minute taker	Clare Moffat (CM)	SPPA Governance Lead - minutes

1. Welcome and apologies

- 1.1 The board noted apologies and welcomed new board member, Brian McGinley, and Anne Walsh who attended on behalf of Andre Morelli.
- 1.2 There were no changes to the board members' Register of 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 previous meeting were a true and correct record, pending the following change to be made to the minute:
 - Note apologies for D McGinty

- 2.2 The Chair noted actions did not provide an update on the status of the recruitment of SPPA Chief Executive. DR confirmed recruitment well underway with selection process throughout November 2021, interviews likely to be held first week of December 2021 and possible appointment before end of December 2021.

3. Working arrangements

- 3.1 GC summarised the considerations and lessons learned from changes in working arrangements since March 2020, outlined SPPA's priority to keep colleagues safe and retain core provision of services.
- 3.2 The board discussed operational detriment experienced when working from home and DD outlined impact of restricted phone service and challenges of staff training offsite.
- 3.3 The chair acknowledged differing views from board members on future board meetings and suggested the board hold a full discussion offline, before meeting in February 2022.

4. Operational Excellence

- 4.1 RM advised the board of the following additional points:
- ABS/AA lessons learned session was now scheduled for 17 November 2021 and included a workshop to discuss 2015 remedy implications for the 2022 exercise
 - MI development progressing well with SLT dashboard available for demonstration by end of November 2021.
- 4.2 The board requested dashboard shows average time taken per task and longest time taken for different cases. RM confirmed all board feedback will be considered and sample dashboard will be circulated before Christmas 2021, with view to present new dashboard for February 2022 meeting.
- 4.3 The board discussed whether employers would be invited to ABS/AA lessons learned workshops and why SG were facilitating these sessions. RM confirmed SG Digital Transformation team were supporting SPPA's newly appointed Project Managers to develop skillset and agreed to consider board's suggestion to invite employer payroll specialists to virtual attend workshops.
- 4.4 The group also discussed issues with communicating with members via email, SPPA confirmed always facility to correspond by post when necessary. However it was felt some members may not be able to easily access online information – e.g. 2015 Remedy FAQs – therefore RM agreed to take action to consider how to capture this.
- 4.5 DD confirmed total 10,000+ GMP letters would be issued for NHS & Teachers schemes in late November-December 2021, with SPPA phone service expecting GMP to receive queries soon after. Feedback on queries received will be shared with board in February 2022. The board asked for breakdown of over/underpayments in Teachers schemes.
- 4.6 RM confirmed a number of employers had responded to DR's letter following ABS exercise, seeking to engage to make improvements to data submissions. Action T0921.04 was approved for closure although it was noted the ongoing improvements to ABS process remained a significant issue for some members of the board. Ongoing issues would be picked up in the Board's oversight of the 2022 ABS exercise.
- 4.7 SPPA were asked if a paper would be available on ill health process however RM explained this was in its early stages and no input was required from the board at present.
- 4.8 The board discussed 2015 remedy communications and requested clarification of timings. AW advised paper mailing would be issued to all members in next week or two, with members to be signposted direct to SPPA website for most up to date information and to minimise impact on call handlers.
- 4.9 Progress on outstanding actions noted as follows:
- | | |
|----------|---|
| T22.09 | MI/dashboard - remains open |
| T0221.06 | Ill health process update – remains open |
| T0521.06 | Employer data/iConnect - remains open |
| T0921.01 | 2021 ABS letters to eligible members – closed |
| T0921.02 | Outstanding 2021 ABS – closed |
| T0921.04 | Data quality and timeliness – closed |

T1121.01	SPPA to review how to contact members without current email addresses or access to online information
T1121.02	SPPA to circulate a breakdown of GMP over/underpayments in Teachers schemes to the board
T1121.03	SPPA to feedback to the board on the GMP queries received following mailing planned for November-December 2021

5. Customer Service

- 5.1 DD summarised key activities during the previous quarter which included:
- the initial training of 47 new staff appointed with a further 3 administrators joining in November 2021.
 - increase of 12% in Teachers summer 2021 retirements compared to 2020 (38% increase for NHS retirements)
 - new staff in customer contact and transfers team.

The board observed a one minute silence at 11:00.

