

Meeting	Scottish NHS Pension Board
Meeting date	26 May 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
	Graeme Eunson (GE)	Board Member
Other attendees	Garry Cossar (GC)	SPPA Interim Head of People, Strategy & Communications
	Craig Gardiner (CG)	SPPA Interim Chief Operating Officer
	Karen Morley (KM)	SPPA Head of Finance, Procurement & Risk
	Phil Heywood (PH)	SPPA Pension Platform Programme Director
	Paul O'Donnell (PD)	SPPA Pension Platform Senior Project Manager
	Hannah Grout (HG)	SPPA Risk & Assurance Manager
	Stuart MacArthur (SMac)	SPPA Governance Manager
	Greg Walker (GW)	SPPA Senior Policy Manager
	Brian Couzens (BC)	SPPA Practitioner Remediation Project Manager
	Donald Forbes (DF)	SPPA Senior Partnership Manager
	John Hannah (JH)	SPPA Business Analyst
	Mitchell Strachan (MS)	SPPA Delivery Lead
	Trish Brady-Campbell (TBC)	SPPA Head of User Centred Design
Apologies	David Robb	SPPA Chief Executive
	Phil Heywood	SPPA Interim IT Programme Director
Minute taker	Clare Moffat	SPPA Governance Delivery Lead

1. Welcome and apologies

1.1 The Chair noted apologies and welcomed the return of meetings being held in Tweedbank. Members were encouraged to attend the September meeting in person if possible.

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 17 February 2022 had been 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:

N1121.09
N0222.01
N0222.02
N0222.03
N0222.04
N0222.05
N0222.07
N0222.08
N0222.10
N0422.03(a)
N0422.04

3.3 The remaining actions were updated as follows:

- N1121.05/6: remains open
- N1121.08: remains open – SPPA to pursue
- N0222.06: remains open
- N0222.09: remains open until all reviews completed
- N0422.01: remains open until the Board see update report to TPR
- N0422.02: remains open
- N0422.03 (b): remains open
- N0422.05: remains open
- N0522.01: open
- N0522.02: open

N0522.03	Link to email enquiries to SPPA on 2019/20 ABS platform does not work. SPPA to investigate and fix.
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4. Performance Report

4.1 GC outlined the new report format and highlighted the key elements were:

- 2021/22 KPIs providing a backward look at Agency performance
- 2022/23 performance dashboard
- Scheme-specific performance data

4.2 The Board discussed use of Net Promoter Score to track progress only, and commented effective performance measures should include benchmarking. The Board requested further information on complaint definitions and metrics.

4.3 The Board queried the lengthy timescale to target a reduction in the call abandon rate to below 5% and amber status of this measure. GC agreed abandon rate status should be red and explained timeline reflected trends on last year and resource availability.

4.4 The Chair requested the Board set up a subgroup to monitor and review SPPA's performance on a monthly basis; SPPA to provide monthly reports and its Leadership team to attend to discuss performance. Interested Board members were invited to volunteer to join the subgroup.

4.5 The Board thanked SPPA for the workforce planning session and sought assurance on known links to predicted demand spikes. GC confirmed SPPA is better able to predict peaks, cyclical spikes and address concerns.

4.6 CG presented the NHS scheme-specific high level performance data, outlined the challenges faced over the quarter which included increased demand on all services as retirement applications increased by 27% on 2021, resourcing issues and high volume of calls and emails as a result of broader pension scheme servicing delays and resourcing issues.

4.7 The board noted SPPA was proactively working to remove failure demand and bolstering analysis capability to provide more accurate MI and review overall website content to provide enough information for

members to self-serve. In addition, User Centred Design resource now in place. It was noted that full member self-service will not be available until the implementation of the new pensions platform

4.8 The Board welcomed these initiatives and highlighted their preference for ABS to be available for all members, including deferred members, and PSS available for all Practitioner members. It was noted that reviews per SPPA's Corporate Plan will help provide understanding of issues and highlight areas to address. As 2022 ABS project was already in place, the Board asked SPPA to action this feedback before new PPP is implemented.

4.9 A discussion followed on the SLA for answering calls where the Board expressed concern that members experienced very long call wait times. SPPA confirmed the actions taken to improve available information for members and recruit more resource; These along with support from a dedicated technical training team, will provide more operational flexibility.

4.10 It was agreed the SLA table which charted call statistics should be included in the performance reporting pack and the Board were advised to direct further feedback on performance reporting pack to CM at SPPAGovernance@gov.scot.

