

<b>Meeting</b>	Scottish NHS Pension Board
<b>Meeting date</b>	01 September 2022
<b>Meeting time</b>	10:00 – 13:00
<b>Meeting location</b>	Hybrid

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
	Graeme Eunson (GE)	Board Member
Observer	David Vallery (DV)	Vice Chair with effect from 1 December 2022
SPPA attendees	David Robb (DR)	SPPA Chief Executive
	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
	Iain Coltman	SPPA Head of Policy
	Hannah Grout (HG)	SPPA Risk & Assurance Manager
	Stuart MacArthur (SMac)	SPPA Governance Manager
	Jonathan Sharp	SPPA Data Protection and Information Governance Manager
	Brian Couzens (BC)	SPPA Practitioner Remediation Project Manager
	Donald Forbes (DF)	SPPA Senior Partnership Manager
Apologies	Claire Pullar (CP)	Board Member
	Kay Sandilands (KS)	Board Member
	Tom Wilson (TW)	Board Member
Minute taker	Clare Moffat	SPPA Governance Delivery Lead

## 1. Welcome and apologies

- 1.1 The Chair welcomed all attendees and explained recent Board recruitment exercise resulted in MC's appointment as Chair of Scottish Teachers Pension Board. MC will remain VC of NHS Board until next meeting on 24 November 2022. The Board welcomed DV as the new Vice Chair and introductions were provided.
- 1.2 DMc, GE and GM joined the meeting remotely and it was noted GM would leave at 11:00.
- 1.3 Apologies were noted from CP, KS and TW.

## 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 26 May 2022 had been approved electronically and were available on the SPPA website.
- 3.2 The action tracker was reviewed and the Board welcomed SPPA's activity to progress actions between meetings. The following actions were approved for closure, some of which were closed during the meeting:
- N1121.08
  - N0222.06
  - N0222.09
  - N0422.01
  - N0522.02
  - N0522.04
  - N0522.05
  - N0522.07
  - N0522.08
  - N0522.09
  - N0522.10
  - N0522.12
  - N0522.13
  - N0522.14
- 3.3 The remaining actions were updated as follows (reforecast dates):
- N1121.05/6: remains open – HG/MC to take forward (24 November 2022)
  - N0422.02: remains open (31 December 2022)
  - N0422.03 (b): remains open (2024)
  - N0422.05: remains open (24 November 2022)
  - N0522.01: remains open (24 November 2022)
  - N0522.03: remains open until Pulsion change tested (30 September 2022)
  - N0522.06: remains open
  - N0522.11: remains open
- 3.4 The 2022 ABS final results as at 31 August 2022 were discussed and SPPA confirmed a TPR breach report and recovery plan will be processed in the next month and shared with the Board.
- 3.5 The Board highlighted their request to automate production of ABS and PSS and outlined why members request PSS. A requirements gathering meeting had been held on 31 August 2022 with SPPA and member representatives and a further meeting was to be scheduled during September 2022. Progress will be shared at the next meeting.

N0922.01	SPPA to share ABS breach report with the Board
N0922.02	SPPA to outline progress from PSS meeting with the Board

#### 4. Performance Report

- 4.1 CG explained some progress had been made and outlined planned structural changes and training to improve capacity and capability. The Board requested SPPA compare current performance with pre-covid performance levels and review data, if available, to reduce failure demand, particularly where a customer needs to call/email SPPA several times to resolve their query.
- 4.2 Discussion followed on the resource available to administer the NHS scheme. SPPA confirmed it had the right capacity in-house but acknowledged staff upskilling was required to meet demand, and that more effective workforce planning and training was in place to develop resource to meet BAU and project work.

- 4.3 Investment in platforms to automate processes for member self-service was encouraged by the Board, even if short-term until PPP implementation, to address poor KPI levels. GC highlighted the user-centred design research already underway would provide valuable insight to member self-service behaviours and preferences.
- 4.4 SPPA explained its decision to temporarily pause post-award payment QA checks in order to prioritise award payments, explained pre-award checks and authorisations remain in place for calculations and previous high QA payment record provided critical evidence in this decision. Most awards require revision as often the final salary figures are submitted by employers post-award. It was noted some background on this decision could have been included within the performance pack.
- 4.5 Customer satisfaction scores presented were discussed and queries raised around underlying causes for customer dissatisfaction. SPPA referenced the valuable data being gathered by user-centred design project and high response rate from engaged stakeholders. The Board noted concerns around KPIs not being met.
- 4.6 CG confirmed all complaints raised in the quarter have been closed, bar one, with lessons learned in place where applicable. The one case outstanding is due to the complexity of the issue.
- 4.7 The Board noted the Agency performance pack was not fully populated and finance/risk metrics were discussed. KM explained measures were based largely on narrative and undertook to include more specific actions from the next quarter. GC also explained performance improvement meetings were planned across all KPIs, and highlighted key areas to note on the data provided on SPPA workforce.
- 4.8 Discussion continued on ABS performance and DR confirmed an analysis action report will be provided to the Board, along with the TPR breach report (N0922.01). SPPA highlighted discussions with TPR to address such issues and the Board acknowledged the additional 10000 ABS required in 2022 compared to 2021, the dependency on employers to provide SPPA with the accurate and timely member data to produce the statements, and the significant progress SPPA has made to towards this statutory obligation over the last few years.