- 5.2 DD introduced DF, SPPA's recently appointed Senior Partnership Manager who explained his role and immediate priorities. This included work to develop a stakeholder engagement strategy which it was agreed he would share progress at a future meeting.
- 5.3 Discussion continued on what the boards role in stakeholder engagement and the chair advised this would be important to include this when the board looked to clarify the role of the board.
- 5.4 DF confirmed the updated employer charter would be circulated when available, possibly in February 2022.
- 5.5 The board expressed disappointment with local authority data submission scores and agreed encouraging employers to submit accurate monthly returns would be the most effective way to improve data and to ensure employers comply with regulatory requirements. SPPA added data team regularly contact all employer payroll representatives to discuss management of actives list, best practices are shared via Technical Working Group (TWG) network meetings, with SPPA seeking to positively engage to collaboratively improve data quality. The Chair noted that the TWG was for Council employers only and asked that SPPA ensures it also engages with the non-council employers. Board members from non-council employers could provide payroll contact is SPPA needed them.
- 5.6 The board noted their concerns with SPPA's decision not to implement iConnect, which would support monthly data submissions, and encouraged SPPA to push forward on standards for members with the board's support.
- 5.7 The Chair noted SPPA did not view the lack of calculating 2020 data standards as a breach of the law, so were not reporting this to The Pensions Regulator (T0921.06). The Chair advised TPR codes are not law but expectations, therefore would view this failure as a breach. SMacA advised (a) SPPA expected to submit common and conditional data reports with 2021 scheme returns in December 2021 (b) TPR already aware no reports submitted in 2020, so there would be no value to retrospectively reporting now.
- 5.8 The actions were noted as follows:
- T15.03 Employer Charter – remains open
 - T0921.03 2021 ABS TPR Report - closed
 - T0921.08 Overpaid contributions breach – closed
 - T0921.06 Data Standards – closed

T1121.04	SPPA to share stakeholder engagement strategy when available
----------	--

Meeting paused for 15 minutes – comfort break.

6. Risk & Assurance

- 6.1 HG provided an overview of risk activities and asked the board to provide their expertise to assist with development of Teachers scheme-specific register, outlining workshops would be organised soon to agree styling and presentation, and the board approved future updates in the form of:
- high level summary outlining key notes for discussion
 - 2 registers (corporate and board)
 - breaches log
- 6.2 HG added the breaches log should have names to outline who was managing each issue and also confirmed the security fraud breach recorded had not affected any Teachers scheme members but was listed for sight only as a potential risk.
- 6.3 SPPA planned to review fraud policy in 2022 and advised the board some historic instances may be discovered during this review.
- 6.4 The board discussed security fraud mitigations (e.g. account verification software) and Cyber Essential accreditation. Further information would be available at planned cyber security webinar to be held on 25 January 2022.
- 6.5 It was noted the SLT risk register reflected only the risk of poor data quality being received but the board suggested that wider data management in the pensions administration system should also be considered a risk. The board discussed SPPA's approach to managing employer data risks and outlined employers should have their own controls in place too.
- 6.6 The group discussed the new cases on breaches log and SPPA confirmed it was not reporting the starters/leavers letters breach as not material. The board agreed they were comfortable with SPPA's assessment and confirmed the board would take no further action.

T1121.05	HG to invite volunteers from the board to assist with development of scheme specific risk register
----------	--

7. Pension Platform Programme

- 7.1 PH confirmed business case for resources had been approved by Ministers since papers circulated and final pre-procurement assurance gateway would be met next week. The transformation timeline was back on track with procurement expected to begin December 2021.
- 7.2 Key resource recruitment was already underway – Communications & Finance Manager appointed and Senior Project Manager sifted. PH's focus is now on delivery and implementation, to ensure SPPA is ready for this change, with business readiness to be evaluated before contract award in July 2022 and implementation from September 2022.
- 7.3 Several board members outlined the detail provided in the paper was unnecessary and suggest an executive summary may be more appropriate for future reports. The Chair outlined the project reported red at the previous meeting due to people changes and expressed concern, despite reporting to be back on track.
- 7.4 PH confirmed number one risk was business readiness and work was ongoing to ensure SPPA can implement, operate and transform. Specialist transformation skillsets were being recruited externally and seconded from SG now, and the programme was already working to a generalised model with basic outcomes. Going forward the PPP progress updates will be less technology focussed.

8. Policy IDRP

- 8.1 The board did not have any questions on the IDRP report and requested progress on SNCT eligibility issue (T8.11). GW confirmed that discussions with HM treasury officials are ongoing and they had raised some specific issues with the proposals, one relating to GTCS staff and their GTC counterparts in England having access to the Civil Service Pension Scheme. GTCS staff don't have that access and this shouldn't impact on our proposals for extending STPS eligibility to staff in Scotland. The other issue raised by HMT relates to

extending access to the STPS for senior managers in local authorities who have a teaching background but would also have access to the LGPS, this may be a more difficult issue to resolve.

