Meeting	Scottish NHS Pension Board
Meeting date	17 February 2022
Meeting time	10:00 – 13:00
Meeting location	MS Teams

Members	Brian Barbour (BB)	Chair
	Mark Cook (MC)	Vice Chair
	Craig Black (CB)	Board Member
	David McColl (DMcC)	Board Member
	Gordon McKay (GM)	Board Member
	Ailsa Paterson (AP)	Board Member
	Claire Pullar (CP)	Board Member
	Kay Sandilands (KS)	Board Member
	Tom Wilson (TW)	Board Member
Other attendees	Garry Cossar (GC)	SPPA Interim Head of People, Strategy & Communications
	Dev Dey (DD)	SPPA Head of Customer Services
	Donald Forbes (DF)	SPPA Senior Partnership Manager
	Craig Gardiner (CG)	SPPA Interim Chief Operating Officer
	Hannah Grout (HG)	SPPA Risk & Assurance Manager
	Phil Heywood (PH)	SPPA Pension Platform Programme Director
	Mark Humble (MH)	SPPA Senior Project Manager
	Stuart MacArthur (SMac)	SPPA Governance Manager
	Karen Morley (KM)	SPPA Head of Finance, Procurement & Risk
	Lorraine Spalding (LS)	SPPA Communications & Engagement Manager
	Greg Walker (GW)	SPPA Senior Policy Manager
	Anne Walsh (AW)	SPPA McCloud Project Manager
Apologies	Graeme Eunson (GE)	Board Member
Minute taker	Marnie Davis Wood	SPPA Governance Delivery Lead

1. Welcome and apologies

1.1 The Board welcomed the new member Ailsa Paterson, new employer representative for NHS Borders and Craig Gardiner, newly appointed SPPA Interim Chief Operating Officer, both of whom introduced themselves to Board members.

2. Declaration of interests

2.1 There were no changes to Board members' Register of Interests nor were there any declarations of interest in the business to be conducted.

3. Previous meeting

3.1 The minutes from the meeting held on 2 November 2021 were approved electronically and were available on the SPPA website.

3.2 The action tracker was reviewed and the following actions were approved for closure, some of which were closed during the meeting:

N1121.01
N1121.02
N1121.03
N1121.04
N1121.07
N1121.10
N1121.11

3.3   The remaining actions were updated as follows:
- N1121.05 and N1121.06: to be merged and added to the next meeting's agenda.
- N1121.08: further investigation required into recording webinars; further explanation required as to why it is not currently possible in MS Teams.
- N1121.09: to remain open.

3.4   It was noted that all actions, including those being proposed to close, should be presented in the meeting papers with an action progress report.

4.   Operational Excellence Report
4.1   MH presented the report, highlighting that Management Information and Key Performance Indicator (KPI) dashboards continue to be developed, working towards a more balanced scorecard approach. Updates on the twelve key projects were provided, with a focus on:
- 2015 Remedy
- Scheme Valuations, currently at amber due to awaiting information from GAD
- Annual Pension Increase
- Goodwin Rectification
- Practitioner Collections (previously GP overpayment and underpayment)
- ABS Rectification
- Annual Allowance.

4.2   The Board discussed the barriers to issuing ABS and how this might be supported through the relevant bodies. Barriers include where members have missing data for previous employers and where validations in Altair need to be run in order to complete calculations.

4.3   The Board discussed concerns about similar issues occurring with ABS and missing data every year and whether SPPA has sufficient workforce resources to address the issues discussed above. SPPA reported that vacancies had been reduced and that the Strategy refresh currently underway includes a review of capacity and capability. It was noted that there are significant budget pressures across Scottish Government, particularly in resourcing. Under the new Strategic Plan, SPPA will also be engaging in a more considered and regular way with stakeholders and the Board will recognise this change in the coming financial year.

4.4   It was reiterated that the Board had a preference that all members, including deferred members, be provided with an ABS and that all members should have Pension Saving Statements issued every year, although the statutory requirement is only for active members.

