



SPPA

Scottish Public
Pensions Agency
Buidheann Peinneanan
Poblach na h-Alba

Meeting	Scottish Teachers Pension Board
Meeting date	27 February 2025
Meeting time	14:00 - 16:00
Meeting location	Microsoft Teams

Board members	Mark Cook	Chair
	Virginia Burke	Vice Chair
	Andy McGoff	Board Member
	Cllr Fiona Dugdale	Board Member
	Drew Morrice	Board Member
	Graham Hutton	Board Member
	Stuart Hunter	Board Member
	Suzanne McLeod	Board Member
Apologies	Kirsty Robb	Board Member
	Maureen Kennedy	Board Member
	Leah Stalker	Board Member
SPPA attendees	Chief Operating Officer	
	Programme Director	
	Strategic Communications Lead	
	Head of Business Transformation	
	Risk and Assurance Manager	
	Head of Policy	
	Financial Controller	
	Chief Executive	
	Head of Strategy, Governance and Communications	
Minute Taker	SPPA Governance Delivery Lead	

1. Welcome and apologies

- 1.1 The Chair welcomed all attendees and noted apologies.
- 1.2 No new interests were declared.

2. Minutes of the previous meeting

- 2.1 The Board agreed that the minutes of the previous meeting were a true and correct record.

3. Chief Executive Overview

- 3.1 The Chief Executive Officer, SPPA provided opening remarks and noted:

- Budget had been attained for forthcoming financial year with SPPA obtaining what was asked for
- The budget would allow SPPA to forward plan more effectively in terms of recruitment
- Day-to-day Operations had improved as a result of various recruitment undertaken in the past year
- Remedy complexities were still a major issue, with SPPA awaiting clarification from HMRC on tax implications
- Automation was being used to deliver additional Remedy work, as opposed to further recruitment which was not deemed practical
- SPPA staff were doing their utmost to complete Remedy work, with this being more complicated than originally thought

- 3.2 The Board noted the update and further discussed:

- If the forthcoming budget was sufficient for resourcing requirements and were assured by SPPA that it was enough to meet the projections presented
- The issues around recruitment timescales, from onboarding new colleagues to providing necessary training, and were assured that SPPA recognised these potential difficulties and had mitigations in place
- How the Board are assisting SPPA and potential improvements around internal communications from union representatives by asking if, when a Union or organisation who is a represented on the board makes a communication to press or government about the scheme, it would be courteous to share with the SPPA and Chair in advance. The board also universally agreed to be a conduit of messages to stakeholders and were keen to share any information that the SPPA feels is useful to scheme members.

4. BAU Scheme Data

- 4.1 The Chief Operating Officer, SPPA provided an overview of BAU Scheme Data, noting key points:

- Engagement resource was being enhanced in Operations which would help deliver i-connect and Engage as new employer and member portals

- Further recruitment would take place in the coming weeks and months on the back of funding being acquired
- There was less Management Information (MI) in this iteration of the meeting pack, but this would evolve over time; there is a need for systemic data that highlighted whole-case lifecycle operational data as opposed to compliance only
- MI previously supplied to the Board was onerous to collate/gather, with the new information easier to maintain and produce going forward
- Performance over the past few months had been broadly stable, with an improvement from the year prior
- Further improvement in performance was expected after the delivery of Remedy was completed
- Webform had been introduced with improvements to follow in due course
- SPPA were preparing for their annual data return with this in a good place, improvements were expected from the prior submission

4.2 The Financial Controller, SPPA noted the financial figures contained in the meeting pack, with these figures stable.

4.3 The Board noted the updates and further discussed:

- Metrics around cases not processed on time, with any exceptions having recorded reasons; it was noted that there was still work to be done to incorporate this into reporting
- MI resource and how this would be expanded in near future
- The work ongoing to improve operational metrics to get to a 'path to green' space
- The issues around member email engagement; Webform was noted as an improvement in this space, which should result in members getting answers to queries quickly and avoiding repeat contact
- Some issues which were out with SPPA's control, such as overpayments being returned and waiting on information from employers; improvements to processes and communications was considered the best way forward
- The goal for SPPA to get to a point where they can present risk metrics to the Board, which will intuitively show compliance with regulatory requirements

5. Annual Events

5.1 The Head of Business Transformation, SPPA provided an overview of Annual Events, noting key points:

- No non-Remedy related breaches in relation to Annual Allowance
- Annual Pension Increase process was underway with some small administrative errors being rectified, currently on schedule for completion on time in April
- Teachers' scheme valuations exercise was underway, with the development of a tailored solution in train
- SPPA were working through some data gaps in relation to Teacher's scheme valuations, with work ongoing
- Majority of Annual Benefits Statements (not linked to Remedy) had been issued, with work ongoing on the small number that had yet to be produced on a case-by-case basis

