Department of Health & Social Care

NHS Pension Board Annual Report

Covering the period April 2019 to March 2020

Published 29 April 2021

Contents

Introduction

This is the fifth Annual Report of the NHS Pensions Board (the "Board"). It explains the work the Board has done in relation to its responsibilities relating to the NHS Pension Scheme for England and Wales (the "Scheme").

The Board was established under the Public Service Pensions Act 2013 and has operated since 1 April 2015.

The Board is responsible for assisting the Secretary of State for Health and Social Care, as the Scheme Manager, in:

- Securing compliance with laws, regulations and directions which apply to the Scheme;

- Complying with relevant requirements of the Pensions Regulator, particularly Code of Practice no. 14 on "Governance and Administration of Public Service Pension Schemes".

Executive Summary

The Board met four times during the year. Key activities included:

- Working with the NHS Business Services Authority ("BSA"), the administrators of the Scheme, on continued service improvements, and particularly on the recovery of service for bereavement awards – see further section A;

- Assessing and monitoring management of key risks, both for the Board and for BSA, in the governance and administration of the Scheme – see further section B;

- Considering and monitoring issues around member engagement, communication and response to change, particularly in relation to issues and uncertainties in the period arising from pensions tax, flexibilities proposals (now shelved) and outstanding remedial action following the McCloud litigation – see further section C;

- Reviewing and reflecting on the Pensions Regulator's report following its annual survey of public service pension scheme; considering key risk areas identified in that report, including cyber risk, data improvement and Board member succession planning – see further section D and the Board Work Plan shown at Annex C;

- Working to ensure the smooth transition to a new Chair, together with the induction of other new Board members

The NHS Pension Scheme in England and Wales – some facts and figures

There are 1.61 million contributing members across the NHSPS with pensionable pay of over £49.2 billion per annum (pa). Pensions are paid to around 0.96 million pensioners and dependants amounting to around £9.5 billion pa paid weekly or monthly. A further 0.70 million members no longer contribute to the NHSPS (known as deferred members) but retain an entitlement to receive a pension at retirement.

Both members and employers contribute to the NHSPS. Member contribution rates which range from 5% to 14.5% of their pensionable pay are tiered based on members' earnings and 8,290 employers pay 20.68% of their pensionable pay bill. Of this 0.08% is to cover the cost of NHSPS administration. Total contributions to the NHSPS are around £15.0 billion pa; with benefit payments of around £11.9 billion pa (this includes lump sum payments). The cost of NHSPS administration was £0.04 billion during 2019-2020.

The Board – its make-up, terms of reference and activities

Board make-up

There are thirteen members of the Board. Annex A lists the members, showing whether they are Scheme Member representatives or Employer representatives. This list also shows:

- Changes to the Board during the year, and

- Figures for attendance at Board meetings.

All Board meetings during the year have been quorate. There must be at least 50% of Board members present at a meeting for it to be quorate. It's also a requirement that the Chair must be present.

Board terms of reference

These are attached at Annex B. The Board has reviewed the during the year but has made no changes to them during that time (the terms were last updated in January 2019).

Board activities – the 2019/20 Objectives and Work Plan

The Board operates according to a Work Plan. The Work Plan for 2019/20 has been completed and a copy is attached at Annex C.

The Work Plan contains a series of standing items, plus a number of specific matters. The specific matters include regular "deep dives" on particular subjects, but items are added where the Board wants to consider additional issues. An example of an additional issue would be the cyber security training/deep dive carried out in February 2020 following consideration of the Pensions Regulator's guidance and commentary on this risk area.

The Board also had a series of objectives in 2019/20, and its performance against those is explained below.

1. Ensure that all responsibilities under the Board's Terms of Reference are met, including legislative and regulatory compliance, efficient and effective service delivery and the provision of the necessary assurance to the Scheme Manager. The Board carries out this function in its regular meetings, primarily, with some specific issue-focussed activities at other times.

2. Continue the development of the Risk Management framework and ensure that key risks are effectively identified and managed. The Board reviews risk management at all regular meetings and continues to identify risks and responses.

3. Establish the new Engagement and Communication Steering Group to ensure that it operates to drive strategic improvement in the communication of benefits to members, with a particular focus on delivering and promoting digital capabilities. This Group is progressing actions and reports regularly to the Board.