4.11 It was noted that the Board offered to work together with SPPA to address any key themes which emerged from the review of calls; it was suggested if the top five reasons to contact SPPA were identified each quarter and shared annually, the Board's networks may be able to assist with member education and signposting. SPPA agreed to include this information in monthly performance reports.

4.12 The Board queried active membership data and it was agreed that SPPA will confirm the breakdown of the leavers and highlight any trends. It was also suggested SPPA consider articulating scheme benefits to starters and if possible, gather a profile of pay bands, gender, hours of working etc.

N0522.04	SPPA to provide an overview of complaints outlining definitions, process, metrics and NHS complaints profile compared with other schemes
N0522.05	SPPA to provide monthly performance reports and set up a monthly subgroup to discuss with Leadership Team
N0522.06	PPP to consider Board feedback on making ABS and PSS available to all members, including deferred members
N0522.07	SPPA to confirm breakdown of scheme membership data, leavers and trends (i.e. how many opted out, transferred/joined another scheme, retired etc.)
N0522.08	SPPA to consider building profile of scheme memberships by pay band, gender, working hours etc.

5. Policy Report

5.1 GW presented the report, highlighting the following:

- Medical IDRP processing was longer due to SPPA revisiting evidence with members before referring to Medical Adviser; this does not need to be reported to The Pensions Ombudsman
- Some non-medical IDRPs missed KPI however this was key focus now – rectifying errors and processing any pension payments
- SPPA kept members informed of IDRP progress at all times.

5.2 The Board discussed the proposed member contribution consultation to take place during summer 2022, and the possible delay of implementing aggregated part-time employee pension contributions to work through possible issues with Technical Working Group.

6. Risk and Assurance Report

6.1 HG presented the report to the Board, noting:

- The risk ratings had not dramatically shifted
- Executive Team risks under review
- No movement on breach log
- Direction arrows on heat maps to follow.

6.2 The Board had no further questions.

7. Pensions Platform Programme Report

7.1 The Chair introduced PD, who provided an overview of the Pension Platform Programme. It was noted:

- Overall programme RAG status amber
- Procurement RAG status green
- Implementation and planning RAG status amber

7.2 The Board discussed de-risking actions, with particular focus on data cleansing where a data working group has been formed to define implementation plans and resource needs in more detail, and sought assurance the project would consider service improvements to make ABS and PSS available to all members. The Board suggested approaching England & Wales counterparts in the NHSBA and were assured SPPA was in regular contact with LPPA and Civica.

8. Project Report

8.1 CG provided an overview, which included:

- Change of governance for 2015 Remedy Project as CG now Senior Responsible Officer (SRO)
- 2015 Remedy reporting red due to resourcing concerns
- 2015 Remedy member modeller delayed from May 2022 to June 2022
- ABS work underway however reporting amber due to resourcing uncertainties.

8.2 The Board discussed the impact of the 2015 Remedy modeller delays and it was agreed SPPA would share communications with the Board, who encouraged SPPA to utilise employers and staff organisations to share messages. It was agreed member communications must clearly outline modeller figures would be indicative only and SPPA to include this within hosting requirements.

8.3 Several members of the Board volunteered to assist SPPA with member communications and PPP/2015 Remedy testing.

8.4 The Board queried if any Government support had been made available to assist funding of 2015 Remedy project and KM outlined that a full finance case had been requested to cover the maximum resource for the maximum period, and was now with the Minister. When outcome of this case becomes available, it will be included within the Board finance report.

8.5 A discussion followed around recalculations of annual allowance and the data needed to reassess liabilities. SPPA were asked to confirm if this data would be available.

8.6 The Board discussed the progress of the Practitioners Remediation project and it was noted the Practitioner definition paper remains outstanding. SPPA were asked to provide a clear, definitive position of those affected by the remediation and whether Dentists were included.

8.7 CG outlined the ABS project resourcing issues and confirmed discussions continued with system provider.

N0522.09	SPPA to confirm if member modeller will calculate voluntary early retirement reduction
N0522.10	SPPA to confirm if sufficient data available to reassess annual allowance liabilities from 2008/09
N0522.11	SPPA to provide a clear, definitive position of those affected by the remediation and whether Dentists were included.

9. Governance Report

9.1 SMac presented the report, highlighting:

- Code of Practice webinar successfully delivered per training programme plan
- Work continued to finalise the Code of Practice tracker which will be presented to the Board from September 2022
- Revised Terms of Reference for approval by the Board
- Consultation ended for Governance policies, with final versions to be circulated mid-June 2022

9.2 It was noted some Board members' clinical commitments mean they cannot attend training sessions and discussed SPPA's inability to record webinars. Alternative suggestions were made for SPPA to investigate.

