

**Teachers' Pension Scheme Pension Board (TPSPB)
Service Delivery and Maintenance of Data Sub-Committee**

15 December 2021 - (by Teams teleconference)

Present:		
Jackie Wood	Employer Representative – Chair	JW
Susan Anyan	Independent Pension Specialist	SA
Simon Lowe	Employer Representative	SL
Heather McKenzie	Member Representative (from agenda item 7)	HM
Peter Strike	Member Representative	PS
Danielle Barker	TP Head of Operations	DBa
Amy Gibbs	TP Head of Governance and Risk	AG
Anna Alderson	DfE Senior Contract Manager and Programme Management Office	AA
Zaheer Patel	DfE Contract Manager	ZP
Kathryn Symms	DfE Casework & Correspondence & TPSPB (Secretariat)	KS
Kelly Elliott	DfE Secretariat	KE
Diana Wray	DfE Casework and Correspondence Manager (Observer)	DW
Apologies:	Nil	

	Item	Action
Agenda Item 1	<p>Welcome and Apologies:</p> <ul style="list-style-type: none"> JW welcomed those in attendance – including DBa to her first sub-committee meeting, and DW as observer. The minutes from 22 September 2021 were ratified. 	
Agenda Item 2	<p>Actions from the previous meeting:</p> <ul style="list-style-type: none"> JW noted all items were closed except SD1/220921 regarding the new process for bereavements. DBa shared a presentation and advised that a full of review the bereavements process had been undertaken from death notification through to benefit confirmation and payment. DBa noted that despite an increase in resources and multi-skilling, the service was unable to achieve target performance. The review set out to improve three areas - member satisfaction, performance, and staff morale. A new process step has been introduced at the start of the process, so that “clean” applications can be administered straight through the calculation teams; and those that need third party input are ring-fenced. Communications through the third-party route have been updated. This included improvements to letter templates and to frequency of contact, to ensure that those awaiting responses remained informed regarding the progress of their case. Additional MI is now shared with DfE for monitoring purposes. An escalation process has been introduced in cases where receipt of third-party information is delayed. Resource planning and forecasting has been strengthened to manage increased caseload and training had been increased. There have also been 	

	<p>bereavement workshops with the Local Government Association (LGA) to obtain candid feedback.</p> <ul style="list-style-type: none"> • SL noted from the outcomes that there had been a marked improvement and it appeared that the entire way of working had been adjusted. He asked for assurance that this was the new way of working, and not a singular effort. DBa confirmed it was, with revised desk instructions and more flexible resourcing. • DBa advised that the LGA workshops ran quarterly over the last for 18 months and each workshop had a different theme but have now finished. The process review and internal actions continue. • JW commented that employers found the workshops helpful, and the process had received a positive response. She noted the importance of DBa's involvement. 	
Agenda Item 3	<p>Transitional Protection & Goodwin Updates:</p> <ul style="list-style-type: none"> • AA drew attention to the Transitional Protection update within the Quarterly Report, advising that it gave the most recent position on the project. She advised the commercial process had changed, but was on track, as was the re-planning exercise. • AA advised that Goodwin was also in a good place. There had been great success in filling the team vacancies with minimal positions still open. Rectification reporting shows TP were well ahead and this momentum would be maintained. • AG added that the "Essentials" contract amendment notice (CAN) had been signed to keep the team stable while the "Balancing" commercials surrounding the Transitional Protection re-plan were formalised. TP were on target and all IT solutions were in place for Goodwin. 	
Agenda Item 4	<p>Any issues raised from TPARG:</p> <p>ZP advised that three issues were raised at TPARG:</p> <ul style="list-style-type: none"> • Indexation – This may affect certain final salary scheme members' pension calculations where indexation is not applied under the terms of the regulations. The matter has been raised and is being discussed at the Scheme Advisory Board. • Monthly Contributions Reconciliation (MCR). He noted some Local Authorities (LAs) reported experiencing difficulties because their payroll providers were having issues with amending the software and could not submit data using MCR. TP is collating specific feedback from employers regarding the exact difficulties they are experiencing when using the software to try to assist. • JW agreed and added that, as a result, some LAs had concerns that they will not meet the April 2022 onboarding deadline. • Service Improvements: to be covered under agenda item 5. 	
Agenda Item 5	<p>Monthly Data Collection (MDC) and MCR – Improvements to Scheme data and Service Improvement – Update of projects being taken forward:</p> <ul style="list-style-type: none"> • DBa advised there were several ways TP were improving service through the MDC and MCR function improvements. • The MDC function was introduced to allow employers to provide data updates to TP on a monthly basis rather than annually. 	