4. Consolidate and continue Board member training and development, to ensure all members are able to perform their responsibilities effectively, with particular focus on the induction and upskilling of new Board members and ensuring the transition to the new Chair takes place seamlessly. Training and 1-2-1 discussions between Board members and the Chair have taken place throughout the year.

5. Ensure suitable succession planning is in place as Board member terms expire, particularly timely and effective action regarding any necessary steps to retain or replace those Board members whose terms expire on 31 March 2020. Actions are underway in this regard.

6. Continue to focus on the role of employers in delivering effective outcomes for their staff who are Scheme members and ensuring areas for improvement in employer performance are identified and implemented. The Board considers progress on this at each regular meeting.

7. Consider and respond to any findings made by the Pensions Regulator in its annual survey of public service pension schemes. Following the survey information received in 2019, the Board instituted actions to consider the areas raised for all schemes' attention.

8. Ensure continued focus on developing and implementing a programme of activities driving service improvement in respect of Scheme administration, utilising the output from benchmarking, member feedback activities and employers' priorities. The Board receives and feeds back on regular reports on these issues, in its regular meetings.

9. Continue the development of effective working relations with all key stakeholders.

10. Ensure future legislative and regulatory developments which may impact on NHS Pension provision are identified and responded to in a timely and effective manner. Regular reporting is provided to the Board by DHSC. The Board has adopted and implemented a process for responding to Government consultations on matters affecting the NHSPS.

Conclusion

Having joined the Board on 1 April 2019 as Chair, I would like to recognise the positive ways in which fellow Board members and those at NHS BSA and DHSC have provided their input and support.

The Board has worked well with progressive discussions around governance and administration of the NHSPS. As well as more regular business, this year saw the NHSPS having to operate in the face of concerns, from members, employers and many others about the impact of pensions-related taxation on some senior clinicians in particular. The Board was also acutely aware that the consequent negative publicity might undermine confidence in the NHSPS and risk avoidable member opt-outs.

Whilst the Spring Budget brought some relief of concerns on the pensions tax front, we were then facing the implications of the Covid-19 pandemic. The Board sought and received assurance of swift action taken by NHSBSA to safeguard staff, whilst continuing the administration of the NHSPS and services to members and employers.

The year ahead will continue to be based around safe working environments (particularly remote working) and continuing to develop and fulfil our planned tasks. The Board has already held meetings by video link, with little disruption, and may have to continue to do that for some time. We are also keenly aware of the significant administrative complexity of the steps proposed to implement remedial action following the McCloud discrimination litigation, and the preparatory work that will be needed in the build up to implementation.

Helen Miles

Chair

Section A

Continuous Service Improvements April 2019 – March 2020

- The development of On-line Pensions Calculators (OPC) for the payment of interest on late benefit payments.

  Service Improvement – improved efficiency and reduced resource requirement

- Introduction of 8 new checklists to improve accuracy in the Pensioner Administration area.

  Service Improvement - reduction in re-work of cases due to increased accuracy. The creation of processing efficiency and increased of casework within processing teams

- Updated the NHSPS website and factsheets for Retiree Information and substitute awards to make to make information clearer for customers when   they are claiming their pension particularly for allocation, trivial commutation and pension commutation.

  Service Improvement – fewer queries, paying our customers correctly first time. Fewer substitute awards and lower resource requirements

- Created a template for dealing with retirement correspondence to ensure that consistent responses are provided to our customers

  Service Improvement – easier for our customers to raise queries. More efficient handling of enquiries and quicker response times

- Improved complaint handling and the introduction of an informal complaints process. Changes to the website to support customers in identifying the best route for their issues. Introduction of telephone handling service for informal complaints

  Service Improvement - improved customer service. More efficient handling of complaints and improved response times. Reduction in formal complaints

- Introduction of improved business change process to ensure changes to documents, processes and systems are approved by all relevant areas in a more structured manner

  Service Improvement – mitigation of risk around inaccurate information, changes to systems and processes. Improved compliance with scheme regulations

- Review of quality assurance processes and improvements introduced to Work Manager system and reports.

  Service Improvement – improved trend analysis on errors. Consistent process for Quality Coaches. Attainment of quality KPI

- Implementation of a new manual calculation sheet to standardise the process in awards and this enable more clarity around calculations

  Service Improvement – improve the accuracy of outputs, reduction in re-work and creation of processing efficiency

- Improvement in preparation of cases pre-processing. New documentation created to ensure that the quickest methods are consistently being used.

