

Meeting	Scottish NHS Pension Board
Meeting date	30 November 2023
Meeting time	10:00 – 13:00
Meeting location	Hybrid

Board Members	Brian Barbour (BB)*	Chair
	David Vallery (DV)*	Vice Chair
	Craig Black (CB)	Board Member
	David McColl (DMcC)*	Board Member
	Graeme Eunson (GE)*	Board Member
	Raymond Marshall (RM)*	Board Member
	Graeme Ferguson (GF)*	Board Member
	Tom Wilson (TW)*	Board Member
SPPA attendees	Alan Paterson (AP*)	SPPA Risk & Control Officer
	Clare Moffat (CM)	SPPA Corporate Governance Manager
	David Gunner (DG)	SPPA Programme Director
	David Robb (DR)	SPPA Chief Executive Officer
	Frances Graham (FG)*	SPPA Chief Operating Officer
	Debbie Trafford (DT)*	SPPA Head of People
	Laura Pacey (LP)*	SPPA Head of Strategy and Communications
	Iain Coltman (IC)	SPPA Head of Policy
	Jonathan Sharp (JS)*	SPPA Data Protection and Information Governance Manager
	Anna Skowron (AS)*	SPPA Finance Business Partner
	Laura Pacey (LP)*	SPPA Customer Service Manager
	John Burns (JB)*	SPPA Head of Finance
Minute taker	Liz Rae*	SPPA Operations Business Partner

*Joined remotely

1. Welcome and apologies.

- 1.1 The Chair welcomed all attendees and noted apologies from AP. BB also welcomed John Burns, SPPA Chief Financial Officer, and Graeme Ferguson as a new employer representative Board member from Scottish Ambulance Service.
- 1.2 BB advised the Board of a change of format; with actions discussed at the end of the meeting.
- 1.3 No new declarations of interest were noted.
- 1.4 The minutes from the meeting held on 31 August 2023 had been approved electronically and were available on the SPPA website.

2. Performance, Risk and Projects

- 2.1 BB expressed his thanks for the enormous amount of work that gone into Remedy and passed on the Boards thanks to the whole staff for all their hard work. He also commended the new performance pack, which had been improving month on month.

- 2.2 DR provided an overview of the pack followed by some staff changes that had taken place since the last meeting, including JB joining, LP took over Strategy and Communications, and DT returned to People. Operations also welcomed Christopher Nairns as Head of Operational Service Delivery and on 4 December, Christopher Gage joins as Head of Business Transformation.

Scheme Performance Report.

- 2.3 FG provided an overview then invited questions/comments. The Board noted more positive feedback on phone service than emails and were advised webforms would be introduced from quarter 4 although this would require thorough testing. When moved to web platform, SPPA expected to be able to measure customer satisfaction on emails. A reduction of the current email backlog would enable a cleaner start and support the enhanced measurement of performance and satisfaction.
- 2.4 The Chair was aware that in some cases when customer submitted an email, they were able to log in later and see what progress this had taken, and asked if SPPA would be able to do this, perhaps via PPP. LP advised tracking progress of cases would be possible as part of the web programme. BB requested that this question be captured under PPP.
- 2.5 The Board asked when quality assurance of phone calls and emails would be undertaken; SPPA confirmed that this would be looked at in early 2024. The Board also queried how SPPA planned to reduce the time spent on members who have forgotten log in details. FG advised that the Agency are working with Pulsion to address this in the future. The Board suggested SPPA provide communication to members regarding going through Pulsion to get to SMS.

N1123.01	FG to consider sending a communication to members regarding Pulsion authentication to access My Pension Online
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- 2.6 The Chair advised it would find it useful to see the percentage of the Awards increase that had taken place to provide BI context, and the increase between the quarters this year and last year (Awards volumes - slide 6)

N1123.02	FG to consider adding the percentage of the increase that had taken place, as well the movement for the same quarter last year (Awards BI – slide 6)
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- 2.7 RM remarked on how good the Customer Engagement section was and asked if there was an opportunity for this material to be shared with Boards so they can possibly independently deliver webinars to support SPPA by sharing the load. FG thanked RM and advised LP will be in touch to talk about that.

