

**Teachers' Pension Scheme Pension Board (TPSPB)
13 July 2022 (By Teams Teleconference)**

MINUTES

Present: Board Members		Also Attending:	
Neville Mackay (Chair)	NM	Alistair Dennis (Head of Teachers' Pensions at Capita)	AD
Susan Anyan (Independent Pension Specialist)	SA	Anna Leonard (Head of Supplier Management, DfE)	AL
Kate Atkinson (Member representative)	KA	Jennifer Griffiths (Deputy Director, Operational Finance, DfE)	JG
Julie Huckstep (Member representative)	JH	Amy Gibbs (TP, Head of Governance and Risk)	AG
Susan Fielden (Employer representative)	SF	John Brown (DfE Head of Policy Projects)	JB
John Pratten (Employer representative)	JP	Jeff Rogerson (DfE Head of Assurance and Planning)	JR
Jackie Wood (Employer representative)	JW	Danielle Barker (TP, Head of Operations)	DB
Simon Lowe (Employer representative)	SL		
Heather McKenzie (Member representative)	HM		
Maria Chondrogianni (Member representative)	MC	Secretariat	
Lisa Sproats (Employer representative)	LS	Melanie Phillip	MP
Peter Springhall (Acting Deputy Director, DfE)	PSp	Helen Cowan	HC
		Kelly Elliott	KE
		Ruby Kennedy	RK
Apologies:			
Iain King (DfE representative)	IK		
Richard Giles (Head of TP)	RG		
Peter Strike (Member representative)	PS		

	Item	Action
Agenda item 1	<p>Introduction, attendance, apologies:</p> <ul style="list-style-type: none"> NM welcomed everyone to the meeting, in particular two new Board members, Lisa Sproats (Employer representative) and Maria Chondrogianni (Member representative) who shared their backgrounds with the Board. He also introduced Alistair Dennis, new Head of Teachers' Pensions at Capita, Jennifer Griffiths, Deputy Director in the Department's operational finance team and Anna Leonard who is Head of Supplier Management. He accepted apologies from Iain King, Peter Strike and Richard Giles. <p>Minutes of the previous meeting (Paper 2):</p> <ul style="list-style-type: none"> The minutes were agreed as an accurate record of the meeting of 27 April 2022. <p>Register of Interests:</p> <ul style="list-style-type: none"> NM noted that the register had been updated ahead of the meeting and new Board members LS and MC have added their information to the register. He confirmed that none of the declared potential conflicts precluded anyone from participating in the meeting. 	

Agenda item 2	<p>Actions update (Paper 3):</p> <ul style="list-style-type: none"> • NM noted that there were two actions outstanding from the last meeting:- • AP4/270422 will be discussed later in the meeting as part of the commercial update. • AP1/270422 relates to a readout from the MAG (Management Advisory Group) regarding the Teachers' Additional Voluntary Scheme. The MAG meeting is due to be held late September and an update will be provided at the next Board meeting. 	AP1/130722
Agenda item 3	<p>Cross Cutting Strategic Issue – Six Strategic Objectives – Six Monthly Update (Paper 4):</p> <ul style="list-style-type: none"> • NM introduced AG's paper reminding Board members this was a six-monthly update. The last update was January's Board. • AG explained the paper is designed to measure TP's delivery against the strategic objectives for TP which were agreed with the Dept and the Board. The paper provides the position as at the end of May. • Strategic Objective 1. Active stakeholder engagement and management – This objective is rated as amber. Complaint volumes have increased very slightly but were well within the target level. 97% of internal dispute cases were upheld. TP is continuing to receive a reduction in feedback from both members and employers which is impacting member and employer outcome measures (OMs). • TP review feedback daily at senior management level, assess for any themes and consult with their Stakeholder Engagement Team. To note, there is no increase in negative responses. • Consensus is that feedback is not a priority for members. However, TP are trialling new ideas e.g. encouraging live surveys in the contact centre at the end of calls, simplifying the feedback process and providing options online as well as liaising with other Capita contract teams to share experience and ideas. • NM enquired whether the reduction in feedback could be a result of customers suffering numerous feedback requests. He asked SA from her experience with other schemes whether this was a wider issue. SA advised she hadn't heard anything specific about it but understood why it may not be a priority for people. • HM suggested a deep-dive into one area of concern may be useful. AG explained that TP's measures are contractual, and TP are obliged to achieve the targets set, emphasising that TP need to consider alternative ways to get more feedback. NM asked if the KPIs might be revisited in discussions between DfE and TP if the issue was not resolved. • MC noted, given the high volume of complaints, that feedback is important as it provides reassurance. AG agreed feedback is imperative and TP take all feedback seriously. • JP mentioned that independent state schools will find it difficult from January through to July for any teacher to feedback as they are dealing with exam preparation. AG agreed schools are very busy especially after Covid. 	

