

**sppa**

SCOTTISH PUBLIC PENSIONS AGENCY

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# **SPPA STRATEGIC PLAN**

**2018-23**





## Foreword by the Chief Executive

The principle focus of this Strategic Plan is to set out what is required over the next five years to achieve the vision for the organisation. The Agency vision is:

***“We shall provide excellent customer service,  
combining skills and technology to maximise efficiency  
and deliver best value to taxpayers in Scotland”***

This Strategic Plan sets out the Scottish Public Pensions Agency’s strategic direction for the years 2018-23. Unlike previous plans, it will look over a 5-year medium term horizon to achieve the Agency’s vision. It will also be a rolling plan which allows us to react to changes in the operating and in the external environments. This is a challenging and exciting time for the Agency as we embrace change and continue to meet the increasingly complex area of public service delivery in a digital age.

The key drivers for change in this period will be: optimisation of information technology to significantly drive up member and employer self-service, increasing further the customer-focus of the Agency, being ready to take on more work and to establish a reputation for business ‘excellence’.

The plan is a living document, with the first years of the plan being more detailed. These focus on restructuring the delivery model and systems to embed improvements to meet these challenges and to enable the successful delivery of the Agency vision. At each plan review more detail will be added accordingly.

A handwritten signature in black ink, appearing to be 'PC', with a small dot at the end.

**Penelope Cooper**  
Chief Executive Officer

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## 1 Scottish Government Strategic Outcomes

**1.1** The Agency's strategic aims incorporate proposals in Scotland's Economic Strategy 2015 to develop a 'One Scotland' approach based on four priorities: investing, innovation, inclusive growth and internationalisation.

The Agency has developed its own change programme to address the national agenda of 'investing in our people and our infrastructure in a sustainable way' and 'fostering a culture of innovation'.

**1.2** In June 2018 the Scottish Government launched its new National Performance Framework. The Agency will ensure that the framework is at the heart of everything we do and the national outcomes will be embedded in our strategy and business plans.

**1.3** Our customers expect more and better quality digital service provision: this plan outlines our response.

**1.4** Scottish Government 2020 Vision requires us to be more open, capable and responsive. SPPA supports this vision with our change programme as we become:

- an accessible, trusted and credible partner
- clear about our role and our expectations of others
- more valuing of diversity and representative of the communities we serve
- world-class in our approach to designing and delivering excellent public services and supporting Ministers
- accountable, efficient and effective in our performance
- competent, professional, inclusive, skilled and knowledgeable: proud of our role as civil servants, an exemplar of fair work, and an employer of choice
- well-led, with consistently good management of people and change
- ambitious for Scotland, confident that we can improve outcomes for the people we serve
- focused on priorities, flexible and effective in how we match our resources and capabilities
- designing places, networks and systems to make what we do simple and better connected

## 2 Wider Context

**2.1** This Strategic Plan is set within the context of an increasingly complex pension landscape and evolving policy setting both through Holyrood and Westminster. This change and complexity is coupled with an ever-growing focus on pension provision from members and employers alike within an environment of increasing public sector budgetary pressure. This provides an extremely challenging environment for delivering the business. Over the next 3-5 years, these challenges are likely to intensify.

**2.2** The state pension age is increasing every few months, reaching 66 by 2020. The age then climbs in a series of steps beyond - age 67 in 2026 and then again to 68 in 2037 and beyond. These changes are likely to have a significant effect on the retirement behaviour of active public sector pension scheme members and the prospect of further increases in retirement age as a result of the review by Sir John Cridland in July 2017 will, most likely, also have a demonstrable effect.

**2.3** It is anticipated that operational caseloads will increase due to increases in life expectancy and benefit complexity. Career average calculations of future pension entitlement and hence liabilities, as a result of public sector pension reforms, demand ever more accurate and complete member records over active members' working lives. The number of sections within each occupational pension scheme as a result of previous changes in scheme regulations and various protections in place adds increasing complexity to calculations.

**2.4** Customer expectations also increase year on year. This increases the challenge for the Agency and the combination of tightening resource levels, more complex caseloads and higher stakeholder expectations cannot be delivered by "more of the same".

**2.5** The overall baseline funding position to support the administration of the schemes has not been fully resolved due to the absence of a comprehensive spending review process in the Strategic Plan implementation timeline. Some clarity on the financial landscape was provided with the publication on 31 May 2018 of the Scottish Government's rolling medium-term financial strategy. The document offers a 5-year view of Scotland's public finances and the Scottish Government's approach to using the new financial powers provided through the Scotland Acts 2012 and 2016. The UK has promised to deliver a spending review in 2019 and this will help to inform further the resource to be provided through the Barnett formula over the medium term. In this context, SPPA will look to obtain a future funding settlement that fully reflects SPPA's roles and responsibilities as the *de facto* scheme manager.

**2.6** In 2015, the Agency established and welcomed scheme-specific Pension Boards to assist the Agency in its delivery of its key operational tasks. Scheme Advisory Boards were also founded to provide advice on policy formulation and advice to Scottish Ministers. These bodies have strengthened our governance arrangements. However, as these bodies will provide assistance and challenge in equal measure, they might also require further changes in how the Agency undertakes its business.

### 3 SPPA Purpose and Core Business

**3.1 Purpose.** The Scottish Public Pensions Agency (SPPA) is a national centre of expertise for the administration of, and provision of policy advice on, public service pensions in Scotland. Currently, SPPA administers the pension schemes of members involved in front-line delivery of high profile key government services - NHS, Teachers, Police, Fire and a range of smaller schemes

### Details of Scheme membership at 31/3/17

	NHS	Teachers	Police	Fire
Active	173,304	72,117	15,849	5,584
Deferred	59,908	20,103	1,110	820
Pensioners	97,081	77,785	16,770	5,456

### Details of Scheme membership at 31/3/18

	NHS	Teachers	Police	Fire
Active	175,361	73,002	15,376	5,849
Deferred	62,333	21,014	1,200	865
Pensioners	101,373	79,534	17,113	5,628

Through its Framework Document and in order to satisfy its purpose, the Agency carries out two key roles.

- To administer Public Service Pensions, Premature Retirement Compensation and Injury Benefit Schemes on behalf of Scottish Ministers where delegated by Scottish Ministers.
- To provide a policy support function to Scottish Ministers. This includes preparing regulations governing these and other schemes for which the Scottish Ministers have regulatory responsibility.

**3.2 Performance.** The SPPA provides a specialist pensions function and is a flexible organisation that has consistently risen to a range of significant challenges in recent times, not least of which, were the changes brought about by public sector pension reform. Evidence from our annual customer survey results and the annual independent benchmarking review demonstrate that the Agency performs well amongst its peer group with the clear intent of providing excellent customer service. However, recent results show the need to maintain the focus on improvements in efficiency and quality in order to sustain the pace of our peer group.

**3.3 Change Delivery.** The Agency has consistently and successfully embraced change and pursued innovative approaches to service delivery issues. Evidence from the annual People Survey over recent years has been that the Agency must use its best endeavours to communicate changes more effectively and improve its leadership and management skills as it enters its next phase of business change.