N1123.03	FG and LP to discuss sharing Customer Engagement with Board members
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- 2.8 FG presented an overview of NHS workload over the next 12 months which showed the Agency pain points over the next year. It was noted that it may be necessary to extend the revision backlog completion date which could affect the date committed to TPR. The Chair asked for the Board to be kept informed.

N1123.04	FG to keep the Board informed regarding the progress of rectification of revisions, specifically if any change to rectification date.
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Agency Performance

- 2.9 LP presented the key points from the pack. SPPA acknowledged the Board's challenge that ABS would have been of value to a small percentage of members beyond October 2023, and emphasised SPPA had discussed this within several subgroups and worked with HMRC; therefore the SPPA position remained the same ie no issuance of ABS.
- 2.10 DM advised, via the BDA UK Pensions Committee discussions, that HMRC had agreed to fund some of the recalculations of annual tax charges. SPPA unaware of this so committed to contact HMRC to find out more.

N1123.05	IC will speak to HMRC regarding HMRC funding some of the recalculations of annual tax charges.
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- 2.11 The Board acknowledged this [ABS] decision that had already been made for 22/23 ABS and sought clarity on the intentions for 23/24 statements around:
- would members receive backdated ABS for 22/23 and one for 23/24 along with automatic pension savings statements,
 - what will be covered on Remedy statements. Will the statements contain a running total of any previous scheme paid loans to allow members to see what their final pension looks like?
- 2.12 IC advised that remedial service statements would reflect the accrual of the two different types of remedial service periods and that Pensions Savings statements will reflect the accrual in the Legacy Scheme, in terms of disseminating previous years. It was agreed that any outstanding points should be shared and, if necessary, a separate meeting be arranged to discuss further.

N1123.06	<p>a) GE to put together his points for discussion</p> <p>b) FG similar regarding current thinking on what's planned to be delivered</p> <p>c) SPPA to send a date request with a list of those who will be attending, this will enable GE and Alan Robertson to be sure that the questions are given to the right person.</p> <p>If anyone else wants to be involved in this discussion, to email SPPAGovernance@gov.scot for inclusion.</p>
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Finance

- 2.13 AS joined the meeting and presented an overview of scheme financial performance, scheme transactions and SPPA financial stability.
- 2.14 The Chair asked if SPPA had plans to reduce the number of payrolls being run. AS confirmed that SPPA were looking to reduce these which could involve automation, however, as yet, there were no defined plans or dates.
- 2.15 DR outlined SPPA awaited the publication of the draft budget on 19 December 2023, and thanked the Pension Board Chairs for writing to the Minister expressing concerns about the situation, which helped focus the discussions.

N1123.07	SPPA to inform the Board of likely impact of draft budget statement, once announced (to be circulated before the next meeting)
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People

- 2.16 The Board queried the high number of Fixed Term Appointments. DT explained that these posts that were funded through the Remedy Budget, to support SPPA through the 'pain points' and outlined the intention to ensure SPPA can provide insight and planning to achieve balance on delivery for both business as usual work and projects.

Data Protection

- 2.17 The Chair queried what assurances SPPA had from Heywood over security standards now that data had migrated to the cloud, e.g. a controls report. JS advised that SPPA was engaging with Heywood's Head of Standard and Compliance, and actively building up a suite of documentation, which included Heywood's Disaster Recovery Plan and ISO accreditations.
- 2.18 SPPA offered to share the outputs from the recent ARC deep dive on Cyber Security

N1123.08	SPPA to share outputs from ARC Cyber Security deep dive
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Corporate Governance

- 2.19 SPPA outlined current activities included the completion of TPR Scheme Returns plus breach reporting to TPR, on which the Chair and Vice-chair were engaged.
- 2.20 Board members were advised they would soon receive the annual exercises by email and requested to complete forms promptly within requested deadlines. The team will also be sending out communications regarding possible dates for 2024/25 meetings.
- 2.21 The Board were also reminded that the Annual Business Plan workshops would also be taking place so a quick response from any volunteers would be appreciated. Dates to be circulated, when available, and the Chair encouraged those interested to contact SPPAGovernance@gov.scot.