	<p>Staffing resource has now been moved from the core operation MDC team into the Finance Team.</p> <ul style="list-style-type: none"> • The MDC Full Checklist project was introduced to communicate with employers to ensure they reviewed and updated information. All employers had now received the checklist and improving the data held by TP. • MCR would see data recorded against member records more regularly – monthly rather than annually - and reconcile this information against scheme contributions. The function will be able to promptly identify errors and issues and allows corrective action to be taken more promptly by TP and employers. • In addition to the MDC Full Checklist, member self-serve was releasing messages to members to prompt them to also review and correct anomalies in data. The core objective was to improve the accuracy of data held by TP and encourage employers and members to familiarise themselves with the information and ensure it remained accurate ahead of member life events. • Several improvements have been made to Scheme data integrity, including updates to management information reports and automation. <ul style="list-style-type: none"> • The Continuous Improvement Programme (CIP) has been introduced as part of customer service improvements to enhance communications. • The Omni channel was the first project within the programme, allowing members to communicate with the LivePerson and it introduced the option of sending messages via WhatsApp. This enables members to communicate outside of office hours. This solution went live in September 2021 and take up is being monitored through regular reporting being provided by TP. • Authentication is the second project within the programme which is planned to be rolled out in January 2022. This will improve employer and member accessibility and login features to the online TPS portals and is anticipated to reduce the number of incoming calls into the contact centre regarding difficulties logging in onto the website. • Member Website Improvement is the third project, which is currently in progress. In summary, this will see the top 5 forms used by members being made available online to improve user experience. This includes improvements to the website, online forms, and employer training. • There were also future improvements in development to improve the member and employer experience by enhancing the existing functionality. This included improvements to the member search function, the contact us service and the employer portal. • PS noted that all the developments appeared to be around software. He commented that engagement with My Pension Online (MPO) was low and, unsatisfactory feedback could be from those who do not engage digitally. The process should match the needs and aspirations of those members also. • AG agreed and advised that the Data Strategy Working Group were considering improvements in two ways: through the digital offering to self-serve and by investigating the cause of non-engagement by some members. • PS noted that there were active members who did not engage. 	
--	--	--