N0922.03	SPPA to check Liberty data to confirm: <ul style="list-style-type: none"> <li>• If possible to compare performance with pre-covid levels</li> <li>• If any data available which indicates the number of times customers need to contact SPPA to resolve their query.</li> </ul>
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**Post-Incident Review**

- 4.9 JS presented the Altair post-incident review to the Board, outlined the actions to be coordinated across SPPA and invited feedback, which included:
  - the Board (Chair and Vice-Chair minimum) to be automatically included as part of strategic operational response
  - The Board to take part in review
  - Process required clarity on when to invoke Incident Management process
  - Report should outline cover organisational response only; technical response covered elsewhere (SPPA advised this could be provided, if requested)
- 4.10 SPPA confirmed steps taken to improve process in future and awareness exercise underway across the Agency to increase awareness. It was there noted was already evidence of increased awareness within the Agency however it was agreed SPPA should ensure Managers and IT staff were briefed on process improvements without delay and

should aim to complete all awareness sessions much earlier than 31 October 2022 target date within the report.

N0922.04	SPPA to expedite Incident Management learning following Altair incident to improve awareness of process: <ul style="list-style-type: none"> <li>Managers and IT staff should be briefed as a matter of urgency</li> <li>Staff awareness sessions to be completed before 31 October 2022</li> </ul>
N0922.05	SPPA to share the Incident Plan with the Board to verify where the board sat in notification lines

**Risk Report**

- 4.11 HG highlighted the top risks and confirmed the current position on NPB11 reflected learning taken into account since the latest incidents of system failure. CG confirmed that although miscommunications had resulted in delays to invoke business continuity plan, SPPA would recover from back-ups in future due to measures implemented.
- 4.12 The Board requested SPPA consider reviewing the likelihood scores and requested confirmation of Data Protection scoring.
- 4.13 It was agreed MC would progress risk register review with HG before the next meeting. [Post-meeting note: HG and MC met 8 September 2022]

N0922.06	SPPA to confirm current statistics on Data Protection training for all staff
N0922.07	HG and MC to progress risk register reviews before 24 November 2022

**5. Pension Platform Programme**

- 5.1 PH provided an update on the three key risks, the significant progress made to date and confirmed all risks either fully mitigated or almost mitigated. The Board discussed:
  - Pilot/beta testing – it was noted GE would like to be involved
  - new system flexibility requests and need to balance the essential deliverables with improvements
  - Successful completion of G3, part of SG mandated gated process
  - other assurance features of the programme
  - 2024 launch anticipated
- 5.2 The Board’s preference for automatic PSS production, ABS for deferred members and increased member self-service capability were not explicitly within ITT however PH assured the Board the programme did seek to achieve a broader outcome with efficiencies/improvements. Gap analysis will be completed during mobilisation phase. DR noted the Board’s aspiration, outlined the significant increase in overall membership and assured the Board SPPA would take an integrated planning approach.
- 5.3 The Chair expressed his disappointment that PH would soon be leaving the programme and thanked PH for his leadership and expertise on behalf of the Board. It was agreed the PH would schedule a 1:1 conversation with DV before departing the programme.

N0922.08	PH to schedule 1:1 with DV
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**Practitioner Remediation Project**

- 5.4 BC confirmed the pilot commenced in July 2022 with closure expected in October 2022 however highlighted the project had experienced some issues with delays for Health Boards to gather the data requested to enable reconciliations.
- 5.5 The Board queried if full remediation would be complete by December 2022, as previously indicated. BC advised guaranteed timelines for the project could not be provided with any

certainty until the Pilot and Future state were determined, however he advised the target date for full remediation was March 202 which disappointed the Board.

5.6 The Board expressed concerns that incorrect contributions might still be being made, despite communications to outline the correct process, and BC highlighted the challenges of finding a new monthly data solution from the numerous employers/data providers. BC highlighted that SPPA can only detect – not stop – this problem and noted that 1:1 reconciliations were needed to resolve this. KM confirmed single member records for multiple employments is under consideration within PPP. Possible collaboration with Practitioner Services (PSD) was suggested and BC agreed to liaise with DMc offline to consider what data was held.

5.7 It was agreed BC would update the Board of findings once all data received from pilot.

N0922.09	BC to reflect on issues faced and advise of any ways in which PB can help
N0922.10	BC to respond to DMc offline on data held by PSD
N0922.11	BC to provide update to Board on data received before the next Board meeting report

#### Other projects

5.8 CG confirmed progress had been made on recruitment for the 2015 Remedy project and explained there had been a delay to publish NHS modeller on SPPA website due to 3<sup>rd</sup> party hosting issues. The first phase of the modeller would not include Practitioners and MHO status.