Risk Register

- 2.22 AP explained the changes to the SPPA risk team structure and planned improvements on how risks were taken forward and discussed within the Agency.
- 2.23 Given the resource demands and challenging budget, the Board queried the people capability risk was accurately documented as amber, and not red. DR noted observations and agreed that it was moving towards red. FG explained that there would be a full risk workshop in December, to look at each risk by team. FG also agreed that there needed to be a lot of consideration around scores and what has been applied in the past.
- 2.24 DR advised the Scottish Government was replacing its internal HR and Finance systems with an integrated suite of products called Oracle Fusion, with implementation scheduled for April 2024, and a go/no-go decision to be taken soon. This was being monitored closely by SPPA due to the risk of whether or not the migrations would be successful and even if they are, whether the dependencies around would be workable.
- 2.25 AP explained the current NHS Register was mostly derived from the Executive Team Register however in future the SPPA explained it will contain more NHS-

related risks. DV highlighted two specific risks which should perhaps be contained in the NHS Risk Register to ensure there is appropriate SPPA focus:

- Not giving members the ABS Public Service Superannuation Scheme (PSSS) information that they need and
- Collecting the correct Practitioners contributions.

- 2.26 The Board discussed cyber security risk, which featured on the ET Register as well as an individual cyber risk register that was monitored by IT which gave assurance that there a mechanism was in place to feed risks up the chain as required. It was agreed JS would provide updates for the Board.
- 2.27 GE highlighted need to manage risks around collection of contributions for the whole time equivalent versus actual pay, specifically for bank agency staff and practitioner issues around multiple employments, and highlighted NPB6 regarding inaccurate or late data form employers which year on year directly impacted ABS provision.
- 2.28 FG acknowledged issues with receiving data from employers and asked employer representatives how SPPA could collaborate with employer payroll functions to address this, as we move forward to Annual Allowance (AA) and Benefit Statements next year. CB agreed to get involved and see if he could take it forward, perhaps via the technical working group or the national project team.
- 2.29 DG advised that IConnect would help by providing a level of validation, which should force better quality data and also reduce some of the manual manipulation required to get data into the system.
- 2.30 The Chair suggested this discussion could be taken offline however it was agreed SPPA would manage via the Technical Working Group, and provide an update to the Board at the next meeting.

N1123.09	SPPA to update format of Risk Register – enlarge font size for easier viewing
N1123.10	SPPA to provide progress report on employer data at the next meeting.

PPP

- 2.31 DG provided an overview of the project and explained PEN testing undertaken, per DAO audit advice. Heywood accreditation meets ISO 2700, deemed necessary by the SG, and cyber–Essentials Plus, which exceeds requirements. SPPA have also asked them to undertake an independent PEN test for one month. N0831.04 updated to include progress of PEN test and accreditation status at next meeting.

N1123.11	The Board requested to be updated on the migration 1-3 December 2023.
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- 2.32 The Board queried changes to the user experience, particularly self-service, and asked if user testing was planned. DG advised that the new platform wouldn't provide those features at this stage and functionality however SPPA is exploring digitisation of the retirement process which could bring significant benefits for members, as well as operational efficiencies. SPPA won't be moving to MSS but moving directly to the new version called TME (Transformational Member Experience) which is the next stage on our roadmap.
- 2.33 DG advised that SPPA will move across to TME as soon as possible however in the short term, this will provide the same functionality on a different platform albeit with a different look and feel, with better experience in terms of functionality

being introduced later after we have tested and proven the features. It was noted that the key is to ensure that the data held is actually in a good state to support the member experience.