	<ul style="list-style-type: none"> • KA proposed feedback could be requested at quieter times of the year. Some schools are struggling with significant bouts of Covid again and suggested timing could be an issue. In addition, she questioned if organisations who are closer to schools such as employers, LAs and trade unions could be utilised to promote the importance of feedback. AG agreed that could work for ICS surveys and she would include the suggestions in lessons learned to help TP assess if there a better time to engage with stakeholders. • JW highlighted that this issue had been discussed at the SD&MoD sub-committee and recognised the last couple of years have been a challenge regarding feedback because the call centre for employers closed. The sub-committee discussed, given communication is now via email, whether a quick survey after emails could be a way forward. AG said TP's focus is to increase the volume of live surveys without increasing handling times or impacting service. • NM asked AG and colleagues to report any conclusions to a future Board meeting in October or January. • Strategic Objective 2. <i>Our people will be flexible, skilled and responsive</i> – this measure continues to be 'green'. It has increased by six points on the ICS employee survey that was completed this year. OM16 score (demonstration of partnership working) scored higher than target. • Strategic Objective 3. <i>Informative and solutions orientated communication</i> – the content of communications is very well received and scores are consistent with the last reporting period and within target. • Strategic Objective 4. <i>Focused innovation and robust change management</i> – three major change projects are 'amber'. Both Transitional Protection and Monthly Contribution Reconciliation (MCR) projects are undergoing replanning and there is ongoing work to finalise arrangements. The Continuous Improvement Programme (CIP) have delivered Omni channel and Multi-factor Authentication (MFA) successfully. Member website improvements are ongoing and are 'amber' due to resource challenges – specifically recruitment challenges in IT. • Strategic Objective 5. <i>Customer and digital focus</i> – TP have made really good progress with over 1.186 million TP members on MPO and are now focussing on encouraging members to use their accounts. • Strategic Objective 6. <i>Effective and innovative scheme management</i> – TP's external benchmark shows they provide a high-quality low-cost service which is positive and they are going through an exercise to provide the data for the 2022 survey. 	AP2 /130722
Agenda item 4	Cross Cutting Strategic Issue – Finance the financial structures within the organisation	