**3.4 Our “Business as Usual”** will continue to be our priority because we have a responsibility to provide a service to over 500,000 scheme members and beneficiaries. The value of payments to beneficiaries is circa £2.9 billion per annum. The majority of our annual resources will thus be allocated to ensure that we continue to provide and continuously improve our routine business and deliver value for money to Scottish tax payers.

The Agency continues to pay the right benefits to the right people at the right time, and provide information and illustrations to members regarding retirement options (age, ill-

health, voluntary and redundancy). SPPA also deals with benefits payable to dependants of a member following death and provides an injury benefit casework function for employees of the NHS, Fire and Police Schemes.

Our responsibilities include the payment of pensions, providing pension advice notes, changing personal details and payment of pension increases. We also make the necessary changes following the death of a member and separately process certain tax matters, in line with HMRC guidance and without straying into Financial advice territory.

Annually, the Agency undertakes a calculation of the pension increase payable and applies it to pension payments thereafter. Annual Benefits Statements are a mandatory requirement to be issued to all active members in advance of the deadline of 31 August. There is also a requirement to provide members with a Pensions Dashboard by 2019.

### **3.5 Practical Digital Ambitions – Service Automation**

The Agency fully expects to see customer satisfaction improve as a result of transformation. Customer focused service improvement will drive this, enabled by the step-change in systems usage that will result from adopting this course. The planned service improvements will be measured against an agreed set of acceptance criteria.

Some ambitions for improving customer experience include:

- using digital methods and technologies to enable pension scheme members to self-serve information and get illustrations of their entitlements at any time they choose, on any platform they choose;
- ensuring pensions scheme members and their employers can trust the data that produces their illustrations and settlements;
- opening up multi-faceted means and channels of working with members enhance their knowledge of the scheme and make informed decisions, building on the Customer Contact Centre and potentially, for example, introducing face-to-face service such as webinars based on mobile technology for Agency staff attending workshops at police or fire stations, hospitals, GP premises or schools;
- improving the data by working towards “real time” interfaces with employers to improve quality and accuracy. For example, so that the moment a new teacher joins an authority, the Agency is aware of this and can engage directly with the member to provide an early introduction on the benefits of pensions to that individual;
- using robust Management Information (MI) and analytic dashboards to become an intelligent organisation that develops targeted services, for instance - additional help for pensioners over 80;
- improving our policy advice and influence through use of the data we have
- significantly increasing member and employer self-service capability and increased automation and straight through processing to increase efficiencies for the Agency and its customers. This would enable, for example, a change of address or dependant to be entered directly and securely on-line by the member, or a retirement application to be triggered on-line by the employer;
- making these digital services reliably available 24 hours a day, 365 days a year - in-line with the working lives of the majority of our members;
- giving the Agency’s people more satisfying working lives that attract, grow and retain talent in addition to improving customer service;
- being flexible and ready to take on more work;

- being acknowledged as a top performing Agency in terms of customer satisfaction scores and value for money benchmark data and because of the easy-to-use and trusted services we provide.

Alongside these customer service improvements, the Agency will deliver more tangible benefits:-

- core Agency business events processes, such as Annual Benefit Statements will be improved;
- improved efficiency and quality by reducing manual transactions;
- reduction of unit costs through the introduction of the Member Self Service portal;
- Improved data quality (including conditional data) and accuracy.

## Embracing technology at SPPA

Although the detailed architecture required for the digital future of the Agency needs to be refined, the following information gives a high level view of how this is envisaged.

### Customer First

Our customers will want to do more on-line. This will be our service design default.

### Demand Led

- We will improve our understanding of our customer by using our data and getting to know them.
- We will become an “intelligent organisation” that exploits rather than corrects data

### Service Channels

- We will develop our service channels (paper, on-line, contact centre, face2face)
- We will introduce improved on-line, self-service facilities for members and employers that match good practice elsewhere
- The Contact Centre will expand to cover all schemes and integrate with the on-line channels
- This will radically reduce the amount of paperwork processed through the Agency
- Some services will benefit from a “face2face” approach – employer liaison

## Core Customer Technology

- By 2020:-
  - the Altair Programme will have delivered a single, stable software platform that gives everybody confidence:-
    - all major schemes on one system
    - delivering efficient core administration and payroll services
    - enabled on-line services for members
    - enabled improved data feeds from employers
  - the SPPA web site will be refreshed (technically and content), providing high quality information to our stakeholders
- After 2020:-
  - we will continue to develop processes and self-service solutions in continuous improvement, digital way
  - we will continue to seek the best market solutions to meet our needs.

## Managing Ourselves

- We will investigate and develop “point solutions” for workforce planning, management information and knowledge sharing to improve efficiency across the Agency
- We will improve access to data and information for ease of use, security and meeting legal obligations (GDPR)
- We will check the market for on-line solutions for support business processes - risk and facilities
- We will continue to use core SG systems (SEAS) or those already in place and proven (Epicor)
- We use these opportunities to build new skills in the Agency

## ICT Infrastructure and Support

- We are technology driven now. We need:-
  - a fully established, resilient SLA driven ICT service that supports the needs of a business (24 x 7 web availability – zero down-time in business hours).
  - Improved telephony and associated communications.
- In the future, mobility will be a big driver – home working, “on-the-road”
- We are highly conscious of our responsibility to protect our clients’ data and will:-
  - Ensure we are taking the right precautions
  - Actively participate in SG initiatives that promote best practice.

**3.6** The effectiveness of the core functions is totally dependent upon the accuracy of data provided by employers. Poor data quality results in inaccurate pension calculations and customer information. It increases costs by generating significant reconciliation and correction work. The Agency continues with plans to improve quality and availability of its data working with key stakeholders such as employer organisations, automating these processes wherever possible.

## 4 Agency Governance

Details of the SPPA governance arrangements can be found in the Framework Document available on the Agency website.

The Framework document will be maintained by the Head of Governance and updated periodically in agreement with the Minister to ensure continued alignment with this Strategic Plan and with the Annual Business Plan.

The Governance Team will support the Chief Executive in ensuring that the Agency's governance framework, practice and protocols meet best practice. Agency governance includes Management Advisory Board and Pension Board governance.

Approaches to governance will become more dynamic and responsive to changes in Scottish Government and legislation. Engagement with other relevant bodies and organisations across the UK will assist with the Agency's overall aim of achieving excellence.

Good governance gives the organisation an operational and assurance framework that supports the Agency in confidently delivering its services to customers and managing risk. The Scottish Government has published its own quick guide to good governance which outlines the key principles and which inform the approach at the SPPA.

## 5 Agency Finance

**5.1** The Agency prepares a balanced financial position annually and requires funding for running costs and capital investment from Scottish Government to achieve the objectives and tasks set out in the Agency Business Plan.

**5.2** As a minimum it is necessary to meet recurring fixed costs and unavoidable and/or uncontrollable expenditure commitments including £1 - 2 million per annum in actuarial costs. Once non-recurring funding is stripped out in 2019-20 the Agency must ensure that a balanced financial position is found from its baseline budget.

