
SPPA IT Strategy 2013-2017

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1. Introduction

1.1 Context

The Scottish Public Pensions Agency (SPPA) delivers pension administration and payroll services to 450,000 members and pensioners of the NHS and STSS public sector pension schemes. These services are provided on behalf of 1200 NHS and Teachers employers across Scotland.

The SPPA also provides policy advice to Scottish Government Ministers, who have devolved responsibilities for five public sector pension schemes.

This document sets out the SPPA IT strategy. It focusses on how IT can be developed to support SPPA's business needs within a rapidly changing business environment, whilst reflecting key principles contained in the Scottish Governments IT Strategy published as "*Scotland's Digital Future – Delivery of Public Services*".

1.2. Key Drivers

This IT Strategy recognises several key drivers of change. The most relevant in terms of impact on our business are;

1. The UK Governments Pension Reform Agenda which requires fundamental changes to how we structure, administer and pay pensions
2. The Scottish Governments Digital Strategy which challenges us to consider how IT should be used to provide services to our members and pensioners in the future
3. The Expiry, between 2015 and 2017, of supplier contracts of SPPA's business critical administration and payroll systems

Each of these drivers presents significant challenge, risk and opportunity for SPPA. UK Pension Reform changes how we work, SG Digital IT Strategy has the potential to change how our members, pensions and employers want to interact with us and the expiry of business critical contracts potentially changes who we intend to partner with in the future.

This IT Strategy has to be flexible and robust to ensure we address these competing needs *whilst* maintaining the high level of service SPPA currently provide to its customers.

2. Purpose and Scope

2.1 Purpose

The purpose of this document is to set out SPPA's IT Strategy between 2013 and 2017 against the context of key legislative, technological and political changes in the SPPA's environment.

2.2 Scope

This IT strategy applies to all current IT systems and services owned, supported and accessed by SPPA and its customers. Also included is the effective management of SPPA's suppliers and procurement processes.

This IT strategy recognises the benefits of collaboration and sharing of IT services with partners across the Scottish Government (SG) and the Public sector where there is a clear business benefit for so doing. In developing our IT Strategy, wherever possible, a digital first approach will be considered along with potential opportunities to share services.

The SPPA is currently part of the SG SCOTS network and SPPA would expect those services to be run and developed in accordance with the principles set out in 'Scotland's Digital Future'. SPPA reserves the right to seek alternative providers in the event that SG provided services are unfit for purpose.

It is vital to our business that we move our technology solutions forward, keeping up to date with modern practices, into the digital age.

3. Aims and Approach

3.1 What are our key aims?

The purpose of the IT strategy is to provide a future proof and secure technology approach to enable a high quality, customer focused, responsive and cost-effective service to our members, pensioners, employers and Ministers.

In carrying out this role we aim to provide a service that is responsive to the needs of our customers and embraces new technology where appropriate.

3.2 What is our approach?

There are four cornerstones to our IT Strategy. These are the basis for how our IT strategic aims are delivered.

3.2.1 Supporting Business Change : Innovate, adapt and implement systems and technologies that better support our ever changing business, whilst lowering the lifetime and maintenance costs of our systems wherever possible. This is key for our pensions administration, payroll and contribution collections systems. These systems support our core business operations.

3.2.2 Digital First : Adopting a “digital first” approach will be key to delivering our services. This means being able to offer different ways for our customers to interact with us. We will do this in the first instance by engaging with our members, pensioners and employers to ensure that the way in which we provide services meets their expectations.

3.2.3 Smarter Procurement : In the procurement of systems we will be using national and sectorial procurement frameworks wherever it is practical to do so. We will make better use of public procurement to support sustainability, innovation and future proof our IT solutions.

3.2.4 Shared Services: We will share services with other bodies whenever there is a business benefit for so doing.

We will work with SPPA’s Business Transformation Programme to ensure we take advantage of synergies and manage inter-dependencies on the IT Strategy appropriately.

4. Key Outcomes

This IT Strategy has set out key outcomes through which we can measure its success.

4.1 Improved and better integrated technical solutions for the delivery of pensions administration, pensioner payroll and associated services

The Pension reform agenda has introduced significant changes to the pension schemes that the SPPA is responsible for. The current Pensions Administration (AXISE) system is outdated technology and is unlikely to be able to support these changes in an effective way.

In addition AXISE is unable to support delivery of online services to members or employers. There is currently an interface between this system and the Payroll administration system (Resourcelink). There is no link to the Finance contribution collection system (Epicor) or the telephone system (Netcall).

This strategy will play a key role in creating a more effective and efficient range of services by encouraging technical integration, increased collaboration between SPPA and its stakeholders, reducing duplication and making better use of technologies, by researching the market to determine the best solutions for the delivery of SPPA IT services and systems.

4.2 Interactive digital member services

SPPA currently offer customers 3 different online services run on 3 internal servers and 2 external web servers. The offerings of service are:-

1. Basic on line web access to current scheme members;
2. Basic on line web access to pensioners; and
3. Basic on line web access to a small minority of employers.

We use 3 major systems (Axise, Resource Link and Epicor) to provide this service along with small offerings from various other software packages.

Key drivers include greater public expectations – make things faster, cheaper and more effective.