  Service Improvement – prevention of delays to processing of benefits. Improvement in turnaround time and customer service

Recovery of service for Bereavement awards

The insourcing of Pensioner Administration and Payroll were the final components of the programme to exit the NHSBSA contract with Equiniti by 22 July 2018. To enable this a new Compendia Member and Pensioner Administration system was implemented on 4th June 2018 which integrated previously separate legacy databases and introduced new functionality and processes which affected all areas of member, pensioner and payroll administration.

The system changes resulted in some temporary but significant increases in unit times on many items of work in bereavements; this resulted in daily completed work volumes reducing and work not being processed within the agreed timescales.

A full recovery plan was developed and approved by the NHS Pensions Board. The plan prioritised late payment of bereavement benefits whilst simultaneously preventing further, new, claims from delays. In June 2019, only death lump sum payments were not achieving the business as usual KPI. However, the objective of the bereavement recovery plan was fully achieved by the end of July 2019.

Section B

Risk Management

Key –

Red - Extreme Risks

Always unacceptable and require mitigation to reduce probability and/or impact to reduce the residual risk.

Amber – Moderate to High Risk

Normally call for mitigation to reduce the risk but should be measured against potential costs that may occur should the risk materialise and the level of risk tolerance should be identified. In some cases an informed decision to tolerate the risk is possible where mitigation is not cost effective.

Green – Low risks

Normally requires no further action. Care should be taken not to put unnecessary controls in place costing money/time. Risk can be closed when confident.
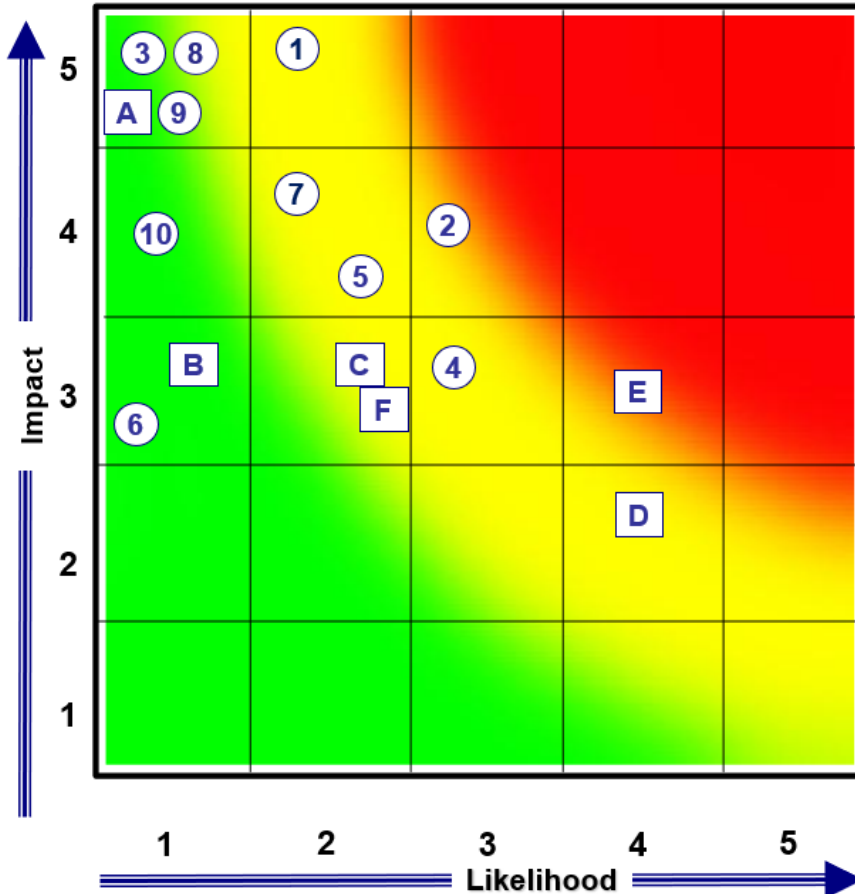
Ratings

Risks are rated from 1-5 on likelihood and impact, with 5 being the most impactful/likely, and 1 being the least.