**5.3** The Agency's change agenda is heavily dependent on the technology available from its pension software supplier. On the basis of the current IT contract all service improvements and technological enhancements must demonstrate a pre-defined return on investment and contribute to overall business efficiency targets. A rigorous approach to prioritising new projects (all projects, not just IT changes) using a business case approach will be adopted over the plan period and each must demonstrate, at the very least, a

strategic fit and a return on a real business need. Projects must also fit with the Agency's longer term vision of combining 'skills and technology to maximise efficiency'. More widely, as a long period of pay restraint is relaxed and other general increases in inflation put pressure on the Agency budget, opportunities must be sought to contribute to the Scottish Government's efficiency targets. Future spending reviews promise little in the way of extra funding and the Agency must prepare itself for the possibility of cuts in real term funding.

**5.4** Over the 5-year period, the Agency must remain alive to the possibility of taking opportunities as they arise. Possibilities include bringing in new business on a 'shared services' basis to harness our people's specialist pension administration and management skills and optimising the assets we own e.g. the building at Tweedbank. A shared service approach and a reduction in unit costs would clearly contribute to the Best Value agenda.

**5.5** The SPPA – 5 year budget forecast is in **Annex C**

## 6 Approach to Strategic Planning

**6.1** It was agreed at the Management Advisory Board in January 2018, that during the planning process, the Agency would focus on

- the internal and external environmental threats and opportunities
- what needs to be done and how to achieve the Agency 'Vision'.

**6.2** Key messages from Strategic Planning workshops attended by the Strategic Leadership Team and Non-Executive Directors were as follows:

- A clear focus on the vision is the key route to success
- We need to understand the economic and social context e.g. aging population therefore aging members
- Potential lower economic growth needs to be factored into any plans
- BREXIT impact requires detailed scenario planning
- Impact of taxation and revenue on budgets could be adverse
- Government policy on pension reforms may change
- Public sector pay cap removal will impact on Agency pay bill
- Customer expectations are rising and we need to understand these and meet the challenges
- Staff recruitment and retention, e.g. Scottish Social Security Benefits Agency recruiting 1500 staff, may impact on our recruitment and retention
- Transformation of Scottish Borders and the creation of an enterprise agency may present opportunities
- Digital is here to stay and customers expect new on-line services
- AI/Robotics may present an opportunity to modernise services
- SG cyber resilience make it essential to ensure adherence to security standards and be aware of the significant threats
- Increasing need for compliance e.g. General Data Protection Regulation (GDPR)
- Our environmental credentials for which we need to ensure we contribute to environmental targets

**6.3** The workshops utilised a strategic analysis tool called PESTLE analysis with looks at the external factors (Political, Economic, Social, Technology, Legal and Environmental) that may affect an organisation and impact on the risks and opportunities. The detailed analysis carried out for SPPA is in Annex A.

**6.4** A SWOT analysis was also carried out to analyse the Strengths, Weaknesses, Opportunities and Threats facing the Agency. The Agency risk registers will be reviewed to reflect those findings.

**6.5** Scenario Planning - a number of scenarios were analysed to determine the level of risk, proximity and the options for proactively responding should the scenario become reality.

## 7 Strategic Objectives

**7.1** The SPPAs mission is to put customers' needs at the heart of its business planning and service delivery. This will be a critical factor in achieving the stated vision of the Agency.

With this as a key driver, SPPAs strategic aims are:

- **Customer first** – focus on our 'customers' journey' at all times
- **Service delivery** – deliver 'best in class' customer standards
- **Operational excellence** – deliver 'digital era' business solutions to enhance the customer experience and deliver cost efficiencies
- **Developing our people** – make SPPA the pension administrator 'employer of choice' trained in delivering what the customer needs and offering great prospects

**7.2** It is essential for business areas throughout the Agency to work more closely together in delivering the strategic plan. Any disconnects between business areas will have an impact on delivery.

Interdependency is inherent and gaining the traction required to drive the plan forward depends on the business components working together: should any one of those components fail or fall out of synchronisation, delivering the SPPA Vision will lose momentum and impact the Agency's customers and stakeholders.



**7.3** Alongside running the current Agency customer services, underpinned by an agreed set of Key Performance Targets, it is expected that the strategic objectives will be fully delivered over the course of the 5 year plan. All business changes are subject to Agency change control processes which require business cases to be prepared to ensure costs, benefits and risks are analysed. The business case is then reviewed by the Strategic Leadership Team and the most appropriate option approved to ensure cost effectiveness. The initial three phases are as follows:

- **Year 1 – 2018/19 – Foundation & Transition**

Much of the planning and preparation for the various work streams will have been carried out and significant phases of implementation will have begun. The continuous improvement work stream will have gained momentum and overall progress against plans will be closely monitored and reported. There will be an improved understanding of the customer demand and consequent resource requirements. The System improvement programme will be well established and delivering benefits.

- **Year 2 – 2019/20 – Customer First and Efficiency**

Delivery of many of the outcomes will be well underway and in the implementation phase. There will be further tangible benefits delivered to the Agency in this year, including the full integration of payroll systems. Customer requirements will inform our service delivery and development. The organisational structure support the strategy. Continuous improvement methodology will be established across the Agency. People will be better equipped to service customer needs, in both knowledge and system functionality.

- **Years 3 – 5 2020-23 – Continued Transformation and Excellence**

Further realisation of the Agency vision during this phase as the Agency builds on benefits gained during the planning and implementation stages of the strategic objectives. There will be further implementation work during this period, which will deliver further service benefits and organisational improvements, whilst also reviewing what has been delivered in the earlier phases. The Agency will be in a position to offer additional customer services, or service to additional customers.

The Administration IT System procurement work stream is expected to move into an implementation phase during this period.

Paragraphs 7.4 to 7.7 list the key outcomes identified for each objective for the first 3 years.

**7.4 Customer first** –to focus on engaging with our customers; by building on customer service reviews; ensuring that the services we provide are appropriately adapted to their needs; and, delivering outcomes that put the customer at the heart of all that we deliver

**Expected Outcomes Year 1**

- Website refresh project commenced
- Customer panels established
- Customer personas developed
- Employer Charter launched

**Expected Outcomes Year 2**

- Member portal available for self service
- Customer relationship management established
- Website refresh complete
- Member Charter launched

**Expected Outcomes Year 3**

- Industry benchmarked customer service targets met
- Social media engagement employed
- Additional suite of customer services offered

**7.5 Service delivery** – to meet agreed service standards and achieve or surpass levels of performance in our Key Performance Indicators

**Expected Outcomes Year 1**

- Service Levels redefined with respect to customer demand and industry benchmarks
- End to end process times established for all processes
- Target Operating Model defined and implementation begun
- Pension Dashboard planning and preparation commenced

### **Expected Outcomes Year 2**

- Target Operating Model delivery completed
- Additional services identified with customers
- Proactive customer contact well established
- End to end process times and 'non-value add' work reduced

More effective resource planning and response to customer demand forecasting model in place

### **Expected Outcomes Year 3**

- Self Service actively promoted
- Real time Annual Benefits Statements on-line
- 'Non-value add' work exceptional
- Readiness for a professional award

**7.6 Operational excellence** – to facilitate innovation; continuous improvement; foster a culture of managed risk taking; and, adopting a disciplined approach to project management and business change.