- 2.34 The Board reiterated that members want to use an automatic portal, being able to see pension savings statement generated automatically, and the historical record going back for as long as needed, so they can look at their information as and when required. SPPA advised TME could be configured to meet needs and so the Agency planned to consult with users to get the best out of the system. The timescale is early 2024, per the roadmap, and user groups will be involved as soon as this part of the project commences.
- 2.35 The Board noted operational resource would be required to take this project forward therefore regular consideration of priorities will be required.
- 2.36 Following a request from the Chair, DG agreed to provide an update on where we should be in each quarter next year at the meeting in February 2024.

N1123.12	DG will provide an update (including TME prioritised roadmap) at the next meeting in February 2024.
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- 2.37 DG also explained that email tracking was not part of the 'out of the box' functionality but if it was deemed to be key and important, it could be considered as a future Netcall enhancement.

Remedy

- 2.38 DG expanded on the main points of his paper followed by a verbal update on data. BB suggested that, in due course, DG should present a paper on more specific plans, where the data was wrong and any plans to improve it.

N1123.13	DG to present a paper on specific plans for improving data.
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Practitioners

- 2.39 The Chair sought assurance that when somebody retires now, did the retirement process taken account of all anomalies to ensure the pension calculated is accurate, and when will affected members be advised how much was owed/due to be refunded. DG advised he would check and confirm the retirement process, and expected that a definitive view of contributions would be available once the reconciliation with Practitioner Service Division was complete. The Board noted that the last Practitioner reconciliation was based only on information held by SPPA, without comparison, and SPPA were aware of options to try and remove this problem going forward.
- 2.40 DG suggested reconciliation with Practitioner Services Division data should be complete in the next few months so further update will be available at the next meeting.
- 2.41 IC confirmed he was leading this project as SRO and advised that whilst letters were issued to potential underpayers in October 2022, these were not followed up. He acknowledged the Board's concerns and committee to provide further update in due course regarding effective communications to members.

N1123.14	DG to provide a paper for the February 2024 meeting which explains: a) Overall position – who owes what, when members will be notified and what action members need to take b) If/how anomalies are accounted for within the retirement process and that the pension in payment is accurate
N1123.15	IC will advise the Board regarding communications to members and the effectiveness of using members' nhs.scot email addresses

3. Other Board Business

NHS Charter and Delivery Plan

- 3.1 LP presented the document, in its early draft, and explained SPPA had not yet engaged with the technical working group to check the detail and ensure our understanding was correct. Once complete, it was expected that the plans will be published on SPPA website.
- 3.2 The Board welcomed the draft however stressed the importance of ensuring that the charter was deliverable and need for employers to be involved as they are key to this being delivered as well. LP assured the meeting that going forward the different aspects of the charter would be discussed at future Pension Boards.

External Engagement

- 3.3 LP provided an overview of the main points and agreed that SPPA would circulate an email to the whole Board to ensure non-attendees also had opportunity to participate in the communications workshop.

N1123.16	SPPA to circulate email to all board members, seeking response from those volunteering to participate in communications workshops
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Horizon Scanning

- 3.4 SPPA confirmed TPR combined code was not yet launched and confirmed the Board would be notified when this was published.
- 3.5 The Board asked how scheme pays calculations would be treated following changes to contribution structure. IC advised that new factors were already in force and updated GAD guidance would be issued when available.

Action Tracker

4. The Board agreed to close the following actions:
- N0525.06 – Remedy update
 - N0525.11 – Retirement regulations
 - N0831.01 – TPR estimates draft reports
 - N0831.02 – Letter to SG Minister
 - N0831.03 – Practitioners figures
 - N0831.05 – PPP profiling workforce data
 - N0831.07 – Agenda updated with future meeting dates
 - N0525.01 – People statistics within pack

N0223.04 & N0525.05 to remain open until the Board receive clarity on the new PPP functionality and experience.

N0831.06 to remain open until ABS non-provision reported to TPR, with possible closure at the next meeting if no follow up required.

N0831.04 remains open for update at next meeting.

AOB

5. No other substantive items of business were discussed

Next meeting – 22 February 2024 14.00 to 17.00