

Meeting	Scottish NHS Pension Board
Meeting date	19 March 2026
Meeting time	10:30-12:30
Meeting location	Virtual

Board Members	Virginia Burke	Board Chair
	Ailsa Paterson	Board Member
	Craig Black	Board Member
	David McColl	Board Member
	Graeme Eunson	Board Member
	Raymond Marshall	Board Member
	Tom Wilson	Board Member
SPPA attendees		Chief Operating Officer
		Corporate Governance Manager
		Chief Transformation Officer
		Governance, Risk and Control Manager
		Deputy Chief Executive Officer
		Strategic Communications Lead
		Lead Data Governance Manager
Apologies	Graeme Ferguson	Board Member
		Chief Executive Officer, SPPA
	Yvonne Stewart	Board Member
Minute taker		Governance Delivery Lead

1. Welcome and apologies

- 1.1 The Chair welcomed all to the meeting and noted apologies from Graeme Ferguson and Yvonne Stewart, as well as the Chief Executive Officer (CEO), SPPA.
- 1.2 The Deputy CEO (DCEO) declared family members who are current members of the NHS Pension Scheme. No other declarations of interest were raised.

2. Meeting Governance

- 2.1 The Minutes of the previous meeting were agreed electronically and are available on the SPPA website.

2.2 An update on open actions as follows:

- **N0924.01** to remain open and date to be revised to September 2026.
- **N0925.01** to be closed.
- **PB1125.01, PB1125.02, PB1125.03 and PB1125.04** to be closed.
- It was agreed that a new action will be added on user feedback in relation to the Engage platform; and a second action on the future functionality of Engage.

N0319.01	SPPA to explore the possibility of conducting user feedback on the Engage platform with volunteers from the Pension Board and provide an update to the Board by June 2026.
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N0319.02	SPPA to provide an update to the Board by the next meeting in September 2026 on the Engage workflow and future functionality, including how the wider issue of changes to beneficiaries will be addressed.
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3. Deputy Chief Executive Overview

3.1 The DCEO provided an overview update to the Board. The following key points were noted:

- SPPA appeared in front of the Finance and Public Administration Committee (FPAC) in December 2025 and again in March 2026, to provide further updates on the delivery of Remedy.
- Audit Scotland has published a Section 22 report, in the context of SPPA missing the original McCloud Remedy deadlines. SPPA attended Parliament to explain the findings of the report to the Public Audit Committee (PAC).
- Following the session in December, SPPA has had several interactions with FPAC, setting out answers to follow-up questions, have set out governance framework arrangements and proposed how SPPA aim to prioritise and develop Remedy delivery.
- The four key messages SPPA are aiming to project are that it is equally committed to delivering Remedy across all Pension Schemes; has good governance in place; systems improvements are underway (Engage, i-Connect and Pensions Dashboard); and a move towards a digital first member-centered service.
- Business plans for 2026-27 are being developed, focusing on delivering statutory programmes and stabilising core services.
- The Agency is moving towards the Corporate plan for 2027-32, which will achieve key strategic aims, including delivering a digital first member service, building sustainable capacity to shape future workforce, and supporting the delivery of efficient and effective services.

4. BAU Delivery

4.1 The Chief Operating Officer (COO) provided an update on BAU delivery. Key points to note are:

- For estimates, a Remedy-compliant modeler has been published on the SPPA website, resulting in the majority of members now being able to obtain instant pension projections.

- For revisions, a breach was reported to The Pensions Regulator (TPR) by SPPA in July 2023 on the backlog of NHS revisions, and a follow-up report was submitted in March 2026. Since 2023, SPPA have revised their operational approach and will now process revisions concurrently with the Remedy programme, rather than waiting for full implementation of McCloud Remedy. Significant investment in system enhancements and automation has taken place.
- The number of potential revisions currently is around 12,000, with growth reflected in the introduction of partial retirement and data-cleansing work. The adoption of i-Connect, a data-transfer solution, will work towards reducing the likelihood of future revisions backlogs.
- Currently trialing a call back system for members, which will reduce waiting times. Positive feedback has been received so far.
- On Engage, additional functionality has been launched in relation to the Police and Firefighters' pension schemes, due to their current system reaching its end-of-life stage.
- Working to move NHS pensioners from My Pension to Engage in Summer 2026. For other members, the 'contact us' function will be added to Engage, along with additional functionality, moving towards the digital first experience.

4.2 SPPA noted that further work was required to understand data sharing between the point of a member noting their wish to retire and actual retirement, and that this needs to be improved.

5. Technical Working Group

5.1 The Technical Working Group (TWG) paper is currently tabled for information only. The Board was asked to consider whether future updates could be by exception only and incorporated into the BAU paper. The Board appreciated the paper and would be keen to receive relevant updates as and when required. The Board was content to receive this via other channels rather than within Board meeting papers.

6. Practitioner Contributions Project

6.1 The COO provided an update on Practitioner Contributions Project. Key points to note are:

- The project has three main workstreams – Reconciliation (data validation), Prevention (stop recurrence) and Remediation (member refund and recover).
- Data validation is key to the project. The project is progressing but remains dependent on stakeholder data provision.
- SPPA is working with NHS Scotland payroll and NHS National Services Scotland (NSS) contractor-finance functions on data provision.

6.2 Following a request from the SPPA, the Board agreed to assist by writing to outstanding Health Boards and practitioners if validated data has not been returned by end of March 2026.

7. Annual Events

7.1 The Chief Transformation Officer (CTO) provided an update on Annual Events. Key points to note are:

- There is a new Project Management Lead for Annual Events.
- Around 15,000 members have not received an Annual Benefits Statement (ABS) for this year. These members will be the key focus for next year and SPPA has written out to all affected members to explain why they have not received an ABS.
- Work is ongoing to recalculate Annual Allowance (AA) for all NHS members.
- A bulk solution to recalculate Remedy Pensioners (Immediate Choice [IC]) to be established.