### **Expected Outcomes Year 1**

- Continuous process improvement mechanisms and structures established
- Demand planning introduced, with a base-line for the organisation requirements understood
- Organisational and system changes begun to support opportunities improve efficiency and value for money
- KPIs reviewed and efficiency measurements introduced

### **Expected Outcomes Year 2**

- Clearly defined and documented Quality Assurance process in place to replace Quality Control
- Data improvement plan delivered
- Robust Process Management approach in place
- Employer and member portals available and promoted

### **Expected Outcomes Year 3**

- European Foundation for Quality Management (EFQM) principles applied consistently across the organisation
- Bench marking requirements redefined and reviewed arrangement in place
- Capability for public service growth understood
- Unit costs below the industry average when competitively benchmarked

**7.7 Developing and empowering our people** – to continue to embed 'Investors in People' practices and policies in order to strengthen workforce capacity and capability; make the SPPA an 'employer of choice'; and ensure that, at all times, we have the right people, in the right place at the right time.

### **Expected Outcomes Year 1**

- Process in place to support the organisational restructure
- Staff able to clearly link objectives to strategic plan
- Change managers in place
- Customer service training for all customer-facing employees delivered
- Continuous improvement training delivered
- Improvements to internal communications delivered

### **Expected Outcomes Year 2**

- Workforce planning arrangements in place for SG2020
- Skills auditing process established and in use
- Learning journey by grade defined and in place for all employees
- Restructure Phase 2 completed with roles and career paths clearly defined and understood
- Improvements to external communications established

### **Expected Outcomes Year 3**

- Succession planning fully established
- Career paths fully established
- Implement an accredited pensions qualification for relevant employees
- Coaching and mentoring mechanisms in place
- People engagement scores upper quartile

**7.8** More details of the plan to deliver the outcomes is in Annex B SPPA – Strategic Plan Delivery 2018-21.

**7.9** Key Performance Outcomes based on Agency's 4 Strategic Aims are in Annex D.

## **8 Plan Review**

**8.1** The Agency Annual plan is developed in parallel to the Strategic Plan. All Agency plans should link closely to the Strategic Plan and any areas that do not will be tested and revised if necessary to ensure they are aligned.

**8.2** The Strategic Plan will be reviewed every 6 months (alongside the risk register and other corporate documents) to ensure it continues to meet the organisation's strategic objectives or if there are any significant changes that require re-planning in order to keep Agency plans on track.

**8.3** The Annexes to this document are dynamic and subject to change on a regular basis.

**8.4** It is also important to emphasise that the strategic planning process is cyclical. The diagram below illustrates the planning cycle and high level process.

# The Planning Process



**8.5** This plan will be approved and signed off by the Chief Executive once it has been presented and discussed by the Strategic Leadership Team and Agency Management Advisory Board

# Annex A

# SPPA PESTLE Analysis – April 2018

	External factors to consider	Factors affected within my industry	Importance to organisation
<b>POLITICAL</b>	Government policy Political stability Tax Industry regulations Global trade agreements and or restrictions	1. Political implications of a BREXIT deal which is incompatible with the views of the Scottish Administration and therefore impacts on its position regarding the need for a further independence referendum. Whatever the outcome of another referendum there are consequences in terms of business planning	<3 years. HIGH
		2. Implications of changes to Agency's strategic aims and objectives following the SG National Performance Framework refresh	<1 year. MEDIUM
		3. Implications of a change in Scottish Cabinet Secretary, political administration, electoral cycle, pension administration system procurement renewal, in terms of a) SPPA appetite for taking on additional pensions or other payment services from other administrators b) method of service delivery c) policies d) funding	<5 years. HIGH
		4. Implications of changes in UK Government policy (e.g. on tax) – possible pressure for change to scheme regulations (e.g. to assist retention of medical or teaching staff)	<3 years. MEDIUM
		5. UK policy changes e.g. tax or changes to devolved powers	>3 years HIGH
		6. Affordability of Scottish Independence Referendum e.g. Civil Service and MOD pensions	> 3 Years MEDIUM
		7. Opportunity to become a payments agency	> 3 Years LOW

## ECONOMIC

<p>Exchange rates Globalisation Economic growth / decline Inflation Interest rates Cost of living Labour costs Consumer spending habits</p>	<p>1. Economic implications of a BREXIT deal in which there is a high likelihood that Scottish trade and pool of labour is adversely affected.</p>	<p>&lt;3 years. MEDIUM</p>
	<p>2. Implications of continued lifting of the public sector pay cap, outcome of pension scheme valuations on employer contributions and other rising overhead inflationary pressures without commensurate uplift in Agency funding</p>	<p>&lt;3 years. HIGH</p>
	<p>3. Fiscal freedoms generated by Scotland Act 2016 (e.g. tax raising and borrowing powers) tempered by fiscal responsibilities (e.g. tax income volatility, Phillips curve increase/decrease in unemployment/inflation, public sector pay cap) impacting on macroeconomic uncertainty and funding settlements for all parts of SG.</p>	<p>&lt;3 years. HIGH</p>
	<p>4. Potential change to scheme funding arrangements</p>	<p>&lt;5 years MEDIUM</p>
	<p>5. Impact of procurement of new pensions administration system or major improvements to existing platform</p>	<p>&lt;3 years MEDIUM</p>
	<p>6. External opportunities e.g. Scottish Borders/Scottish Enterprise</p>	<p>&lt;2 years MEDIUM</p>
	<p>7. Potential business growth or change to business objectives</p>	<p>&gt;3 years MEDIUM</p>
	<p>8. Third party (e.g. licences) and SG costs, minimising impact on Agency budget (vfm). Maximising income streams</p>	<p>Immediate HIGH</p>
	<p>9. Tax receipts likely to reduce</p>	<p>&gt; 3 years MEDIUM</p>
	<p>10. Shared services will become a higher priority</p>	<p>&lt; 2 years MEDIUM</p>
	<p>11. 3% efficiencies required</p>	<p>&lt; 2 years HIGH</p>
	<p>12. Scottish Benefits Agency may create economic uncertainty</p>	<p>&lt; 2 years MEDIUM</p>