4.5   The Board noted their interest in seeing urgent progress on the Practitioners Collection Project and discussed the reasons for the terminology change from overpayments and underpayments. It was noted that the terminology change was to clarify the focus of this project in relation to employer contributions, rather than the payment of pensions. KM explained that this project is both complex and a high priority and offered to meet with any interested Board members to discuss the project in more detail.

4.6   SPPA's intention to improve the quality of and streamline board papers to facilitate better discussions, providing better context and content, was welcomed by the Board.

N0222.01	In response to DMcC noting that his 2019 ABS is not available on the portal, SPPA to check and report on why this is the case and whether this is a wider issue.
N0222.02	SPPA to inform the Board of the current number of FTE vacancies in the Agency.
N0222.03	SPPA to keep the Board informed on progress completing the 2021 ABS project and preparations for the 2022 ABS.
N0222.04	SPPA to provide regular updates on the Practitioners Collection Project, an out-of-session update before the next meeting, and an opportunity for Board members to meet with KM to discuss the project.

5.   2015 Remedy Report

5.1   AW presented the report, highlighting key issues as follows:
- The change from red to amber since the end of 2021 due to resourcing issues being resolved with a new communications manager in place
- Supply of data analysis
- Reporting amber because of imminent resource requirements for the Pensions Platform Programme, where Subject Matter Experts from the agency are required for both projects.
- Consideration of ways to mitigate the impact on business as usual, including ABS and bulk transfers.

5.2   The Board discussed:
- The resourcing issue of data analysis, noting that the supplier had been engaged
- The urgent need for communication to members to ensure expectations are realistic, in relation to members planning on retiring in 2022 who might expect their pensions to be calculated in the 1995 scheme
- The internal stand-alone calculator and the engagement with GAD on a modeller to make a calculator available to members for calculating estimates
- Emphasised the importance of timely communication with members, otherwise the SPPA will see an increase in failure demand (extra member queries).

N0222.05	SPPA to develop further 'mythbuster' communications to members in relation to 2015 Remedy to clarify expectations for 2022 retirements.

6.   Customer Services Report

6.1   DD presented the report, highlighting the following:
- NHS retirement volumes have increased almost 100% on the previous year and making accurate and timely payments for these has therefore been a significant area of focus and direction of resources
- Improvement in transfers from Q2-Q3 due to movement of resource
- Estimate applications had been deprioritised due to increased retirements, however additional resource has now been allocated to this area.

6.2   The Board noted that demand would continue to increase through this year and beyond and discussed the importance of identifying the most important KPIs for Board consideration and how these could be considered proactively in planning for mitigation of risk in this area. Pension Savings Statements were also discussed and it was noted that there are significant delays in SPPA addressing related queries directed to the Agency.

7.   Risk and Assurance Report

7.1   HG presented the report to the Board, noting:

- The risk ratings had not significantly shifted but some of the mitigations had changed over the previous quarter
- The transformation agenda in the Agency, which will bring less of an inward-facing focus and much more outward-facing activity, including engagement with boards
- Feedback is sought on the paper structure and what information the Board wishes to receive
- The Board may wish to consider holding a risk-specific deep dive.

7.2   The Board discussed risks SLT 13 (Employer Contributions), which SPPA reported to be under review and SLT 6 (Engagement and Culture) in relation to retention of new staff.

7.3   It was noted that the Board currently does not receive any financial reporting, and SPPA wishes to consider in discussion with the Board what form and content of financial reporting would be useful for the Board to receive.

N0222.06	SPPA to meet with the Chair and other interested Board members to discuss the future content of the Finance, Procurement and Risk board pack.

8.   Pensions Platform Programme Report
8.1   PH presented this report to the board, noting that procurement is underway. The following was highlighted:
- Interested vendors are in communication with the team as per the procurement process
- Evaluation and moderation training is planned
- Evaluation is due to take place on 4 April
- Extensive work underway to ensure the programme and Agency are business-ready, particularly in terms of resource profiling and forecasting
- Significant assurance work required for the Office of Government Commerce Gateway Review.