	<p>AG acknowledged this, and, whilst compared with other schemes engagement with MPO was high, TP would like to do more.</p> <ul style="list-style-type: none"> • SA suggested the Pension Dashboard would be useful when considering this issue as it will increase publicity about pensions across the UK. • She commented that Omni channel still included hard copy correspondence. DBa acknowledged that not all of the members (and/or beneficiaries) will use the electronic forms, as some will still wish to complete paper forms. • JW asked if the WhatsApp contact was capable of using confidential information. DBa advised that WhatsApp utilised the same functionality as LivePerson. Members use a QR code from the Contact Us section of the website to be reassured they were communicating with TP. Messages can be sent to TP outside of business hours and will be responded to within business hours. • JW noted the positive response which may alleviate pressure on the Contact Centre. DBa agreed that the expectation is to see a shift towards webchat, WhatsApp and Social Media sites. 	
<p>Agenda Item 6</p>	<p>Staff Learning and Development – Annual Update:</p> <ul style="list-style-type: none"> • DBa began by explaining that TP’s view is that staff are key to creating better outcomes for stakeholders. A wide range of development and learning opportunities were offered to all employees. • The Capita Academy Hub is accessible to all. This offers learning and support in relation to both skills and wellbeing. There was also induction and mandatory training for new starters, to ensure they became as effective as possible, as soon as possible. • DBa gave a full overview of the induction journey and the range of platforms and information regarding contractual obligations, reporting lines and communication channels for new starters • Over the last year training has been delivered in both a remote and a face-to-face setting. Both methods would continue to be used, as this offered more flexibility to new starters, trainers, and management. • The Contact Centre had produced a Knowledge Base. This held information and activities for new starters but was also available to all staff, as it could be utilised for training and probation and quality reviews. • There was dedicated training for roles within Operations, which required a lot of back-office administration functions. Training could last between two to six weeks, depending upon the complexity of the role. • New starters must undertake a knowledge quiz with a pass rate of 85% or higher and results were shared with Line Managers to be part of training discussions. • DBa offered assurances that if a new starter did not meet the required pass rate, then discussions would take place regarding the appropriate structure for training going forward. For example, a more one to one approach may be more successful than a classroom setting for certain individuals. • There was an extensive list of training opportunities and this also provides a wide range of options for employees when they 	

	<p>were considering shorter and longer-term aspirations with TP.</p> <ul style="list-style-type: none"> • Apprenticeship schemes are also available. Over 700 Capita colleagues had joined the scheme over past two years. TP continued to see uptake in joiners and this year had introduced a new pilot whereby pensions administrators in the scheme would obtain a level 3 diploma in business. This was expected to change and improve the way TP recruited in the future. • PS commented that he was pleased to see the scale of operation and that it covered levels three to seven. However, he noted that one SLA that persistently underperformed – the time taken to respond to queries. He asked if there was an appropriate level of skill and staff numbers in that area. • DBa advised that this was something that had been focused on more. As a result, there was shift in resource and stability had now improved greatly over the last six months. She reiterated the importance of the new training set-up, advising it identified where additional support was needed. Quality checking was also undertaken in the Contact Centre. These various checks were provided to the individual and action plans were put in place with objectives set, which identified where improvement was needed and what support was required. • PS noted there would need to be sufficient and appropriate access between staff and line managers. • DBa stated that due to the level of complexity it was important to identify promptly who was able to answer queries. For example, if an adviser could not answer an enquiry, they could either transfer the call immediately to the back-office or arrange future contact with the member. • SL noted the onboarding process was robust and there were many opportunities for staff. He asked how this fed into CPD and therefore how it fed into succession planning and workforce planning in general to give the right number of staff at the right level. • DBa explained that all staff have objectives and training structures set every year, which can identify areas that require improvement. • AG added that there were competency frameworks. For each level of administrator there were Capita competencies and role specific competencies to help identify training needs and ensure TP had the right number of staff at the right level, which fed into capacity planning. • SA referred to the Institute of Customer Services survey (from the IMC sub-committee meeting earlier) that had indicated a downturn in morale and satisfaction in employees. As well as long service and financial recognition helping boost morale, she suggested that training was also important regarding this issue. • DBa agreed that training was important and linked to employee satisfaction. TP were focusing on employees and using their feedback to improve morale. • JW asked if the Sub-Committee would receive an update on Learning and Development, to include Apprenticeships next year. DBa confirmed this and advised there had been positive feedback regarding these opportunities in a recent survey. 	SD1/151221
Agenda Item 7	Review Dashboard and supporting papers:	