## SOCIAL

<p>Consumer trends /tastes, Fashions Consumer buying habits Lifestyle factors Career attitudes Work-life balance Population demographics</p>	<p>1. Improving health and well-being leads to an aging population which will affect in a number of ways – impacts geographically by area and also by profession.</p>	<p>&lt;3 years MEDIUM</p>
	<p>2. Public Sector Pension changes across 4 schemes with changes to pension age – people will work for longer and in some professions this will impact on health and well-being.</p>	<p>&lt;3 years HIGH</p>
	<p>3. Equalities issues – fair across all ages with an older workforce, attitudes towards work, career, health, retirement across professions, increased demand for changing working patterns</p>	<p>&lt;3 years MEDIUM</p>
	<p>4. Increasing service expectation from customers who are more used to digital service provision and fast turnaround times (customer centric services)</p>	<p>HIGH Immediate</p>
	<p>5. Impact of the South of Scotland Enterprise Agency which could lead to increase skills available locally but also increased competition for resource –.</p>	<p>&lt;3 years MEDIUM</p>
	<p>6. Impact of Scottish benefits agency on SG resources and consequently SPPA and possible threat to SPPAs future.</p>	<p>&lt;2 years MEDIUM</p>
	<p>7. Impact of changes to key stakeholders or customer base</p>	<p>&lt;3 years MEDIUM</p>
	<p>8. Recruitment/retention and skills gap (external factors e.g. railway)</p>	<p>HIGH Immediate</p>
	<p>9. Introduction of Pensions Dashboard in 2019</p>	<p>HIGH Immediate</p>
	<p>10. Threats of outsourcing</p>	<p>&gt; 3 years LOW</p>

## TECHNOLOGY

Automation  
 Innovation  
 Disruptive technologies  
 Social networking  
 Upgrades  
 Robotics  
 Artificial Intelligence  
 Security

1. Digital remains a long-term strategic approach within Scottish Government to developing customer centric services

>5 years  
 HIGH

The strategy identifies participation figures and indicates that personal connectivity and mobility will continue to advance during the next 5 years (to the remotest parts of Scotland by 2021). Customers of SPPA (both members and employers) will be accelerating digital expectations through this planning period.

2. Software as Service (SaaS)\Platform as a Service (PaaS) offerings will continue to become more available and, for user organisations, shift the emphasis from internal ICT expertise to ICT service management and integration. This too is part of Scottish Government strategy.

The pensions administration software market may well thin out in the next 5 years (also influenced by schemes changing or disappearing).

With a long view in mind, a specialist pension software provider might find it difficult to support the provision of a wider set of services that might come from a payments agency. Effectively, the digital revolution has significantly lowered barriers to entry for SMEs.

3. Robotics - Major strides have been made and are expected to continue in the fields of computing and human interaction. While robotics would appear to be intuitively beyond the scope of thinking for SPPA, facilities management and the development of “intelligent buildings and cities” is now mainstream thinking.

4. Artificial intelligence may also appear to be beyond current horizons for SPPA. A key concern will be data quality going forward and thinking

around AI will be dependent on significant improvements in this field. However, going forward, AI may become the means by which data can improve and repair itself.

5. Scottish Government's Cyber Resilience policy is now in delivery. The cyber threat remains real and can only be expected to increase (i.e. - the much heralded ultra-secure blockchain technology now showing signs of vulnerability). The introduction of GDPR will see the penalties of failure to look after client data increase

6. Technology skills for all required

7 Ensure Technology is an enabler of improved services and efficiencies

8. Managing change whilst new systems introduced so there is least disruption

9. Develop a Digital Access strategy to account for income, age and awareness of technology

**LEGAL and REGULATORY**

Employment law  
Common law Local  
labour law Health  
and safety  
regulations

- |  |                    |
|--|--------------------|
| 1. Ensuring General Data Protection Regulations are embedded and there is full compliance in the Agency.   | <1 year<br>HIGH    |
| 2. Implications of court cases (e.g. <i>Walker</i> , firefighters' and judges) – could require changes to scheme rules and retrospective change to decisions on pension entitlement.   | <1 year<br>HIGH    |
| 3. Ensuring compliance with statutory responsibilities and deadlines to avoid fines and damaged reputation arising from: <ul style="list-style-type: none"> <li>• Pensions Act 2014 (including the impact of the abolition of DB contracting out e.g. GMP)</li> <li>• The Pension Regulator (TPR) Code of Practice Note 14</li> <li>• TPR '21<sup>st</sup> century trustee and governance work'</li> <li>• Scheme valuation accuracy</li> </ul> <p>Anticipate stronger enforcement of regulations so need to build on relationships with employers for timely and accurate data provision.</p> | <3 years<br>MEDIUM |
| 4. Regulatory changes brought about by governance reorganisation – Money Advice Service, Pension Wise, The Pension Advisory Service amalgamating into Pension Ombudsman with impact on complaints procedures and possibly rulings on SPPA customers  | <1 year<br>MEDIUM  |
| 5. Scottish Benefits Agency implementation – synergies, opportunities and threats  | <1 year<br>MEDIUM  |

**ENVIRONMENTAL**

<p>Environmental restrictions imposed by in-country governments Sustainable resources CSR (Corporate social responsibility) Ethical sourcing Transportation Procurement Supply chain management</p>	<p>1. Our geographical location impacts on the environment with travel required to reach the office for any employees or visitors</p>	<p>&lt;1 year MEDIUM</p>
	<p>2. The building was built with sustainability in mind – as well as making use of our natural surroundings our working environment is important</p>	<p>&lt;2 years MEDIUM</p>
	<p>3. Our employees are encouraged to be aware of their impact on others and SG have a number of schemes to support this (Cycle to work, car share, electric car charging points)</p>	<p>&lt;2 years MEDIUM</p>
	<p>4. SG commitment to carbon reduction and environmental management via contracts</p>	<p>&lt;2 years MEDIUM</p>
	<p>5. consider Agency recycling policy along Zero Waste Scotland lines</p>	<p>2 years MEDIUM</p>
	<p>6. Consider regional infrastructure plan and adopt best utilisation methods</p>	<p>2 years MEDIUM</p>
	<p>7. Consider new heating technology and other initiatives to become more carbon neutral</p>	<p>2 years MEDIUM</p>
	<p>8. Consider making a social pledge</p>	<p>2 years MEDIUM</p>

## Annex B

**SPPA – Strategic Plan Delivery 2018/19 to 2020/21 (NB This is a high level view of objectives and will be reviewed alongside the Corporate Annual Plan and business area plans to ensure “Top Down” and “Bottom Up” alignment.**