NHS Pension Board risk dashboard (March 2020)

PENSION BOARD

RISK DASHBOARD (March 2020)

Pension Board Risks

A. PB failure to identify and report regulation breaches
B. Failure to declare conflict of interest.
C. PB expertise to identify appropriate MI and scrutinise/challenge administrators.
D. Inability to fulfil regulatory requirements due to membership turnover issues or absence of Chair
E. Reputational risk relating to NHSBSA strategic decisions/lack of control
F. Pensions Board inability to monitor effectiveness of communications

Administrator Risks

1. Untimely/inaccurate employer/administrator communications.
2. Members' lack of understanding of benefits.
3. Major data loss/confidentiality/GDPR breach.
4. Systematic data quality issues.
5. Systematic errors in calculating member benefits.
6. Increase in Late/Non-payment of contributions.
7. Increase in complaints leading to sanctions, potential reputational damage.
8. Major service failure.
9. Major IT failure/cyber attack.
10. Business interruption due to pandemic/lockdown

Pension Board risks

A - PB failure to identify and report regulation breaches (Impact 5, Likelihood 1)

B - Failure to declare conflicts of interest (Impact 3, Likelihood 1)

C - PB expertise to identify appropriate MI and scrutinise/challenge administrators (Impact 3, Likelihood 2)

D - Inability to fulfil regulatory requirements due to membership turnover issues or absence of Chair (Impact 2, Likelihood 4)

E - Reputational risk relating to NHSBSA strategic decisions/lack of control (Impact 3, Likelihood 4)

F - Pensions Board inability to monitor effectiveness of communications (Impact 3, Likelihood 2)

Administrator risks

1 - Untimely/inaccurate employer/administrator communications (Impact 5, Likelihood 2)

2 - Members' lack of understanding of benefits (Impact 4, Likelihood 3)

3 - Major data loss/confidentiality/GDPR breach (Impact 5, Likelihood 1)

4 - Systematic data quality issues (Impact 3, Likelihood 3)

5 - Systematic errors in calculating member benefits (Impact 4, Likelihood 2)

6 - Increase in late/non-payment of contributions (Impact 3, Likelihood 1)

7 - Increase in complaints leading to sanctions, potential reputational damages (Impact 4, Likelihood 2)

8 - Major service failure (Impact 5, Likelihood 1)

9 - Major IT failure/cyber attack (Impact 5, Likelihood 1)

10 - Business interruption due to pandemic/lockdown (Impact 4, Likelihood 1)

NHS Pension Board external risks dashboard (March 2020)

NHS PENSION BOARD
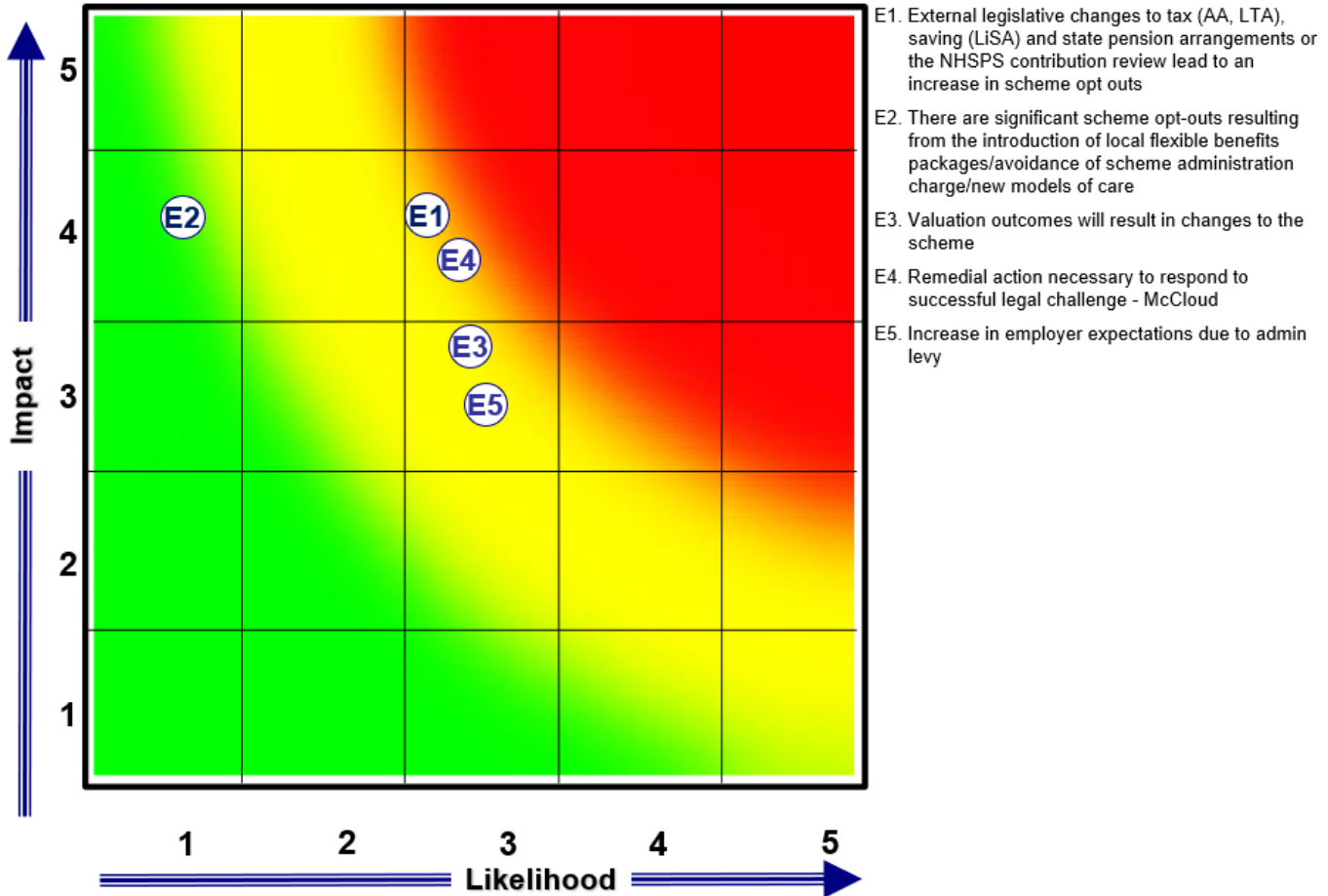
EXTERNAL RISKS DASHBOARD (March 2020)