	<ul style="list-style-type: none"> • NM introduced JR's paper regarding financial governance arrangements. • JR explained for the benefit of new Board members that he was Head of Assurance and Planning. Part of his role is to make sure the control environment is recorded and managed accordingly and overseeing the production of the Annual Report and Accounts. He confirmed that the 2021/22 accounts were signed off by the Department's Permanent Secretary on 12 July. • JR highlighted that the pension industry is the most regulated sector in the country/world. The TPS does not have a fund and any monies come from Parliament, and therefore it is imperative that the accounting arrangements are strong and robust. <p>Key points from the paper include:</p> <ul style="list-style-type: none"> • Scheme delivery and finances – the Secretary of State for Education, as Scheme Manager by statute, is responsible for all aspects of delivery, including financials. The Permanent Secretary is designated as Accounting Officer for the Scheme. • The Department is required to produce a set of accounts which are audited by the National Audit Office. The process of producing monthly and annual accounts is managed within the Department, who report to HM Treasury. If the accounts are qualified, the Department would need to report to the Public Accounts Committee identifying what went wrong and explaining what rectification plans had been put in place. • There are clear accountability lines through the Department to the Audit and Risk Committee, which is made up of officials and independent non-executive members, e.g. the TPS representative who has in the past undertaken various senior accounting/auditing roles in the private sector. The NAO provides independent assurance. • This Board's role, in line with the Boards of other pension schemes, is to monitor whether the control environment works effectively. • The Department pay out in the order of £11bn per year and receive contributions in the region of £7-£8 bn. They require TP to have tight control mechanisms e.g. separate duties for logging a case and approving the payment. • The Board's role is to assess, on a quarterly basis, the effectiveness of the risk management arrangements and whether the internal audit arrangements and related actions provide the level of assurance that those arrangements are working as expected, kept up to date and are effective. The Board's work is reported in the Annual Report and Accounts as part of the Governance statement, enabling the accounts to go forward in an unqualified manner. • Table 2 shows the arrangements between who is responsible for providing assurance on the various activities involved. JR talked through the process for ensuring that spend remains within control limits. He explained, the Department makes an estimate at the start of each year and throughout the year spend is monitored. There is an opportunity to vary the amount requested from HM Treasury at Supplementary Estimate stage. Responsibility for assurance on this activity/process falls with the 	
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	<p>Audit and Risk Committee.</p> <ul style="list-style-type: none"> • JR referred the Board to the second box on Table 2, emphasizing that the Board is responsible for assurance, i.e. assessing the information the Department and TP provide the Board and deciding if the arrangements in place are satisfactory and protect monies effectively. • Annex A provides an overview of all those involved, in particular the group of bodies under support, challenge and regulation. JR emphasised that it is a heavily regulated area which receives considerable support and challenge. This includes bodies such as NAO and The Pensions Regulator. • The chart on page 4 shows the three levels of governance – the ‘management’ layer which manage the day-to-day running of the scheme, the ‘oversight and monitoring’ layer where bodies such as the sub-committees make an assessment of whether TP and/or the Department need support/challenge to address issues. The ‘assurance’ layer provides ultimate assurance that challenges are being addressed effectively and that strategic direction is appropriate. • The TPS Portfolio Board, which is made up of senior managers in the Department and TP, brings together management level activity to assess risks, maintain risk logs, audit activity etc. Assurance of the effectiveness of the actions taken and delivery of the scheme is provided by the Department Board. • Governance arrangements are predicated on passing responsibility down the organisation to those best placed to hold it and providing direction and control through a clear governance structure. This includes commissioning the correct internal audit activity where there are challenges to ensure the Department gets an independent view that these are addressed appropriately. Monitoring and oversight of this work from a board perspective tends to fall on the MRIC sub-committee and SD&MoD sub-committee. • To conclude, these arrangements work well and have resulted in seven to eight years’ worth of unqualified accounts. However, the Department continually looks for ways to improve such as the work on MCR as it recognises that, now there are more employers on board, there is a requirement to be even more robust in ensuring the contributions received are correct. • NM thanked JR for the update. <ul style="list-style-type: none"> • JG reiterated that the Department has produced unqualified accounts without excess votes for a number of years due to a good internal regime. The Financial Accounting Team provide updates to the Risk Committee and have separate committees to sign off the Annual Report. She emphasised that the pensions and accounting teams do work well together. <ul style="list-style-type: none"> • NM queried how the Board can add value to the system. JR explained that the Board brings both employer and member representation into that assurance process, which provides a perspective of what it looks to those directly affected by the Scheme. JR also highlighted that the Board brings perspective on financial matters that they would not ordinarily get as typically it is difficult to engage with employers on such matters. 	
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	<ul style="list-style-type: none"> • SA acknowledged that the paper distils complex issues into one place and clearly identifies where responsibilities lie, indicating it would be a good induction paper for any new member. She identified that the Board can adopt a common sense approach by representing the different perspectives of members and employers. • HM thought the paper provided an all-round view that everyone is represented and suggested it be shared with unions to highlight what we do. She commented it is difficult to feel assured that employers, particularly new employers, are fulfilling their due diligence requirements. • JH thanked JR for a useful paper and queried how important it was to make accurate estimates and supplementary estimates given the difficulty of predicting how many members will retire. JR confirmed that it was difficult but critical as the accounts could be qualified/we would be in excess vote territory by simply overspending by a penny. To manage this, the Department had developed a model over a long period of time and there was close working and robust arrangements between the Department, TP and GAD to monitor this. There is only one opportunity each year to revise forecasts, and there must be good reasons for doing so, but again effective processes to support that have been developed over a long period of time. • JG recognised the challenge around the estimates and supplementary estimates process. She indicated that estimates generally take place in February/March and are subsequently signed off by Treasury. In November/December, they start to consider the supplementary estimate. The process is facilitated by constant discussions internally and with HMT. • JH was surprised at the significant difference between money going in and out of the Scheme. JR explained that it is a long-term trend, adding that to the reforms that took place in 2015 aimed to control costs in the future and that gap is now coming down. • JP asked how inflation played a part and had anything gone wrong with the system historically. JR reassured the Board that inflation is accounted for in the Scheme valuation process. He explained that human error was the cause on the last occasion the accounts were qualified, with amendments to the management of the spreadsheet involved having rectified this since. JR confirmed there were processes in place to identify and address any issues – including the EOYC project which the Board will want to keep an eye on as it supports Scheme data. • NM recognised that normally the Board provides assurance that systems and processes are functioning satisfactorily. However, given the complexity of the financial eco-system and the Department’s key role in co-ordinating its various elements, could JR assure Board members that the Department was co-ordinating that assurance role effectively. JR provided reassurance around the depth of the portfolio management arrangements that the Department undertakes to manage all the necessary work. The Department’s pension team undertake day-to-day meetings with Capita to make sure the Scheme is running effectively. To ensure contractual, statutory and regulatory arrangements are met, there is detailed analysis of management information 	<p>AP3 /130722 Sec to consider adding to induction pack</p>
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	<p>received from TP and plentiful activity to provide oversight and management through the Pension Board. Essentially, it is managed through a combination of risk management, to a reasonable degree, and arrangements to react if things do occur.</p> <ul style="list-style-type: none"> • SF referred to the table on page 2 which indicated the Board ‘receive and analyse reports, audit and other information’ querying if this was through the Quarterly Report. JR confirmed it was and through additional information provided to the Board members, including providing the MR&IC sub-committee with details of the audit action. SF wondered as part of the MRIC sub-committee whether the Board should be asking for more information around the interplay between MCR and the delayed rollout. JR confirmed that was within the Board’s remit and recognised that MCR was having an impact on suspense accounts as employers are being onboarded. It remained a challenge to onboard new employers allowing sufficient time for correcting any errors and avoiding any impact on the accounts. He emphasised that the Board had to strike the right balance between recognising they were not directly responsible for the financial side of the accounts but recognising members would wish to satisfy themselves that the arrangements for producing the accounts were appropriate. • NM confirmed that he was happy with the level of detail the Board received regarding financial matters and recognised that the MRIC sub-committee can look at a more granular level into these issues and report back to Board if appropriate. SA agreed to reflect on this at the next sub-committee to determine if further information would provide added value to the process. • LS said she was surprised at the tolerance between qualified and unqualified accounts and queried what the implications were of accounts being qualified and whether this drove behaviour regarding estimates. JR confirmed that if the Department overspend by 1p then accounts are qualified/we are in an excess vote situation, which means the accounts are laid but with a qualification that the Department has overspent which leads to increased scrutiny. Regarding behaviour, HMT would not permit the Department to be overly prudent in their estimate. JR recognised that calculating an accurate forecast was more difficult since McCloud and so the Department is working with TP to review the calculations to make sure they remain fit for purpose. JG explained there are two elements that factor into producing the Accounts. There is a true and fair audit of the numbers of the financial statements and there is the control total which is reported in Parliament which cannot go over estimated spend. If it exceeds, it will go to excess votes which results in the Department attending a PAC hearing to provide an explanation and ultimately tarnishes the Department’s reputation with HMT. • NM thanked everyone for the discussion and confirmed that the Board was content with the current arrangements and the role the Board play. • JG concluded that there had been further good news in that C&AG certified the accounts an hour ago and these are due to be laid in the next week. 	<p>AP4 /130722</p>
<p>Agenda item 5</p>	<p>Independent Pension Specialist Update:</p>	