<p>Dashboard</p> <ul style="list-style-type: none"> • At PS' suggestion, AG will present both sector and membership data on page 7 in future – preferably a pie chart. • JW noted that Section 5, which related to SLA and KPI tracking appeared positive, and the cases being received and processed were meeting expectations. The areas that were previously a problem appeared to have experienced significant improvement. <p>Quarterly Report</p> <ul style="list-style-type: none"> • JW noted there had been significant improvement in bereavements and it was pleasing that SLA 4b and 4c, were now being met. • JW noted the targets relating to Outcome Measures had been reviewed with some new targets agreed from 1 November. • AA advised that outcome measures were reviewed on an annual basis. The employer and member experiences were analysed, and an agreed target was set for the next year. The changes applied for contract year 11 will feature in the next quarterly report. For example, there were changes to MPO take-up measure. • Additionally, the “neither satisfied nor dissatisfied” option from engagement outcome measures had been removed, as this caused ambiguity. • AG commented that the levels of dissatisfaction had not increased, but the levels of satisfaction had decreased due to a lack of feedback. TP were investigating what they could do to drive feedback, particularly from employers. • Historic Revisions - JW asked if Second Bite PI cases and the MDC revisions were included in the SLA performance. • AA advised that these two areas and historic employer revision cases would be reported separately – in a similar way to the historic bereavement cases earlier this year. • The next Quarterly Report will include a reporting mechanism that provides a burndown rate of this casework, to give assurances to the Board. <p>Issue Log</p> <ul style="list-style-type: none"> • AA advised that the issue about Immediate Detriment work had been resolved and there was now an appropriate reporting mechanism in place. The issue would be closed. 	SD2/151221
<p>Complaints Dashboard</p> <ul style="list-style-type: none"> • AA advised that TP and DfE had revised KPI1 – Complaints Handling. Simpler complaints will be responded to within 15 working days; and more complex complaints within 30 days. However, these complainants will receive an update letter after 15 days to keep the member informed. It is envisaged that this will reduce the number of multiple complaints from the same member. • DBa advised that she expects a reduction in complaints to be evident, and the KPI to be met, in December. • AA added that reporting through Quarterly Report will clearly show the number of complaints received and the number of cases closed within 15/30 days, to provide assurances 	SD3/151221 SD4/151221

	<p>regarding the success of the new KPI.</p> <ul style="list-style-type: none"> • JW asked for an update on aged cases for the next meeting. DBa agreed to report the number of cases outstanding and the likely date aged cases would be completed. 	
Agenda Item 8	<p>2022 Forward Work Plan:</p> <ul style="list-style-type: none"> • KS asked if the sub-committee was content to remove Goodwin as a standing agenda item, and keep the update in Quarterly Report. • She also asked if Learning and Development should be added to the Workplan for December 2022. • The sub-committee agreed to both suggestions and the 2022 Workplan was approved. 	SD5/151221
Agenda Item 9	<p>Quarterly Report Streamlining</p> <ul style="list-style-type: none"> • It was agreed that, whilst there is some duplication of data in the quarterly report and the dashboard, board members were content with the quarterly report in its current format. • However, it was agreed that annex B – the summary of meetings that have taken place throughout the relevant quarter - would no longer be provided. 	
Agenda Item 10	<p>Agree Key Issues from the Meeting / Report to highlight at the next TPSPB meeting:</p> <ul style="list-style-type: none"> • Improvement in Bereavements and Contact Centre • Service Improvements • Learning and Development 	
Agenda Item 11	<p>Agree whether any individual papers or presentation should be shared with remaining Board members:</p> <ul style="list-style-type: none"> • Service Improvements presentation • Learning & Development presentation • Bereavements presentation 	SD6/151221
Agenda Item 12	<p>AOB – KS confirmed that whilst it was hoped that face-to-face meetings could commence in March 2022, the arrangements will be confirmed in the new year due to the prevalence of the Omicron COVID variant.</p>	
Next meeting	23 March 2022 – arrangements to be confirmed	

Minutes agreed by Chair: *Jackie Wood*

Date: 24 December 2021

Confirmed by circulation to sub-committee members on: 4 January 2022

To be ratified at sub-committee meeting on 23 March 2022