EXTERNAL RISKS

E1. External legislative changes to tax (AA, LTA), saving (LiSA) and state pension arrangements or the NHSPS contribution review lead to an increase in scheme opt outs

E2. There are significant scheme opt-outs resulting from the introduction of local flexible benefits packages/avoidance of scheme administration charge/new models of care

E3. Valuation outcomes will result in changes to the scheme

E4. Remedial action necessary to respond to successful legal challenge - McCloud

E5. Increase in employer expectations due to admin levy

External risks

E1 - External legislative changes to tax (AA, LTA), saving (LiSA) and state pension arrangements or the NHSPS contribution review lead to an increase in scheme opt outs (Impact 4, Likelihood 3)

E2 - There are significant scheme opt-outs resulting from the introductive of local flexible benefits packages/avoidance of scheme administration charge/new models of care (Impact 4, Likelihood 1)

E3 - Valuation outcomes will result in changes to the scheme (Impact 3, Likelihood 3)

E4 - Remedial action necessary to respond to successful legal challenge - McCloud (Impact 4, Likelihood 3)

E5 - Increase in employer expectations due to admin levy (Impact 3, Likelihood 3)

Section C

Communications and Engagement

The NHS Pensions Board has a sub group focussing on communication and engagement of both scheme members and employers. The Terms of Reference for the group are shown below. An action plan for activity during April 2019 – March 2020 was developed which included

- A review of language used in guidance explaining the provisions of the NHS Pension Scheme

- Focus group research with new members and new starters

- Creation of asset packs for employers' use

- Creation of new, accessible and easy to understand scheme guides

- Changes to the opt-out process to ensure members understand the long-term implications of opting out of the pension scheme

This work commenced in 2019/2020 and will continue 2020/2021.

Communications and member/employer engagement activity to support the remedial activity in response to the McCloud judgement in included in the overall McCloud programme, managed jointly by NHSBSA, DHSC and NHS Employers and will be overseen by both the Pensions Board and the ESG.

NHS Pensions Board Engagement Sub Group Terms of Reference

Purpose & Objectives

Purpose

The purpose of the sub-group is to assess, monitor and ensure the effectiveness of communication and engagement regarding the NHS Pension Scheme (NHSPS).

It is a sub-group of and will report to NHS Pensions Board (NHSPB). It may also engage with the Scheme Advisory Board (SAB) as it sees fit.

It will work in collaboration with representatives of NHS employers authorised to offer the NHSPS, to improve employer and member understanding of NHSPS benefits, to enhance member experience and protect membership.

The forum will be strategic and proactive in its approach towards the communication of the NHSPS to NHS employers, employees and scheme members.