8.2   It was noted that the transformation agenda was being delivered through the refresh of the Agency's Strategy and the business planning process and that business improvements would be delivered but not at the expense of delivering the Minimum Viable Product, which was the vital outcome of this programme.

9.   Policy Report
9.1   GW presented this report, highlighting:
- Internal Dispute Resolution Process (IDRP) statistics for the quarter
- Trend analysis over the past quarter, including internal and external factors which have led to any delays.

9.2   The board noted that the request for more granularity had been met and discussed the impact of the Covid-19 pandemic on the waiting lists for medical advice and treatment in relation to the IDRP process.

10.   Governance Report
10.1   SMac presented the report, highlighting:
- Continued implementation of the training program, noting that the Cybersecurity webinar had been well received and the Spring webinar would focus on the TPR Code of Practice
- Upcoming review of the Board's Terms of Reference
- A number of policies currently being updated, including the Code of Conduct, Terms of Appointment, Appointments and Nominations and Training policies, which will be shared with the Board in coming months

- The Knowledge and Understanding questionnaire, noting that only two-thirds of Board members had taken part.

10.2 It was noted that SPPA keeps a training log for all Pension Board members.

N0222.07	All Board members to maintain their own training logs and to provide updates annually at least to SPPA Corporate Governance Team regarding any training they have undertaken.
N0222.08	SPPA to review the Board membership terms list and make the necessary correction to Kay Sandilands' appointment term, as there was a typo in the version included in the papers.
N0222.09	Chair to arrange 1:1 meetings with individual Board members this quarter to check in and follow up on the self-assessment. *Post meeting note: Chair and Vice-Chair will between them hold the 1:1 meetings with board members.
N0222.10	SPPA to upload all training slides and materials into a separate part of Knowledge Hub for Board members to refer to.

11. Horizon scanning
11.1 The Board noted that the SPPA would be updating the agenda structure of future Pension Board meetings in line with the new operating model of the Agency.

11.2 The SPPA is working on implementing the new Strategy in the new financial year and feedback would be sought from Board members in coming months. A key focus of the new Strategy would be further developing the relationships with Pension Boards and developing the information provided to Boards. Board members were encouraged to contact members of the Executive Team to discuss any issues they wished to explore in more depth either in between or at Board meetings.

12. Date of next meeting
12.1 The next meeting is scheduled for 26 May 2022.

13. Summary of Actions

Action number	Action	Assigned	Target completion date
N0222.01	In response to DMcC noting that his 2019 ABS is not available on the portal, SPPA to check and report on why this is the case and whether this is a wider issue.	CG	31 March 2022
N0222.02	SPPA to inform the Board of the current number of FTE vacancies in the Agency.	GC	31 March 2022
N0222.03	SPPA to keep the Board informed on progress completing the 2021 ABS project and preparations for the 2022 ABS.	CG	Next meeting
N0222.04	SPPA to provide regular updates on the Practitioners Collection Project, an out-of-session update before the next meeting, and an opportunity for Board members to meet with KM to discuss the project.	KM	31 March 2022
N0222.05	SPPA to develop further 'mythbuster' communications to members in relation to 2015	GC	31 March 2022

	Remedy to clarify expectations for 2022 retirements.			
N0222.06	SPPA to meet with the Chair and other interested Board members to discuss the future content of the Finance, Procurement and Risk board pack.	KM	30 April 2022	
N0222.07	All Board members to maintain their own training logs and to provide updates annually at least to SPPA Corporate Governance Team regarding any training they have undertaken.	Board members / Governance	30 April 2022	
N0222.08	SPPA to review the Board membership terms list and make the necessary correction to Kay Sandilands' appointment term, as there was a typo in the version included in the papers.	Governance	31 March 2022	
N0222.09	Chair to arrange 1:1 meetings with individual Board members this quarter to check in and follow up on the self-assessment.	Chair/Vice Chair	31 March 2022	
N0222.10	SPPA to upload all training slides and materials into a separate part of Knowledge Hub for Board members to refer to.	Governance	31 March 2022	

Version Control		
		Version number
Date minutes sent to Chair	1 March 2022	0.1
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Date of publication	30 March 2022	1.0