() = Benefits to be realised – column 2

Customer First (Owners)	Year/Objectives	Actions	Measures
	<b>Year 1</b>		
Customer Services	<b>Customer Panels Established</b> (Agency wide understanding of changing customer needs)	Develop requirements, plan and selection criteria	SLT to review
		Communication to customers seeking volunteers	Customer response rates meet number and quality required
		Selection process	All panel members meet or exceed selection criteria
		Establish panels	Agreed terms of reference/roles and responsibilities
		Review panel arrangements	Do they meet the original requirements?
Customer Services	<b>Customer Personas Developed</b> (Agency-wide understanding of different customer needs across different sectors) (Ability to segment customer services)	Develop requirements and plan for implementation	SLT to review
		Using “lifecycle” of pension and organisational customer knowledge	Review with customers and staff

		build a number of most common customer personas	
		Utilise personas for process improvement and development of digital services	Personas are at the core of developing customer services
		Review to ensure the personas are still relevant and make any necessary changes	Review team to meet regularly to ensure personas are fit for purpose
Corporate Services	<b>Web Refresh</b> (Secure reliable source of information) (Improved customer services)	Establish project, plans, requirements and resources to deliver	Project management in place to monitor progress against plans
		Engage with staff and customers to ensure development meets requirements	Communication plan developed and delivered
		Establish test site for review and feedback	Test that original requirements and any approved changes are met
		Make improvements based on feedback	Ensure change management in place and changes are properly managed
	<b>Year 2</b>		
Altair Programme	<b>Member Portal</b> (Improved services - up to 500,000 scheme members able)	Assess and test portal functionality	Portal functionality demonstrated and accepted by customer panel, Agency and core stakeholders

	to access their data directly on-line)		
		Establish stakeholder and communications plan	Plan covers full range of stakeholders and is tested by customer panel
Customer Services	<b>Relationship management established</b> (More pro-active employer relationships to deliver a prompt and more accurate service)	A structure customer relationship management frame work established	SLT Review
	<b>Web refresh complete</b> (More accurate data on customer needs) (Improved Management Information)	Implement new website	Go live launch with feedback processes in place
	<b>Year 3</b>		
Corporate Services	<b>Social media engagement commenced</b>	Establish project, plans, requirements and resources to deliver	SLT review
	(Different and more dynamic interaction with customers) (Improved customer services)	Consultation with stakeholders to establish best solution for their needs	Detailed plan for delivery
		Implementation and review	Ensure product meets quality criteria and test plans before launch
<b>Service Delivery (Owners)</b>	<b>Year/Objectives</b>	<b>Actions</b>	<b>Measures</b>
	<b>Year 1</b>		
All	<b>Service Levels Redefined</b> (More efficient and effective service delivery in line with customer expectations)	Key performance indicators (KPIs) reviewed	Agency wide comprehensive range of KPIs agreed

All	<b>End to end process times established for all processes</b> (More efficient and effective processing)	Review all processes and record processing times	Documented agreed process time baseline
Customer Services	<b>Customer contact team fully implemented</b> (Customer needs met more effectively) (More efficient case work processes)	Last phases of customer contact team complete	Team achieving targets for quantity and quality. Casework teams able to fully focus on core work.
Customer Services	<b>Pension dashboard project initiated</b> (Compliance with Government requirements)	Establish project, plans, requirements and resources to deliver	SLT review
		Establish data sharing with Other Government Departments (OGDs)	Data sharing agreements set up
		Communicate plans to stakeholders	Measure feedback received
		Resolve any issues from feedback	All issues resolved
		Design dashboard	Stakeholder feedback
		Test dashboard	Test results measured against quality criteria
		Launch dashboard and review	Stakeholder survey/feedback
	<b>Year 2</b>		
Corporate Services	<b>Web chat introduced</b> (Improved customer services)	Establish project, plans, requirements and resources to deliver	SLT review
		Communicate plans to stakeholders	Measure feedback received
		Implementation and review	Survey and feedback
Customer Services	<b>Additional customer services identified</b> (Increased customer satisfaction)	Customer consultation	

		Explore new opportunities with staff, customers, third party suppliers and SG specialists	New service offering agreed
Customer Services	<b>Proactive customer contact established</b> (Improved understanding and delivery of customer needs)	Outreach, webinars etc explored in consultation with stakeholders	New customer contact framework agreed
Customer Services	<b>Introduce more effective resource planning and response to customer demand</b> (More efficient and effective delivery of customer service)	Introduce dynamic link between workload forecasts and resourcing	Improved quality management information enabling more agile response to customer needs
	<b>Year 3</b>		
Altair Programme	<b>Self-service introduced</b> (Efficiencies – additional service channel available to members reduces work volumes in Agency)	Launch member portal	Port launched in line with cost and quality expectations
		Implement analytics to measure member usage and behaviours	First 3 months of feedback and analytics data available and analysed – potential improvements fed back to supplier
		Introduce direct customer feedback facility	
Corporate Services	<b>Apply for a professional award</b>	Initial research to select most relevant option for the organisation	Options analysis for SLT review and select preferred option
	(Establish SPPA as a centre of expertise)	Establish plans, requirements and resources to deliver application	
		Submit application to award body	Award achieved
<b>Operational Excellence (Owners)</b>	<b>Year/Objectives</b>	<b>Actions</b>	<b>Measures</b>

	<b>Year 1</b>		
All	<b>Establish continuous process improvement mechanisms</b> (Increased efficiency and effectiveness)	Continuous improvement arrangements reviewed and updated	New framework established and improvement in results from customer surveys
		Improvements implemented	Iterative and subject to regular review
Corporate Services	<b>Deliver training in continuous improvement</b> (More people with understanding and knowledge will support the Agency to deliver better Customer Service)	Training and awareness for all staff	Training programme delivered
Project - TOM	<b>Deliver organisational change to support opportunities for change</b> (More focussed on customer service supporting SG2020 – right people, right place etc).	Change programme established to enable future growth	All changes are future proofed for potential opportunities for new business
	<b>Year 2</b>		
Customer Services	<b>Clearly defined and documented quality assurance process in place</b> (Improved customer service and satisfaction levels)	Build on existing quality assurance processes and develop an Agency wide proposition	Approved by SLT, used for quality assurance reporting and regular review points established
Customer Services	<b>Data improvement plan delivered</b> (Prompter and more accurate service delivery)	Refresh existing plans	SLT review
		Deliver plan to agreed timetable	Data improvements delivered to plan and quality requirements
Altair Programme	<b>Employer portal implemented</b>	Assess and test portal functionality	Portal functionality demonstrated and accepted by Technical

	(Improved services – data quality improvement reduces Agency workload – ABS delivery confidence increased)		Working Groups, Employers, Agency and core stakeholders
		Establish stakeholder and communications plan	Plan covers full range of and is tested by stakeholders
		Launch Portal	Take-up target to be agreed over first year of operation. Full coverage after 2 years of introduction. Data quality reporting shows improvement
	<b>Year 3</b>		
TBC	<b>European Foundation for Quality Management (EFQM) accreditation achieved</b> (External recognition of focused organisational improvement and improved morale)	Establish requirements to achieve accreditation	SLT review
		Establish plan for organisation to prepare for accreditation	Deliver products to agreed timescales
		Communication plan (external and internal)	Feedback
		Apply for accreditation	Accreditation achieved
TBC	<b>Bench marking requirements reviewed and option for future recommended</b> (Relevant benchmarking information to inform improvements)	Research to establish if more relevant arrangements exist	Options for SLT review
		Establish new bench marking arrangements	Compare results to previous bench marking exercises