5.9 When the green status of AA project was queried, CG confirmed he would respond to DMc with anticipated numbers of members deemed at risk and copy in the Board.

N0922.12	SPPA to provide further information on AA project for the Board
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#### McCloud Remedy

5.10 When asked how much of the Remedy outcomes will be agreed at Scottish level, IC confirmed PDDs and taxation are reserved so are centrally coordinated by HMT however there was some flexibility on contingent decisions and SPPA would support that process. SAB discussions continue on this at present.

5.11 DMc advised BDA and BMA had written to HMT for AA mitigation and noted SPPA had already received 25% more requests than last year. SPPA confirmed the SAB had also written to HMT and agreed to provide an interim update to the Pension Board when available.

#### User-Centred Design Update

5.12 The Chair advised this update was for information only.

5.13 It was agreed that items for noting only should be placed at the end of the pack, with questions raised under AOB.

### 6. Other Board Business

#### Governance report

6.1 The report presented noted:

- Successful delivery of Policy webinar in August 2022 with next webinar on Finance planned for autumn 2022
- the Board's disappointment that webinars cannot be recorded under current SG policy

**TPR Code of Practice Report**

6.2 The Board provided positive feedback on the content and format of the report, to be presented 6-monthly, and SPPA confirmed TPR had not put new code in place yet.

**7. Finance Report**

7.1 KM presented the report and highlighted:

- 36 payrolls run to 31 July 2022
- change to Pension Schemes Annual Reports and Accounts timetable
- Pension Scheme audit key assumptions and methodology agreed with GAD.

7.2 The Chair asked if there was any action the Board could take to reduce overpayments due to late death notifications and a discussion followed on the breadth of cause and effect of overpayments.

**8. AOB**

8.1 Concern around consultations on NHS contribution structure was raised. SPPA confirmed the Board had a role within the governance of the NHS scheme however the Scheme Advisory Board (SAB) managed the consultation process and recognised the challenges of the contribution structure. The Board asked to be provided with an update after the SAB's next meeting on 9 September 2022.

8.2 The Board highlighted their interest was from the perspective of how scheme administration would cope with a new contributions process. SPPA confirmed implementation and impact on employers would be discussed at SPPA/employer technical working group.

N0922.13	SPPA to update the Board on outcome(s) on contribution structure discussions at NHS SAB meeting due to be held on 9 September 2022
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**9. Date of next meeting**

9.1 The next meeting is scheduled for 24 November 2022. Attendance in person at Tweedbank office was encouraged.

9.2 The Chair thanked all in attendance and closed the meeting at 12:56.

**10. Summary of actions**

Action number	Action	Assigned	Target completion date
N0922.01	SPPA to share 2022 ABS breach report with the Board	SMacA	30/09/2022
N0922.02	SPPA to outline progress from PSS meeting with the Board	CG	10/10/2022
N0922.03	SPPA to check Liberty data to confirm: <ul style="list-style-type: none"> <li>• If it is possible to compare performance with pre-covid levels</li> <li>• If any data is available to indicate the number of times customers need to contact SPPA to resolve a query</li> </ul>	CG	ASAP
N0922.04	SPPA to expedite IMP learning following Altair incident to improve awareness of process:	DR	30/09/2022

	<ul style="list-style-type: none"> <li>Managers and IT staff should be briefed as a matter of urgency</li> <li>Staff awareness sessions to be completed before 31 October 2022</li> </ul>		
N0922.05	SPPA to share the Incident Plan with the Board to verify where the board sat in notification lines	HG	ASAP
N0922.06	SPPA to confirm current statistics on Data Protection training for all staff	JS	ASAP
N0922.07	SPPA, with support from MC, to progress risk register reviews before 24 November 2022 [Post-meeting note: HG and MC met 8 September 2022]	HG	24/11/2022
N0922.08	PH to schedule 1:1 with DV	PH	ASAP
N0922.09	BC to reflect on issues faced and advise of any ways in which PB can help	BC	ASAP
N0922.10	BC to respond to DMc offline on data held by PSD	BC	ASAP
N0922.11	BC to provide update to Board on data received before the next Board meeting report	BC	ASAP
N0922.12	SPPA to provide further information on AA project for the Board, specifically number of NHS members deemed to be at risk	CG	ASAP
N0922.13	SPPA to update the Board on outcome(s) on contribution structure discussions at NHS SAB meeting due to be held on 9 September 2022	IC	30/09/2022

Version Control		
		Version number
Date minutes sent to Chair	8 September 2022	0.1
Date minutes sent to Board members	27 September 2022	0.2
Date approved by Board	14 October 2022	0.2
Date of publication	17 October 2022	0.2