- SA noted that inflation and interest rates, items mentioned earlier in the meeting, were topical within funded pension schemes, and the subsequent impact on funding levels.
- SA stated that the main headline article was regarding the Public Sector Judicial Review in the McCloud case. She clarified that this did not concern whether benefits should be recalculated as a result of the McCloud judgement; but it was regarding the cost control mechanism. Although the claim had been brought by the Fire Brigades Union (FBU) and the British Medical Association (BMA), it would have an impact on all public service schemes. She advised that there was further narrative and details within the paper and asked JR for comment. Her understanding was that this review was not surprising.
- JR acknowledged that the Judicial Review was not a new development but it had taken time to be accepted by the Courts. He reaffirmed that it linked back to the cost control mechanism that was part of scheme valuation arrangements. The mechanism assessed member related costs to see if they were above or below the threshold. If costs were too far below threshold, then the value of benefits needed to be improved. If they were too high, they needed to be brought back down to the level that had been expected.
- JR explained the initial result of the 2016 cost control mechanism showed that the value of member benefits had fallen below the threshold; this was a result of pay restraints and the rate of longevity slowing. The accrual rate would have improved if not for the McCloud rectification work.
- Treasury subsequently determined that the cost of rectifying cases following the McCloud judgement should be treated as a member cost within the cost control mechanism, and therefore be taken into consideration within the calculations. The Government Actuary Division (GAD) actioned the appropriate recalculations, and these were finalised early this year. By taking rectification work into consideration, the cost control mechanism was back in balance, benefits were at an expected level and therefore no change to the accrual rate was appropriate.
- This position could be revisited as a result of the Judicial Review, with the unions claim being that Treasury did not follow the correct process in making their decision regarding the cost mechanism. The Court would decide whether the process should be re-run or accept that the process was suitable.
- If the Court decided Treasury need to re-run the process, it is possible the result could be that member benefits would need to be improved dating back to April 2019, so some member benefits would have to be reworked retrospectively.
- Although JR felt that this outcome was unlikely, he advised that the department would need to plan and be prepared for the eventuality. It was a matter of risk management – a low likelihood of occurrence, but it would have high impact if it did occur.
- JR advised that there would not be a quick outcome and there was not yet a Court date for the review. If the outcome was against Government, then he estimated the process would take 18 months to 2 years, which would coincide with the change over into a new scheme contract. There therefore needed to be