5.2 The Board noted the updates and further discussed:

- Deadlines around scheme valuation, with SPPA providing assurance this was on track
- The improvement in compliance with regards to the data quality provided by employers
- The ongoing engagement from employers in providing necessary data, with an escalation route in place if required

6 Legislative Projects

6.1 The Programme Director, SPPA provided an overview on the Remedy project:

- SPPA were in the final stages of developing a bespoke ABS RSS solution for affected members, with an anticipated delivery date around the end of May 2025. The same process for deferred members would take place following, with data quality expected to be a slight issue – anticipated delivery was around the end of August 2025.
- Annual Allowance was on track overall, with a dependency on a supplier solution which was currently in test
- Regarding Immediate Choice members, a bespoke solution was currently being tested, with input from the Government Actuarial Department (GAD) and the Scottish Government Automation team
- SPPA were aware of some deficiencies with regards to data; a data cleansing exercise was underway, with a view to ensuring calculations for immediate choice members were robust
- Stand-alone calculators were being utilised for deferred choice members, with a view to going live in the next few weeks; GAD were currently reviewing the calculations for accuracy
- Remedy dashboards would be provided to the Teachers' Pension Board weekly on an ongoing basis, keeping the Board informed of progress

The Board paused for a five-minute break

7 Business Transformation Update

7.1 The Head of Business Transformation, SPPA provided an overview on Business Transformation, noting key points:

- The Operational area of SPPA had been split into two - Business Transformation and Operational Delivery
- Talked through the Agency's strategic dashboard which included future plans for automation, standardising and simplification of processes and capacity building
- How SPPA can build on existing automation following the delivery of Remedy and incorporate into BAU processes
- Government Pension Dashboard is imminent, with a need to ensure that data and automation are in a place to meet the connection date.
- Procurement strategy would be reviewed, with a need to identify what SPPA's pensions platforms would look like going forward
- Work around ensuring sufficient resource following the delivery of Remedy, with recruitment in the pipeline; the aim was to build a culture of continuous improvement with a customer centric approach

7.2 The Board noted the updates and further discussed:

- The potential around i-connect and how this would help provide clean data to the agency
- Support from Board members with regards to ongoing engagement from Teachers' employers would be advantageous in the delivery of i-connect
- The aspiration to have modellers built into Engage which would simplify things for members, with an acknowledgement that this would take some time to implement
- Issues around transferring data/information from external sources into SPPA's systems, with a data cleansing exercise required

8 Risk

8.1 The Risk and Assurance Manager, SPPA provided an overview on Risk, noting key points:

- The three Risks on the risk register were agency related which had an impact on the Teachers' Pension scheme; Remedy, Service and Data

- 8.2 The Board noted the update and further discussed:
- Details around the 'service' risk, with SPPA acknowledging the mitigation around the procurement of additional resource was a short-term fix; the longer-term solution was to embed digital processes in the agency, with less reliance on specialist expertise

9 Member Engagement

- 9.1 The Strategic Communications Lead, SPPA provided an overview on Member Engagement, noting key points:
- Improved communication to members around Remedy was forthcoming, with the goal to provide clear and accurate information around the revised delivery timetable on an ongoing basis
 - Confirmed the SPPA website was now up-to-date with revised timetables and briefing documents in relation to Remedy
 - A cycle of weekly stakeholder updates on delivery progress would be introduced, with further communications in train including member newsletters and monthly website updates

- 9.2 The Board noted the update and further discussed:
- The importance of open and honest communication from SPPA with the Board highlighting their willingness to help deliver messages where possible
 - The low score around member satisfaction rates with regards to keeping track of their pension online, with an acknowledgement that SPPA are not yet at the place they want to be from a system capability standpoint. Work was ongoing in this space

10 Governance

- 10.1 The Risk and Assurance Manager, SPPA provided an overview on Governance:
- No breaches or cyber incidents had occurred
 - The agency was working towards the new regulator General Code and were fully compliant with the 'musts'

11 Horizon Scanning

- 11.1 The Board discussed ongoing work around scams, with SPPA confirming the internal audit team would be investigating fraud cases. It was noted that this was not a significant risk in the Teachers pension scheme currently.

12 Review of Outstanding Actions

12.1 The following actions were considered and closed:

- T0906.08
- T0323.05
- T0924.02
- T0924.03

12.2 The following new actions were raised:

T0225.01 - SPPA to issue weekly Remedy dashboards to Teachers' Board members on an ongoing basis until the conclusion of the project

T0225.02 - Teachers' Board members to share new Remedy communications with relevant networks

13 Any Other Business

13.1 The Board formally recorded its thanks to Stuart Hunter, who would be stepping down following the conclusion of this meeting.

13.2 The Chair thanked all in attendance and brought the meeting to a close.

Version Control		
		Version number
Date minutes sent to chair	11/03/2025	0.1
Date approved by chair	14/03/2025	0.2
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