Customer Services	<b>Capability for public service growth understood</b> (Most effective use of SG resources) (Further opportunity to deliver best value to our customers and wider taxpayers)	Market research to establish opportunities	Options for growth presented to SLT for decision
<b>Developing and empowering our people (Owners)</b>	<b>Year/Objectives</b>	<b>Actions</b>	<b>Measures</b>
	<b>Year 1</b>		
Project – TOM	<b>Process in place to support phase 1 of the organisational restructure</b> (Consultation and agreement on process with union and staff group will ensure openness, transparency and build trust)	Establish plan for phase 1 of organisational structure	SLT review
		Communication to staff	All staff sessions
		Implement phase 1	Phase 1 meets original objectives
All	<b>Change managers in place</b> (Successful acceptance and implementation of change with change managers providing a support network throughout Agency)	Identify changes that require dedicated change managers	SLT review
		Appoint change managers	Changes implemented to time, cost and quality
Corporate Services	<b>Customer service training for all delivered</b>	Training programme established and communicated	All staff trained by agreed timescales

	(Mandatory training will ensure all staff have a standard baseline) (Customers will recognise that excellent customer service is our priority)		
		Post training review to establish effectiveness of training	Improvements in customer feedback
Corporate Services	<b>Learning journey by grade defined</b> (People have a clearer understanding of their own development and opportunities to consider career paths)	Learning and development path established for each band	Knowledge and skills requirements established
		Pilot to a few staff across grades	Feedback from staff and managers
		Establish and roll out learning and development journeys	Regular review of learning achievements
Corporate Services	<b>Improvements to internal communications delivered</b> (Our people will get clear and consistent information and this will build trust)	Internal communications framework established	Feedback from small group
		Roll out communications	Staff survey and feedback
		Regular review	Test staff feel they are engaged with the organisation
	<b>Year 2</b>		
Corporate Services	<b>Workforce planning arrangements in place for SG2020</b> (Opportunity to align with the SG bigger picture and highlight the important role of operational departments to SG centrally)		

Project - TOM	<b>Restructure phase 2 – right people in right job at right time</b> (Ensure that we work more effectively to deliver best value to our customers)	Establish plan for phase 2 of organisational structure	SLT review
		Communication to staff	All staff sessions
		Implement phase 2	Phase 2 meets original objectives
Corporate Services	<b>Digital training delivered</b> (Better understanding of Digital opportunity and requirements for our customers)	Training programme designed	SLT review
		Roll out communications and training	Staff feedback
		Deliver training programme	Training evaluated and reviewed
Corporate Services	<b>Improvements to external communications established</b> (Improved Agency wide understanding of our customers and more effective communications)	External communications framework established	Feedback from customer panel
		Roll out communications	Customer survey and feedback
		Regular review	Feedback from customers regarding engagement with the organisation
	<b>Year 3</b>		
Corporate Services	<b>Succession planning in place</b> (Ensure there are no single points of failure within Agency. Builds staff confidence and ensures knowledge cascaded)	Forecast of potential vacancies for business critical posts	SLT Review and decision

		Plans in place to ensure resources and skills are available	Staff available with right skills and right time
All	<b>Staff able to clearly link objectives to strategic plan</b> (Improved employee satisfaction and understanding of the part the play in meeting Agency vision)	Annual business plan, business area plans, team and individual objectives flow from strategic plan	Staff can clearly identify their work with Agency strategic direction
All	<b>Conduct a skills audit</b> (More effective and relevant people development. Clearly highlight where we have skills gaps and ensure there is no single point of failure)	Identify skills and knowledge required across the organisation	Record results and quality check
		Check actual skills and knowledge available	Recommendations to bridge any gaps identified
Corporate Services	<b>Implement a professional accreditation</b> (Investment in our people, to achieve a recognised standard) (Improved customer service and also build customer trust in the Agency)	Identify options for accreditation	SLT review
		Work with advisors and staff to produce training and accreditation package	Feedback on proposals from staff and stakeholders
Corporate Services	<b>Coaching and mentoring mechanisms in place</b> (People supported by colleagues across Agency and wider SG to build knowledge and confidence in making decisions. Builds trust)	Collaborate with SG coaching and mentoring specialists to design a framework for SPPA	SLT review

		Communicate proposals to staff	Staff feedback
		Implement framework	Conduct regular reviews

## Annex C - SPPA 5 year budget forecasts

### SPPA 5 year budget forecasts

Revenue - cash budget	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
Baseline budget	12,755,000	12,755,000	12,755,000	12,755,000	12,755,000
Additional allocation - guaranteed minimum pension project	1,000,000	1,000,000	-	-	-
Additional allocation - integrated pension admin & payroll system	1,950,000	1,950,000	-	-	-
Budget allocation 2018/19, and 2019/20 as previously indicated to Scottish Government Finance	15,705,000	15,705,000	12,755,000	12,755,000	12,755,000
Resource - cash requirements	15,705,000	16,739,000	16,277,000	16,281,000	17,105,000
<b>Surplus/(shortfall)</b>	<b>0</b>	<b>(1,034,000)</b>	<b>(3,522,000)</b>	<b>(3,526,000)</b>	<b>(4,350,000)</b>

Revenue - non cash budget	2018/19 £	2019/20 £	2020/21 £	2021/22 £	2022/23 £
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Budget allocation 2018/19, and 2019/20 as previously indicated to Scottish Government Finance	1,400,000	1,900,000	0	0	0
Resource - non cash requirements (depreciation)	1,400,000	2,000,000	2,600,000	2,800,000	2,900,000
<b>Surplus/(shortfall)</b>	<b>0</b>	<b>(100,000)</b>	<b>(2,600,000)</b>	<b>(2,800,000)</b>	<b>(2,900,000)</b>

<b>Capital budget</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Budget allocation 2018/19, and 2019/20 & 2020/21 as previously indicated to Scottish Government Finance	2,400,000	1,300,000	1,100,000	0	0
Pension software developments	2,740,000	2,945,000	111,000	89,000	95,000
New pension software procurement and implementation	0	0	2,649,000	2,399,000	2,399,000
Miscellaneous capital	1,203,000	801,000	1,150,000	945,000	900,000
Resource - capital requirements	<b>3,943,000</b>	<b>3,746,000</b>	<b>3,910,000</b>	<b>3,433,000</b>	<b>3,394,000</b>
<b>Surplus/(shortfall)</b>	<b>(1,543,000)</b>	<b>(2,446,000)</b>	<b>(2,810,000)</b>	<b>(3,433,000)</b>	<b>(3,394,000)</b>