Objectives

The objectives of the forum are as follows:

- To focus on key strategic areas, as agreed with NHSPB and NHS Business Services Authority (NHSBSA) to maximise the take up and membership of the NHSPS, reduce opt out levels and support the on-going marketing of the Scheme and its benefits which in turn aims to improve understanding and member experience.

- Strategic, proactive engagement with employers authorised to offer the NHSPS, employees who may be eligible for NHSPS membership and NHSPS members.

- To lead on other related issues as agreed with the Chair of the sub-group, the NHSPB and NHSBSA.

Membership

Group membership will include (not exhaustive):

- employer and member representatives from NHSPB;

- NHSBSA;

- and NHS Employers.

Not all NHSPB members will have representation but sub-group members will be expected to be mindful of the range of different employer types and occupational groups covered by the NHSPS and ensure comprehensive communications for a mix of audiences.

Ways of working

This is a sub-group of the NHSPB and will be chaired by a nominated representative from the NHSPB.

The sub-group is expected to meet at least quarterly ahead of each NHSPB meeting.

Updates from the sub-group will be provided to each NHSPB meeting by NHSBSA and/or sub-group Chair.

Notes and actions from the sub-group will be circulated to sub-group members by NHSBSA and used as an audit trail.

NHSBSA will make final decisions about engagement on NHSPS issues to ensure consistency, and the NHSBSA is responsible for Pensions materials.

Escalation of any issues will be to the sub-group Chair and NHSBSA Representatives for resolution and, if not resolved, further escalation will be to NHSBSA Pensions Senior Management Team and/or to NHS Pensions Board if required.

The sub-group will utilise other existing networks, e.g. the Service Improvement & Development (SID) Board and, Stakeholder Engagement Team for testing and feedback.

Expectations of Forum Members

To commit to regular attendance at sub-group meetings/workshops as necessary. The location of meetings/workshops will be as central as possible for attendees.

To contribute to the development of tools/information to engage effectively with employers and scheme members

To be collaborative and respectful of other sub-group members; enthusiastic; innovative; owners of actions; providers and conduits of timely feedback and updates; pragmatic about solutions; sensitive about discussions which can be confidential; mindful of data protection and publication arrangements.

Outputs/Recommendations from the Forum

The sub-group will report to each NHSPB meeting on the effectiveness and impact of NHSPS strategic communications and engagement.

It will make recommendations on the key strategic areas and/or any other strategic activities as appropriate to the NHSPB for due consideration, endorsement/validation as appropriate.

Section D

Key risk mitigation into areas of TPR focus

Area	Mitigation	RAG Status
Systematic data quality issues	Data Management strategy in development Data Manager in post to oversee implementation of strategy KPIs measurement	Amber
Major IT failure/Cyber attack	Aim to improve year on year compliance with mandatory DH Information Governance Toolkit All portable devices encrypted in line with government guidance All staff undergo training, on appointment and annual refresher training. Progress against the IG Toolkit has been assessed at service stream level and coordinated centrally. Risk registers covering each area of the business have been created. Improved reporting procedures for security incidents. Data transfers have been reviewed and re-classified using a risk-based approach undertaken by all transfer owners. Information asset owners identified. IG Toolkit Plus is being used to ensure fullest breadth of IG compliance against ISO27001, CPNI, IAMM & PSN standards/requirements	Green
That the Pensions Board is unable to fulfil regulatory requirements due to membership turnover issues or absence of Chair	Members to provide early sight of intentions (between Board meetings to Chair if necessary)	Amber

Annex A - NHS Pension Board – Membership

Chair:

- Helen Miles

Member Representatives:

- Dr David Bailey, British Medical Association – Chair of BMA Pensions Committee

- Geoff Lester, Federation of Clinical Scientists – NHS Pension Board Representative

- Nicola Lee, Royal College of Nursing – Employment Relations Adviser

- Paul Moloney, Society of Radiographers – Industrial Relations Manager

- Alan Fox, Unison - National Pensions Officer

- Colenzo Jarrett-Thorpe, Unite – National Officer

Employer Representatives:

- Andrea Hester, NHS Employers – Deputy Director of Employment Relations and Reward

- Wayne Evans, NHS Wales Shared Services Partnership – Deputy Payroll & Pensions Manager, who was replaced by:

- Paul Thomas, NHS Wales Shared Services Partnership – Director of Employment Services

- Bryan Logan, Torbay and South Devon NHS Foundation Trust – Payroll Manager

- Amanda Bromley, Tameside and Glossop Integrated Care NHS Foundation Trust - Director of Human Resources