	<p>planning around a contingency within the future contract.</p> <ul style="list-style-type: none"> • NM asked when such work could be shared with the Board and if there was a timescale. • JR advised that the plan would not be detailed and would be at risk management stage, but there would be a basic plan by the next Board meeting. He offered reassurance that the Judicial Review would not impact current rectification work on Transitional Protection. The outcome of the review would be a separate project and amendment if it were to happen, ongoing work would not be inhibited. He reiterated that he felt that an outcome against Government would be unlikely. • SA thanked JR and brought attention to the next item within her paper – the Universities Superannuation Scheme (USS). This was a continuation of an ongoing disagreement between the parties involved. The USS argued that the outcome of last evaluation should stand, based on economic issues at the time, whereas members contend a different outcome based on more recent data would be fairer. This reflected a common theme in the pensions industry and how assets and liabilities move. • SA warned that many Teachers' Pensions Scheme (TPS) members could have service within the USS or work alongside people in the scheme, so it was a discussion worth being aware of. • SA advised there was a further update on Pensions Dashboards, there had been a stronger nudge regarding Defined Contribution (DC) pension schemes, and there had been a monthly update from the Pensions Regulator. • SA noted Article 8 - Value for money for DC members, would most likely be considered by the Management Advisory Group (MAG) through Prudential discussions. • SA finished by drawing attention to a TPS case that had been in the news, and she felt it important to note from a general pensions perspective. A member had been overpaid but had spent the money. The member claimed to have relied on the money and therefore could not pay it back, however, the case was not upheld. 	AP5 /130722
Agenda Item 6	<p>Scheme Advisory Board (SAB)/Policy Update:</p> <p>Transitional Protection and SAB</p> <ul style="list-style-type: none"> • JB advised that everything he reported on in the last Board meeting remains on track. He discussed that the SAB was focused on looking through various policy documents including retirements, member choice and ill health, taking the government's wider policy into consideration, and translating that for TPS whilst deciding on regulations going forward and communicating out to members. • HM Treasury's directions are due to be finalised by the end of the month which keeps the Department on schedule for laying in November with December as a contingency. HMRC have provided their first draft of tax regulations which are due to be laid later in December. • This allows for the Department to continue with its plan to consult on scheme regulations and the equality impact assessment in February next year allowing regulations to be brought into force in 	