- 8.2 GW noted that SPPA will not be in a position to implement legislative changes on scheme eligibility alongside McCloud amendments in April 2022 because of the time required to develop and consult on regulations. Waiting until after the McCloud amendments have been implemented also offers the advantage of not having to amend the closed legacy scheme regulations which fits with the accepted principle of no retrospection on eligibility changes.
- 8.3 The board requested update on legislative progress at the next board meeting in February 2022 and agreed T8.11 should remain open.

9. SAB Update

- 9.1 Minute of SAB meeting held 24 May 2021 was available and the Chair confirmed she provided an update to the SAB at the meeting held on 7 October 2021, which outlined the recent work of pension board i.e. annual report, ABS progress and the review of communication on opting out and phased retirement. The SAB did not have any comments or feedback on this update.
- 9.2 Following the SAB meeting the Chair noted the following actions for SPPA:
- inconsistencies in the opt out form and website
 - 2015 Remedy communication timelines – mismatch of information reported to SAB and the board
- 9.3 The Chair proposed, and the Board agreed, that annual reporting of opt-outs was generally adequate for the Board, but six-monthly during McCloud implementation to monitor the risk of increased rates.
- 9.4 The next SAB meeting is to be scheduled for January 2022.

T1121.06	SPPA to share the SAB opt out reports with the board 6 monthly during McCloud implementation period and annually thereafter.
----------	--

10. Governance

- 10.1 SMacA summarised update and activities over the next few months, with particular focus on addressing recommendations from Internal Audit governance review.
- 10.2 The board noted the effectiveness review featured in the report and encouraged SPPA to capture views/input across whole board when updating TOR and developing future training programme.
- 10.3 It was suggested TPR code of practice should feature in training schedule for board members and SPPA noted the board's suggestion to focus on mapping the current code initially with awareness of new code. SMacA outlined the work already underway internally and confirmed an update will be reported at the next meeting.
- 10.4 The Chair confirmed she had accepted a short-term tenure extension pending progress with review of board effectiveness. T1020.14 carried forward.

11. Board responsibilities

- 11.1 The board responsibilities table was noted, with non-green areas already covered during the meeting. The Chair asked board members to forward any feedback on this via CM.

T1121.07	New board members to contact SPPA Governance with feedback on the induction pack
----------	--

12. Update on action T1020.06

- 12.1 It was noted some board members felt the level of detail provided in the report was inappropriate; it was recommended future dashboard information should only provide high level trends and what action was taken.
- 12.2 The board discussed key reasons for absence and DD acknowledged challenges outlined methods of supporting staff across all business areas, including HR calls, staff wellbeing sessions,

plus Team Leader development to improve skillset to conduct effective conversations to support staff and ensure access to services.

12.3 The board outlined SPPA's attendance management procedure was not under discussion however suggested the staff absence target should be no more than 3-4% - report showed 7-8%. The Chair asked SPPA to show absence MI on dashboard.

13. AOB

13.1 The Chair outlined intention to discuss the following at future meetings:

- future role of the board through effectiveness review
- virtual and face to face meetings
- establish long term plan for board activity/progress

13.2 As board members indicated they were unable to attend some of the 2022 meeting dates, particularly May 2022, CM to scope change of dates and follow up with the board.

T1121.08	SPPA to review 2022 meeting dates with board availability and confirm 2022 meeting schedule
----------	---

14. Next meeting

14.1 Proposed for 24 February 2022 subject to change – Governance team to confirm after reviewing board availability.

Summary of new actions

Action Ref	Action	Assigned to	Target Date
T1121.01	SPPA to review how to contact members without current email addresses or access to online information	RM	February 2022
T1121.02	SPPA to circulate a breakdown of GMP over/underpayments in Teachers schemes to the board	GMcG	When available
T1121.03	SPPA to feedback to the board on the GMP queries received following mailing planned for November-December 2021	GMcG	February 2022
T1121.04	SPPA to share stakeholder engagement strategy when available	DF	When available
T1121.05	HG to invite volunteers from the board to assist with development of board specific risk register	HG	ASAP
T1121.06	SPPA to share the SAB opt out reports with the board 6 monthly during McCloud implementation period and annually thereafter.	Governance	ongoing
T1121.07	New board members to contact SPPA Governance with feedback on induction pack	Board members	ASAP
T1121.08	SPPA to review 2022 meeting dates with board availability and confirm 2022 meeting schedule	Governance	ASAP

Version Control		
		Version number
Date minutes sent to chair	18 November 2021	V0.1
Date approved by chair	24 November 2021	V0.2
Date approved by board/committee	24 February 2022	V1.0
Date of publication	24 March 2022	