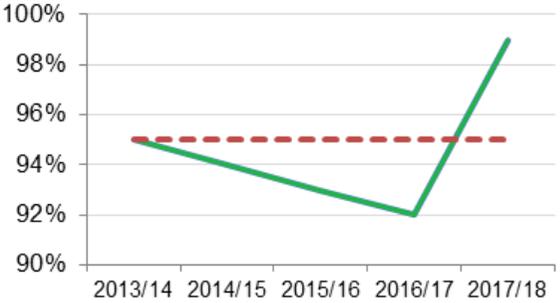
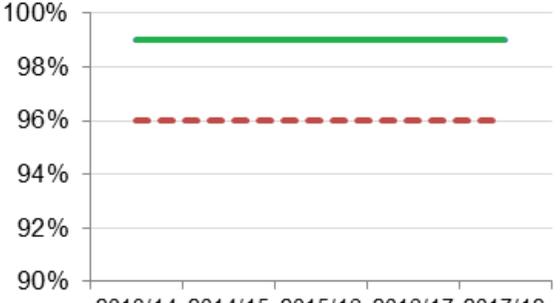
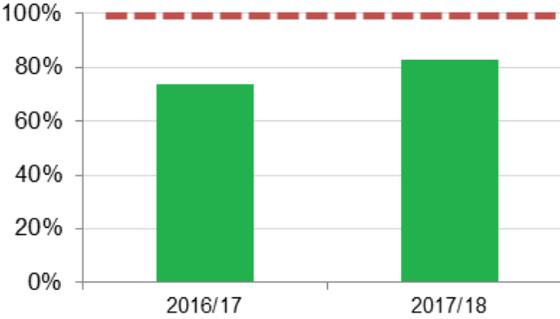
**Significant budget gaps have been identified due mainly to the closure of the PS Pensions Project. The closure of the project means planned annual efficiency savings, through implementation of a new and more efficient business model, are not achievable in the short term. The capital budget shortfalls identified reflect the investment required to deliver the replacement project.**

**The Cabinet Secretary for Finance, Economy and Fair Work has been appraised of the shortfall in funding and gave approval for an increase in resource and capital spending to develop an alternative option. Central Scottish budgets for 2018-19 and beyond will be set taking account of the budget pressures outlined in the ministerial submission. The baseline funding position will be influenced by the outcome of the UK spending review on the Scottish budget position which is scheduled to take place in 2019.**

**Work continues to provide estimates of the extent of realisable savings from the improvement programme to be delivered under the contract extension with the current pension administration system provider. Certain staff savings have been recognised within the budgetary forecasts above.**

## Annex D - Key Performance Outcomes based on Agency's 4 Strategic Aims

Strategic aim	Key Performance Target	Performance in 2017-18	Trend 2013-14 to 2017-18												
Service delivery  'deliver best in class customer standards'	Pay 100% of all existing pensions on the due date	100%	<p>A line chart showing performance from 2013/14 to 2017/18. The y-axis ranges from 90% to 100%. A solid green line is constant at 100% across all years. A red dashed horizontal line is also at 100%.</p> <table border="1"> <tr><th>Year</th><th>Performance</th></tr> <tr><td>2013/14</td><td>100%</td></tr> <tr><td>2014/15</td><td>100%</td></tr> <tr><td>2015/16</td><td>100%</td></tr> <tr><td>2016/17</td><td>100%</td></tr> <tr><td>2017/18</td><td>100%</td></tr> </table>	Year	Performance	2013/14	100%	2014/15	100%	2015/16	100%	2016/17	100%	2017/18	100%
	Year	Performance													
	2013/14	100%													
2014/15	100%														
2015/16	100%														
2016/17	100%														
2017/18	100%														
Pay 98% of new awards within one month of the due date	100%	<p>A line chart showing performance from 2013/14 to 2017/18. The y-axis ranges from 90% to 100%. A solid green line starts at 98% in 2013/14, rises to 99% in 2014/15, stays at 99% in 2015/16 and 2016/17, and reaches 100% in 2017/18. A red dashed horizontal line is at 98%.</p> <table border="1"> <tr><th>Year</th><th>Performance</th></tr> <tr><td>2013/14</td><td>98%</td></tr> <tr><td>2014/15</td><td>99%</td></tr> <tr><td>2015/16</td><td>99%</td></tr> <tr><td>2016/17</td><td>99%</td></tr> <tr><td>2017/18</td><td>100%</td></tr> </table>	Year	Performance	2013/14	98%	2014/15	99%	2015/16	99%	2016/17	99%	2017/18	100%	
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2017/18	100%														
Ensure that a minimum of 95% of all new pension awards are correct at the point of authorisation	97%	<p>A line chart showing performance from 2013/14 to 2017/18. The y-axis ranges from 90% to 100%. A solid green line starts at 96% in 2013/14, rises to 98% in 2014/15, drops to 97% in 2015/16, and stays at 97% in 2016/17 and 2017/18. A red dashed horizontal line is at 95%.</p> <table border="1"> <tr><th>Year</th><th>Performance</th></tr> <tr><td>2013/14</td><td>96%</td></tr> <tr><td>2014/15</td><td>98%</td></tr> <tr><td>2015/16</td><td>97%</td></tr> <tr><td>2016/17</td><td>97%</td></tr> <tr><td>2017/18</td><td>97%</td></tr> </table>	Year	Performance	2013/14	96%	2014/15	98%	2015/16	97%	2016/17	97%	2017/18	97%	
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Strategic aim	Key Performance Target	Performance in 2017-18	Trend 2013-14 to 2017-18												
<b>Operational excellence</b>  'deliver digital era business solutions to enhance the customer experience'	Ensure that up to date and accurate data is held for a minimum of 95% of active scheme members	99%	 <table border="1"> <caption>Data Accuracy Trend</caption> <thead> <tr> <th>Year</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>95%</td> </tr> <tr> <td>2014/15</td> <td>94%</td> </tr> <tr> <td>2015/16</td> <td>93%</td> </tr> <tr> <td>2016/17</td> <td>92%</td> </tr> <tr> <td>2017/18</td> <td>99%</td> </tr> </tbody> </table>	Year	Performance (%)	2013/14	95%	2014/15	94%	2015/16	93%	2016/17	92%	2017/18	99%
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2015/16	93%														
2016/17	92%														
2017/18	99%														
Collect 96% of contributions by value within the period prescribed by legislation	99%	 <table border="1"> <caption>Contribution Collection Trend</caption> <thead> <tr> <th>Year</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr> <td>2013/14</td> <td>99%</td> </tr> <tr> <td>2014/15</td> <td>99%</td> </tr> <tr> <td>2015/16</td> <td>99%</td> </tr> <tr> <td>2016/17</td> <td>99%</td> </tr> <tr> <td>2017/18</td> <td>99%</td> </tr> </tbody> </table>	Year	Performance (%)	2013/14	99%	2014/15	99%	2015/16	99%	2016/17	99%	2017/18	99%	
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<b>Customer first</b>  be focussed on our customers' journey at all times'	Ensure that accurate Annual Benefit Statements are available to 100% of active scheme members by 31 August 2017	83%	 <table border="1"> <caption>Annual Benefit Statements Availability</caption> <thead> <tr> <th>Year</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>73%</td> </tr> <tr> <td>2017/18</td> <td>83%</td> </tr> </tbody> </table>	Year	Performance (%)	2016/17	73%	2017/18	83%						
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Strategic Aim	Key Performance targets
<p><b>Developing our people</b></p> <p>'make SPPA the pension provider employer of choice trained in delivering what the customer needs'</p>	<p>The SPPA retained 'Gold' Investors in People accreditation in January 2017 against the 5th generation framework.</p> <p>The 'SPPA People Plan 2018 – Learning Journeys' introduced in January 2018 covers four main areas of people development:</p> <ul style="list-style-type: none"> <li>• Customer services / administration skills</li> <li>• People management</li> <li>• Capability and leadership</li> <li>• Building a diverse and inclusive culture</li> </ul>