7.2 The Board discussed SPPA confidence levels on its ability to provide ABS to all members by August 2026. SPPA is working with third-party suppliers, has conducted a lessons learned session, and will continue to manage expectations. SPPA also meets monthly with representatives of the British Medical Association and British Dental Association to ensure regular communication.

7.3 An update was also provided on i-Connect, which will provide a single, automated interface for NHS Scotland to upload employment data. The SPPA is working on structured communication and engagement with NHS employers and payroll providers over next 6-9 months.

7.4 It was noted that SPPA has been working closely with Lothian Pension Fund, who use Altair for Teachers' Pension Schemes. SPPA received a relevant demonstration and discussed lessons learned. The Board Chair suggested contacting the Chair of Local Government Pension Scheme (LGPS) Altair user group to discuss how they are also using the system.

8. **Legislative Projects (Remedy and Dashboard)**

8.1 The CTO provided an update on Legislative Projects (Remedy and Dashboard). Key points to note are:

- 30 per cent of IC Remedial Service Statements (RSS) have been issued. These are members who have retired and are in receipt of a pension. RSS will provide a choice of Legacy or Care Average scheme.
- A Data Analyst has been recruited, as well as additional resources taken from Operational Teams to assist with cleaning data.
- New communications strategy is in place, writing to members every 6 months to provide an update. Next communications will be issued in April 2026.

8.2 The Board asked what other options for the delivery of Remedy have been considered by SPPA. It was noted that discussions have taken place with NHS in England and Wales, and SPPA colleagues will be attending a joint workshop in April to identify where there are working solutions, those that are part-way through, and where no solutions are currently available, and to identify where joint working can take place. NHS England and Wales are currently looking at outsourcing some processing, and SPPA to consider how viable this resource would be.

9. **Data**

9.1 The Lead Data Governance Analyst provided an update on Data, which has been tabled as a new paper for the NHS Pension Board. The paper provided the Board with an update on the data governance operating model, how SPPA monitors data quality and an update on recent Deferred member data cleaning and enrichment.

9.2 Data improvement is in its early stages. It was noted that a governance framework on data is to be fully embedded and seek agreement on a data strategy for across the whole agency. Engagement with external stakeholders will also be fundamental.

9.3 It was noted that the Board wishes Data to feature in all NHS Pension Board meetings going forward and for the paper to include scheme-specific information.

10. Communications and Engagement update

10.1 The Strategic Communications Lead provided an update on communications and engagement. Key points to note are:

- The SPPA Communications team has adopted a new approach to Remedy communications, with more proactive and regular communications to members.
- Updates will be issued to members in April, with the Communications sub-group supporting the messaging.
- The Communications sub-group currently has three members from the NHS Pension Board, and five from the NHS Scheme Advisory Board (SAB). SPPA encouraged members of the Pension Board to join this group.
- The Communications team has been supporting the Executive Team to prepare for the FPAC and PAC meetings.
- Currently re-visiting issuing Employer Newsletters and the Board will be kept updated on this.

10.2 Board members noted that Member Newsletters have been very well received.

10.3 The Board asked if there was an effective forum for employers to contact the SPPA. It was noted that SPPA Customer Services Operations Manager works on employer representation and liaison, and attends the NHS Communications sub-group. The Technical Working Group is perhaps the most effective way for SPPA to engage with employers.

10.4 It was noted that the NHS Chief Executives group, which includes all Chief Executives of NHS Scotland Health Boards, would also be a useful way to engage directly with employers.

11. Update on Scheme Risks

11.1 The Governance, Risk and Control Manager provided an overview of the top risks affecting SPPA, and how these apply to the NHS Pension scheme. Key updates included:

- SPPA is working with its Audit and Risk Committee (ARC) on assurance mapping.
- An internal audit plan for the upcoming year has been set out.
- Currently carrying out a fraud risk assessment.

11.2 The Board asked the SPPA to share risk management guidance on scoring and confidence controls with Board members, and to include a relevant scoring index in future papers on Scheme Risks.

11.3 The Board enquired as to whether there was a scheme-specific risk policy. At present, SPPA has general risk policies but not a policy per scheme. SPPA to liaise with the Board Chair offline to ensure an updated policy is in place.

11.4 The Board also enquired whether any feedback had been received from TPR on the recently submitted follow-up Breach Report on NHS revisions. It was noted that an acknowledgement has been received, and that SPPA met with TPR and provided an extensive update on Remedy and the controls in place. TPR noted that SPPA are not in too dissimilar a position to some other public service pension schemes in relation to Remedy implementation, and it is therefore unlikely TPR would consider putting the Scheme under supervision at this stage.

12. Breach Reports

12.1 The Breach Report submitted to TPR on 10 March 2026 regarding the backlog of pension revisions within the NHS Pension Scheme, was tabled for information only.

13. Horizon Scanning

13.1 No items were raised.

14. Any other business

14.1 The Board enquired about the recent Scottish Government Digital Assurance Office stakeholder interviews, which some Board members took part in, and asked if a copy of the final report will be shared with the Board. It was noted that SPPA had provided comments on the draft and confirmed that the final report has now been issued. The SPPA plan to share the report with all Boards in due course.

14.2 The Governance Seminar will take place on 21 May 2026, and the Chair encouraged all Board members to attend. The agenda is currently being developed and will be shared with Board members in due course.

New Actions

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N0319.02	SPPA to provide an update to the Board by the next meeting in September 2026 on the Engage workflow and future functionality, including how the wider issue of changes to beneficiaries will be addressed.