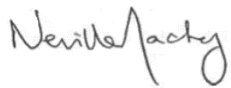
	<p>Summer 2023. The interest rate for calculations is outstanding, but due very soon.</p> <ul style="list-style-type: none"> • In the meantime, there are two commercial processes taking work forward. One to develop a Contract Amendment Notice (CAN) to ensure delivery of the process is smooth when it goes live in October. • The second part is the replan, signed off by the Transitional Protection Project Board in June. The Department is awaiting the full commercial proposal from Capita, which is expected at the beginning of September. • JB reported that there are reassessments of ill health cases going to medical advisors from October this year. These people have previously applied for TPS, and work is ongoing to send medical evidence back to advisers to ask them to assess them against the alternative scheme. The Department will be writing to members to give them opportunity to object to sending that information. • This will mean that in October 2023, the Department will be able to act quickly and provide ill health members with their pension choice. • NM queried the contingency planning for the eventuality that the Transitional Protection casework isn't finished by the time the contract expires. JB confirmed that a significant amount of thought and planning had been given about what may need to transition to a new supplier or the incumbent. He provided reassurance that they have a good understanding and are planning for all types of work that might arise. • Relating to Transitional Protection, the Department have been working with Capita on the replan and, because additional automation has meant cases can be dealt with more quickly than initially expected, TP have provided assurance that they will complete all rectification cases to the timeline. The team is awaiting the full commercial breakdown, expected in September. • PSp advised that Matthew Barrow in his team has done a deep dive around contingency planning for all work in train. Once the Department see the final proposal, they will check the deliverability of the Contract Amendment Notice (CAN). • SA commented that in the pension industry she is hearing a phrase 'premortem' ie to imagine the worst thing that can happen and think through the steps that might lead to that in order to mitigate it. She referred to the replan and noted that fewer human resources and increased IT resource may be cheaper and queried whether the commercial landscape had changed as a result. JB agreed that the replan would involve a higher degree of automation but, due to the reduced delivery timeline, the same level of human resources were still needed. He confirmed that the level of automation and manual processing will be clearer once the commercial proposal is received. • NM agreed with SA that the replanning exercise for the Transitional Protection and related projects should be examined in more detail at a later date to ensure that contingency plans were robust and realistic. 	<p>AP6 /130722</p>
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	<ul style="list-style-type: none"> • JR expressed caution at altering the risk balance and explained that the Department's approach is to manage risk to a reasonable level. • JR reported that SAB are still awaiting the outcome of the SCAPE rate consultation from Treasury but that this was not stopping the activity of the valuation process. • Dave Wilkinson, on behalf of SAB put forward a motion to thank this Board for the work in steering the challenges of Covid. 	
Agenda item 7	<p>Service Delivery & Maintenance of Data sub-committee update:</p> <p>3 items to report back</p> <p>Monthly Contributions Reconciliation (MCR)</p> <ul style="list-style-type: none"> • JW noted that JR had already mentioned there had been some replanning within MCR. It was originally expected that all employees would be onboarded by April but, by early June, only 40% of employers had onboarded. • Employers that were live on MCR were still requiring a lot of support and the corrections process was impacting the workload for both Teachers' Pensions (TP) and employers. Employers that had not yet onboarded were also experiencing difficulties with their payroll systems not being ready for MCR. • The sub-committee sought reassurance from TP that they had the resources to manage the level of support needed. • TP had advised that the onboarding for remaining employers was being replanned and additional resources were being considered to support employers and to support replan and error correction. • The MCR team had been split into 2 teams, the Business as usual (BAU) team and the onboarding team. Enhanced MCR training was being offered to employers and TP were also working closely with payroll software providers. • Through MCR, TP had identified problems with member records. Some members were showing as opted out, but with service and salary data on record, and some were showing as opted in but with no data on record. A data cleanse was needed, and TP had raised a proposal with the Department to resource a team to correct the records. • JW advised that the sub-committee was content that TP were monitoring the situation. • KA asked if this issue could mean a monetary problem i.e. was money showing where it should not, and could benefit statements be incorrect as a result. • DB acknowledged that it was possible for overinflated benefits to appear on statements as a result of the issue and advised that she understood the urgency of rectifying the errors. However, she offered assurance by advising that all data was cleansed before benefits were processed, and therefore it would be identified if a member was eligible for the benefits or not. MCR had identified active members, so those not at a retirement, bereavement, or transfer stage, and therefore the issue had been identified early. TP were looking to work with employers via the previously mentioned proposal with the department to address the problem. • KA asked how the problem had arisen. • DB advised that affected members were being identified through 	