9.3 The Board approved the revised Terms of Reference and requested SPPA aspire to exceed the minimal standard of compliance with the law with focus on the wider need of the members.

9.4 It was noted the Chair's one-to-one sessions with Board members would be concluded by end of June 2022 and the Pension Board Annual Report drafting is almost complete, and will be circulated to the Board when available for electronic approval.

N0522.12	SPPA to investigate alternate hosting suggestions for future webinars to enable recording and upload to Knowledge Hub
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10. Finance report

10.1 KM introduced the new finance report providing high-level budget information to provide visibility of scheme finances and it was noted the information presented was subject to audit. This included:

- Provisional outturn 2021-22
- Overpayments raised in 2012-22 by type and cause
- Update on action N0222.06 – feedback on reporting pack invited
- 2021-22 Pension Scheme Accounts including timetable, role of GAD and Internal Audit

10.2 The Board noted the funding differences between the Scottish and E&W schemes, and it was confirmed the Agency Annual Report and Accounts on SPPA website provided more detail. The Board queried whether finance metrics were available to assess the running costs of the scheme and KM advised work was underway within the Corporate Plan to analyse cost of processes on a scheme by scheme basis; these findings will enable SPPA to better understand costs of processes and highlight services requiring review.

10.3 The Board welcomed the positive discussion on scheme finances and confirmed feedback on the content of the reporting pack would be provided.

N0522.13	The Board should provide feedback to SPPAGovernance@gov.scot on content of finance reporting pack
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11. AOB

11.1 The Board discussed the reinstatement of abatement, currently under review by Scottish Ministers as instructed from HM Treasury, and if any mitigations could be put in place due to concerns around possible impact on stability of the scheme. The Board suggested SPPA should closely monitor:

- opt out trends and members choosing to take early retirement over the next 18 months
- opportunities to review information received from GAD modellers/forecasting for valuations

The Board acknowledged the SAB's ownership of discussions on scheme membership and requested updates on output analysis of this data.

11.2 The Board requested an update on the status of senior management at SPPA and requested SPPA engage with the Board to discuss mitigations of future changes of leadership which may affect stability of operations.

N0522.14	The Board requested updates on scheme membership analysis by SAB (with focus on opt outs and early voluntary retirements)
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12. Date of next meeting

12.1 The next meeting is scheduled for 1 September 2022. Attendance in person at Tweedbank office was encouraged.

13. Summary of Actions

Action number	Action	Assigned	Target completion date
N0522.03	Link to email enquiries to SPPA on 2019/20 ABS platform does not work. SPPA to investigate and fix.	CG	ASAP

N0522.04	SPPA to provide an overview of complaints outlining definitions, process, metrics and NHS complaints profile compared with other schemes	CG	ASAP
N0522.05	SPPA to provide monthly performance reports and set up a monthly subgroup to discuss with Leadership Team	CG	30/06/2022
N0522.06	PPP to consider Board feedback on making ABS and PSS available to all members, including deferred members	PD	01/09/2022
N0522.07	SPPA to confirm breakdown of scheme membership data, leavers and trends (i.e. how many opted out, transferred/joined another scheme, retired etc.)	GC	01/09/2022
N0522.08	SPPA to consider building profile of scheme memberships by pay band, gender, working hours etc.	GC	01/09/2022
N0522.09	SPPA to confirm if member modeller will calculate voluntary early retirement reduction	CG	ASAP
N0522.10	SPPA to confirm if sufficient data available to reassess annual allowance liabilities from 2008/09	CG	01/09/2022
N0522.11	SPPA to provide a clear, definitive position of those affected by the remediation and whether Dentists were included	CG	01/09/2022
N0522.12	SPPA to investigate alternate hosting suggestions for future webinars to enable recording and upload to Knowledge Hub	SMacA	01/09/2022
N0522.13	The Board should provide feedback to SPPAGovernance@gov.scot on content of finance reporting pack	Board members	ASAP
N0522.14	The Board requested updates on scheme membership analysis by SAB (with focus on opt outs and early voluntary retirements)	GW	01/09/2022

Version Control		
		Version number
Date minutes sent to Chair	21 June 2022	0.1
Date minutes sent to Board members	30 June 2022	0.3
Date approved by Board	15 July 2022	0.3
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