- Nina Singh, The Royal Marsden NHS Foundation Trust - Director of Workforce

- Stuart Murdoch, Capita PLC – Senior Pension Integration Advisor

NHS Pension Board meetings – Members' attendance 2019/20

- May 2019 – 85%

- August 2019 – 77%

- November 2019 – 77%

- February 2020 – 85%

Annex B - NHS Pension Board – Terms of Reference

Introduction

The Public Service Pensions Act 2013 (the Act) required the establishment of a Pension Board with responsibility for "assisting the Scheme Manager" in securing compliance with all relevant pensions law, regulations and directions – as well as the Pension Regulator's relevant codes of practice. This role is one of providing assurance over and governance of the pension scheme's administration.

The Act also specified that Pension Boards should have equal numbers of member and employer representatives – currently six each on the NHS Pension Board (NHSPB).

The NHSPB covers England and Wales.

Regulation 4 of the National Health Service Pension Scheme Regulations 2015 (UK Statutory Instrument 94 of 2015), effective from 1 April 2015, established the NHSPB in law. Schedule 1 of those Regulations adds further detailed regulatory provisions relating to the NHSPB.

In addition to the member and employer representatives, government representatives attend NHSPB meetings, including DHSC, and Wales. Government representatives are non-voting board members.   Professional advisors, for example, accountants, Government Actuary's Department and lawyers can be instructed from the DHSC's resource allocation providing the requirement for that advice is in line with the NHSPB's legislative responsibilities.

The scheme administrator (NHSBSA) will provide the necessary input to support the NHSPB in delivering its assurance responsibilities.

The NHSBSA will provide the secretariat with DHSC seeking nominations and making appointments to the NHSPB based on the regulatory provisions. The NHSPB meets quarterly.

Accountability

The NHSPB collectively and members individually are accountable to the Scheme Manager, the Secretary of State, the responsible authority for the NHSPS.

DHSC continues to be responsible for contractual arrangements, including delivery against agreed KPIs, for NHSBSA.

Responsibilities of the NHSPB

The NHSPB is responsible for assisting the Scheme Manager in:

- overall assurance and governance of the NHSPS administration;

- assuring effective and efficient administration of the NHSPS;

- assuring that decisions made by NHSBSA are fully legally compliant, including consideration of cases that have been referred to TPR and/or the Pension Ombudsman; recommending changes to processes, training and/or guidance where necessary;

- supporting continuous improvement in the administration of the NHSPS;

- assuring NHSBSA supports employers to communicate the benefits of the NHSPS and fully utilise it as part of the NHS total reward offer through effective communication to members;

- assuring NHSBSA supports members with a range of tools to improve their understanding of their pension benefits as part of the total reward offer, and to inform their personal financial and career planning;

- supporting effective implementation of the Employer Charter;

- enabling data quality improvements to deliver Career Average Revalued Earnings (CARE) pension outcomes;

- complying with TPR's codes of practice;

- fostering good working relationships with TPR;

- consideration of TPR reports including responses to recommendations;

- producing an annual report outlining the work of the NHSPB throughout the NHSPS year.

Membership

The membership of the NHSPB includes:

- member representatives nominated by the staff side of the NHS Staff Council to ensure a broad representation of NHSPS membership; for example, to include deferred and pensioner representation. Member representatives will be voting members;

- employer representatives nominated by NHS Employers to ensure a broad representation of employers with NHSPS members including for example, NHS employing organisations, general medical practice and independent providers of clinical services as defined within a standard NHS contract. Employer representatives will be voting members

- an independent Chairperson appointed via the Public Appointments process. The Chair holds the deciding vote if any vote taken by the member and employer representatives on the Board results in an equal vote;

- representatives from DHSC, who are non-voting members;

- representative from the Welsh Government, who is a non-voting member

Attendance is expected of NHSPB members at all meetings; no alternate representation or substitution is allowed. The appointed employer and member representatives will remain equal in number at all times.

Decision Making Process

The NHSPB operates on a consensus basis; however, each member (except government representatives) has individual voting rights. In the event that consensus cannot be reached, a vote is taken. The Chair does not vote at this stage; only if the vote is equal will the Chair have the deciding vote. The scheme manager is made aware when a decision is reached in this manner.