	<p>the MCR project. Unfortunately, data was not readily available from those employers that had not yet onboarded, but TP had estimated the potential impact in terms of member volumes based on the information they already possessed. The issue should only affect active members and not those that had already experienced a life event.</p> <ul style="list-style-type: none"> • The Board was reassured • NM noted that the main MCR issue seemed to be the recalcitrance of some payroll suppliers to sign up to the new arrangements. He asked JW if this was the right perception and if the committee was content that TP were working with the suppliers to overcome the challenges. • JW advised it was a more complicated process for the payroll software suppliers than originally thought. Suppliers had different software solutions for different employers. • DB added that from an operational delivery perspective, TP were utilising stakeholder leads and employer relationship managers to support employers, in addition to the MCR delivery teams. • NM questioned what support was being offered. DB explained that more verbal updates were being offered. When service queries were raised on back of a submission, calls were being made to employers to offer further explanation and support. • For those employers yet to onboard, TP were working with payroll providers and employers to understand what and where the challenges were and working through them. Best practice gained from observing employers who had successfully onboarded was being used as an example for potential solutions. <p>Transitional Protection</p> <ul style="list-style-type: none"> • JW noted that JB had covered the points she was going to raise regarding Transitional Protection and contract amendment notices. <p>Customer Contact Satisfaction</p> <ul style="list-style-type: none"> • JW again noted this matter had been discussed under a previous agenda item. 	
<p>Agenda item 8</p>	<p>Managing Risk and Internal Controls sub-committee update:</p> <ul style="list-style-type: none"> • SA provided an overview of the topics the sub-committee discussed in June. • She asked that the next Board meeting papers include the Programme Executive Summary. • NM agreed it was important for the Board to have sight of this paper. • JR reminded Board Members that the sub-committee papers are circulated to all members but agreed for this to be included as a standard paper for future meetings. <p>Group Internal Audit (GIA)</p> <ul style="list-style-type: none"> • SA reported that although the four GIA topics had moved between quarters, they were still expected to complete this calendar year. • The sub-committee were overall satisfied that the GIA 	<p>AP7 /130722</p>