As digital technology becomes more common place our customers and stakeholders will expect easier and more interactive access to the information we hold on them and their benefits in the schemes we administrate.

4.3 Interactive digital services to employers

SPPA receives member data and financial information from employers in a variety of formats. The intention is to make the sharing of that information a two way process which includes robust validations, thus preventing acceptance/rejection of incorrect or incomplete data.

4.4 Robust digital security and identity authentication

As our customers and stakeholders ability to access on line information increases so must the security of their digital identity.

4.5 Secure data sharing whilst maintaining data security

SPPA currently share information with other organisations such as HMRC. As the benefits of data sharing are explored and become more common place we must ensure, that whilst

maximizing the benefits, we maintain highest standards of privacy and data security.

4.6 Adaptable technology solutions

The requirements for new IT solutions will be future proofed and adaptable to the meet the business needs of the SPPA over several years.

4.7 Best value system life time and maintenance costs

We will ensure that we have specialist support and advice to develop and agree our contracts.

4.8 Effective Supplier Contract management

We will have robust arrangements in place with our suppliers to ensure that delivery and services are to agreed costs and standards.

4.9 High quality IT maintenance and support services

Whether the service is provided in house or by supplier we will put processes in place to ensure that systems are maintained, cost effectively to the highest standard, and that quality support is provided to our customers, stakeholders and staff.

Annex B shows how the outcomes are integrated into the SPPA Business model and includes the first steps that will be taken to achieve the outcomes, however this is a living document subject to change as the business transformation develops.

5. Action Plan

In order to successfully take forward this strategy, SPPA are developing an action plan which relates to all of the above outcomes. This action plan will detail the task, lead officer, expected timescales.

As we progress through the delivery of this strategy progress reports against actions will be provided.

Annex A

	Our Principles	Our Business Plan Themes
Public Services	<p>We will deliver all our public services, where practical, secure and efficient, in real time and on line.</p> <p>We will ensure our services remain available to those who do not have access to IT.</p> <p>We will ensure we engage meaningfully with our customers and stakeholders in developing our IT services.</p>	<ul style="list-style-type: none"> ➤ Maintaining Service Quality; and ➤ Improving Organisational Efficiency.
Digital Services	<p>We will design our IT services around our customers ensuring availability and service levels attain and remain at a high standard.</p> <p>We will share our information, where it is appropriate and necessary and where sharing provides evident business advantages.</p> <p>We will continue to operate a mixed market approach to services provided by Scottish Government, Specialist IT providers and Internal technological solutions</p>	<ul style="list-style-type: none"> ➤ Maintaining Service Quality; ➤ Improving Organisational Efficiency; and ➤ Delivering Good Governance and Regulatory Compliance.
Our Leaders	<p>Our leaders will embrace the objectives of the IT strategy and its delivery arrangements ensuring it is part of their business planning.</p>	<ul style="list-style-type: none"> ➤ Managing Change; ➤ Maintaining Service Quality; ➤ Improving Organisational Efficiency; ➤ Expanding Organisational Knowledge, Capability and Leadership; and ➤ Delivering Good Governance and Regulatory Compliance.
Our Workforce	<p>SPPA staff will be highly skilled in the use of IT technology solutions by delivery of the correct guidance and training in line with the principles of the SPPA People Strategy</p> <p>Our ICT Professionals will be expert and highly skilled.</p>	<ul style="list-style-type: none"> ➤ Managing Change; ➤ Maintaining Service Quality; ➤ Improving Organisational Efficiency; and ➤ Expanding Organisational Knowledge, Capability and Leadership.

Annex B

Aim	Key Business Themes	To put our customers first, to support our staff, to maintain the highest standards of honesty integrity and accountability and to deliver continuous improvement by embracing change	2017 IT Outcomes
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">To provide a future proof and secure technology platform to enable a high quality, customer focused, responsive and cost-effective service to our members, pensioners, employers and Ministers</p>	<p>Managing Change Through the operationalisation of the SPPA Business Transformation Programme 2015 - 17</p>	<p>Customer Service</p> <p>Determine customers' digital needs for the services SPPA provide Include customer digital requirements in system development specifications Develop SPPA IT and digital capability in line with Scotland's Digital Future</p>	<p>An Integrated pensions administration and payroll system.</p> <p>Interactive on line member services</p>
	<p>Maintaining Service Quality We will maintain (and where possible improve) service standards against the context of reduced resources for our core business, increased workloads and a substantive business change agenda</p>		
	<p>Improving Organizational Efficiency We will continue to explore the scope for improving our Organizational efficiency, including acquiring additional pension administration responsibilities</p>	<p>Improvements</p> <p>Specify and deliver a responsive integrated pension administration and payroll system capable of providing high quality digital services to our staff customers and stakeholders that has the capability to be further developed. Keep up to date and invest in the latest IT technology. Adopt a digital first and shared service approach.</p>	<p>Secure data sharing whilst maintaining privacy</p> <p>Adaptable technology solutions</p>
	<p>Expanding organisational knowledge, capability and leadership We will continue to develop our knowledge and understanding and develop leadership capabilities and technical expertise at all levels in the organisation</p>		
	<p>Delivering Good Governance and Regulatory Compliance By complying with our statutory obligations and by managing resources and risk</p>		