Quorum

Half of the voting members of the NHSPB represent a quorum for Board meetings to go ahead, with at least 3 member representatives and 3 employer representatives being present. The Chair must also be present for the meeting to be quorate. Non-quorate meetings may proceed in exceptional circumstances, but no binding decisions are made nor votes taken.

Conflicts of Interest

The Act requires that members of the NHSPB do not have conflicts of interests. All members of the NHSPB are required to declare any interests and any potential conflicts of interest in line with legal requirements in the Act and TPR's code of practice. These declarations are required as part of the appointment process, as well as at regular intervals throughout a member's tenure.

Training requirements

Members of the NHSPB will be expected to have a good, sound knowledge and understanding of the NHSPS rules, the NHSPS's administration policies and pension law. This will require on-going updates and training as legal requirements change and develop including relevant regulations and directions from Her Majesty's Treasury and the Department for Work and Pensions. This is set out in TPR's Code of Practice number 14, "governance and administration of public service pension schemes".

Meeting arrangements

The NHSPB meets quarterly. Frequency of meetings is kept under review to ensure NHSPB responsibilities are discharged. There is the possibility for ad-hoc meetings if required at the Chair's discretion.

The NHSBSA undertakes the NHSPB's secretariat function ensuring:

- facilities are available to hold meetings;

- an annual schedule of meetings is organized;

- suitable arrangements are in place to hold additional meetings if required – ensuring adequate notice;

- papers are distributed 7 days before each meeting except in exceptional circumstances;

- minutes of each meeting are circulated within 14 working days following each meeting.

Expertise

It may be necessary to draw on particular experts or expert groups to support the responsibilities of the NHSPB, such as actuaries and lawyers. This is done on an 'as

required' basis; any expert advisor attending the meeting is not a NHSPB member and does not have a vote. If required, sub-groups may be established to assist the NHSPB.

Relationship to the NHS Pension Scheme Advisory Board

Whilst the function of the NHS Pension Scheme Advisory Board (SAB) is to provide advice to the Responsible Authority (i.e. Secretary of State) about the desirability of NHSPS changes – there are occasional needs for some sharing of information and discussion between the Boards. The NHSPB Chair holds regular meetings with SAB co-chairs; and the SAB minutes are a standing agenda item for NHSPB meetings.

Remuneration

Remuneration for NHSPB members is limited to a refund of actual expenses incurred in attending NHSPB meetings, in accordance with DHSC's expenses policy. The Chair's remuneration is agreed on appointment.

Tenure

Tenure period for NHSPB members is three to five years on a rolling appointment basis – with a maximum of nine years in any continuous period of 12 years.
Tenure is decided by the scheme manager during the appointment process; NHSPB members have different tenures to ensure continuation of membership in equal numbers for the employer and staff-side members. The Chair's tenure is agreed on appointment, again between three and five years.

Resignation of NHSPB members is documented in writing to the NHSPB Chair and DHSC. A minimum one month notice period must be given to enable a replacement member to be found in time for the next NHSPB meeting.

The performance of NHSPB members is assessed on a periodic basis to ensure all members are adequately meeting their duties. Poor performance will result in corrective action being taken, and in exceptional circumstances the removal of the NHSPB member.

Review

These terms of reference are reviewed periodically.

Annex C - Work plan 2019/20

April 2019	July 2019	November 2019	February 2020
MI and compliance pack review	MI and compliance pack review	MI and compliance pack review	MI and compliance pack review
Review key risks Engagement and comms update	Full review of key risks	Review key risks	Review key risks
Horizon scanning - future developments	Re-procurement update	Engagement and comms update	Engagement and comms update
Sign off work plan for 2019/20	Review Terms of Reference	Review risk management approach	Continuous improvement initiatives
Pension Board effectiveness review	Continuous improvement initiatives	Continuous improvement initiatives	Agree outline of Pension Board Annual Report 2019/20
One to ones - training needs review	Agree 20/21 meeting dates	Update from Stakeholder Engagement Team	Consider changes to MI pack for 20/21
Formal review of MI Pack	Review PB member appointments	Data Quality deep dive	Benchmarking output
Continuous improvement initiatives	Review Pension Board Annual Report for 2018/19	Pensioner Admin update	Training plan review
Training session on revised Regulations	Finance Deep Dive	GAD Valuation outcome	Training Policy and Process
TPR Survey results	Pension Board effectiveness review - review results	Review of Engagement and comms strategy for 2020/21	One to ones and training needs review
Measuring Customer Experience Deep Dive			