	<p>programme was progressing as intended.</p> <p>Accounts Finalised</p> <ul style="list-style-type: none"> SA acknowledged that the Board heard earlier in the meeting that the accounts had now been finalised. <p>Risk of members opting out of the scheme – establishments and individuals</p> <ul style="list-style-type: none"> SA brought to the Board’s attention a risk that had been highlighted in the sub-committee of a higher possibility of individuals opting out of the scheme due to financial situations. She noted that the sub-committee will be monitoring this risk, but that it felt appropriate to mention at the Board so that it could be raised in the appropriate committee. NM suggested that the IMC sub-committee may wish to investigate this in more detail. JR highlighted that SAB have monitored this risk very closely for a number of years and was conscious of duplicating work. NM thought it would be useful to understand the work SAB have undertaken first, to aid the discussion the IMC sub-committee have. JH agreed that having sight of this would be valuable. SF reported that the sub-committee had discussed the reason for outstanding End of Year Certificates (EOYC) was often due to academies that had closed or merged. She asked whether the process could be reconsidered to allow EOYC’s to be identified at the point in which the change happens. JR confirmed this as an action that the department would investigate. 	<p>AP8 /130722</p> <p>AP9 /130722</p> <p>AP10 /130722</p>
<p>Agenda item 9</p>	<p>Information to Members and Communications sub-committee update:</p> <p>JH noted that there had been previous discussion previously in the meeting on her items.</p> <p>Transitional Protection Update</p> <ul style="list-style-type: none"> JH mentioned some short videos have been produced which had good traction on social media. The sub-committee were happy with communications and noted there is going to be some information on the October 2023 deadline contained in benefit statements in July. <p>Monthly Contributions Reconciliation (MCR)</p> <ul style="list-style-type: none"> JH said the sub-committee had queried what happens to those employers who refuse to engage. The Department may be asked to get involved as part of the escalation procedure. <p>Multi-factor Authentication (MFA)</p> <ul style="list-style-type: none"> JH reported that there has been a useful presentation on MFA. It went live in the middle of May. She mentioned that she herself couldn’t find the app on the website. SA had asked at the sub-committee about employers and what would happen when someone from a school or academy who sets up authentication may leave or retire. TP 	

	<p>confirmed it must be reset, therefore there will be communications to employers to that effect.</p> <ul style="list-style-type: none"> • NM said that he really enjoyed listening into the sub-committee and was impressed by the level of discussions. • AG confirmed that there are a number of authentication apps that are free i.e. google and that she would ensure visibility on the website. 	
Agenda item 9	<p>TP Update:</p> <ul style="list-style-type: none"> • AP explained that the paper provides TP's performance details at an operational and strategic level. • Overall SLAs are achieving or close to target. There had been significant increase in operational volumes which has posed a challenge and DB is working very closely with TP's capacity teams. • From a finance perspective, the metrics are 'green'. However, TP have seen an increase in unallocated contributions which, although are in line with expectations for the end of audit period, they are keeping an eye on because many related to onboarding. This has been factored into the replan work for MCR to ensure contributions are reconciled accurately. • From a risk point of view, the top risks are the finalisation of commercial agreements, delivery of Transitional Protection and resource requirements. These are the focus at both programme Board level and Risk Committee. 	
Agenda item 10	<p>Commercial sub-committee (21 June 22) update:</p> <p>TP colleagues left the conference call.</p> <p>The remainder of this section has been removed to ensure commercial sensitivities are maintained. A full set of minutes (and actions) will be produced from the sub-committee meeting, which took place on the morning of 21 June 2022 and will be shared with the Board Members. A full version of the minutes will be prepared and shared with Board Members, and at the next TPSPB meeting.</p>	
Agenda item 11	<p>Any Other business:</p> <ul style="list-style-type: none"> • NM noted that the next set of meetings will be in Darlington in September and London in October, but this is subject to events such as Covid and transportation issues. • JR alerted the Board to problems relating to a handover of ill-health cases and consequent backlog which will be reported on at the next sub-committee meeting. He asked for people to be patient, and this would be dealt with as soon as possible. KA mentioned that she has heard of a member who has had six weeks wait and has gone to zero pay. JR asked for KA to forward him the details. 	AP11 /130722
	<p>Neville concluded by thanking everyone for attending and for contributing to an interesting and productive meeting. The next meeting will take place on Wednesday, 19 October 2022.</p>	

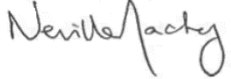
Minutes agreed: 

Date: 26/07/2022

Minutes circulated to Board members for review 26/07/2022. The following changes were made following Board member review.

No amendments were requested/made.

Minutes ratified at subsequent TPSPB – 19/10/2022

Final Signature: 
Date: 19/10/22