

Teachers' Pension Scheme Pension Board (TPSPB)
– Information to Members and Communications Sub-Committee –
14 June 2017
MINUTES

Present:		
David Trace (Chair)	Member representative	DT
Jerry Glazier	Member representative	JG
Dave Wilkinson	Member representative	DW
Geoff Ashton	Independent Pensions Specialist	GA
Richard Lees	DfE Contract Manager and sub-committee point of contact	RL
David Heslop	TP Client Director	DH
Jennie Connelly	TP Engagement Team	JC
Karen Cammack	DfE Secretariat (minutes)	KC
Anna Alderson	DfE Contract Manager (observer)	AA
Peter Springhall	DfE Senior Finance Manager (observer)	PS
Apologies :	David Butcher, Employer representative Kerry Tate-Maskill, TP Head of Engagement	

	Item	Action
Agenda item 1	<p>Introduction, attendance, apologies:</p> <ul style="list-style-type: none"> • The Chair thanked colleagues for attending and TP for hosting. • Apologies were received from David Butcher and Kerry Tate-Maskill. • The Chair warmly welcomed Anna Alderson who will be replacing Richard Lees as the DfE Contract Manager. 	
Agenda item 2	<p>TP presentation – Approach to Campaign Strategies:</p> <ul style="list-style-type: none"> • Jennie Connelly from TP's Engagement team delivered a presentation on TP's approach to campaign strategies, giving an overview of how TP's thinking and methodology have developed over the past 6 years. • She explained that prior to 2012 TP used its website to provide information, but had no mechanism to talk to members; there was therefore very little pro-active communication. • With improvement to IT post-2012, member and employer portals were introduced and the Engagement team started to use the website as a communications tool. Six member "personas" were developed, based on the financial services model, and tailored to reflect groups of members and support targeted communications. Personas were developed via research, engagement with stakeholders, on-line surveys, focus groups, member/employer feedback etc, to determine what each group expected from its pension provider – looking at barriers, frustrations, concerns, attitudes to retirement and awareness of TP. These are kept under review, and regularly refreshed to reflect on-going feedback from stakeholder groups. • Employers are also segmented along sector lines (HE/FE, MAT's, Independents, Academies etc), again to support targeted communications. Engagement with a rapidly increasing number of employers presents TP with challenges as statistical evidence 	

	<p>shows varying degrees of access to comms by this group. TP are looking at ways to improve this, including ensuring comms are delivered to the most appropriate employer contacts. The sub-committee noted that the employer is crucial in providing and gathering information, and wondered whether they could be getting information elsewhere (e.g. website).</p> <ul style="list-style-type: none"> • TP use the services of external providers to help develop their ideas on presentation, which allows TP to test campaign ideas, changes, new projects and future communications. This is supplemented by feedback from a range of stakeholder groups (TPAF, TPARG, ERMs, focus groups) which provides an additional arena for TP to road-test ideas. • JC gave an overview of the key campaigns delivered in 2015-2017, highlighting some key achievements such as introducing a NQT “persona” and NQT hub in 2016 and the member e-bulletin in 2017. Use of Social Media is also presenting increased opportunities for communicating with members, and TP is working to take advantage of the opportunities presented. • JC explained that critical success factors are agreed with the DfE at the beginning of each year and take into consideration analysis of previous campaign statistics, benchmarking, industry averages, best practice, segments and personas. • Discussion during/following the presentation focussed on: <ul style="list-style-type: none"> - personas characteristics, levels of engagement and how this helps to tailor messages to reflect the interest of each group; - the increasing use of social media to communicate with member groups and how these are/can be tailored; - developing personas to be more representative of the membership – in particular reflecting equalities issues (LGBT, BME, part-time). TP noted the sub-committee’s comments and will include this feedback into its future reviews. TP confirmed that next steps include developing a part-time persona and noted the comments regarding understanding the range of underpinning reasons why individuals work part time. - gender graphics - TP confirmed that they are working to ensure that gender graphics are representative of the teaching workforce. • The Chair thanked JC for an interesting and informative presentation. 	
<p>Agenda item 3</p>	<p>Review of actions from 29/03/17 sub-committee (Paper 1):</p> <ul style="list-style-type: none"> • IM6/290317 – Whilst updates will be provided to the TPSPB, the action still sits on the IM&C log. Further to the log update, the stakeholder groups that will be asked to provide feedback on the revised forms and guidance will also include the Scheme Advisory Board (SAB). 	
<p>Agenda item 4</p>	<p>Review of the Dashboard & Engagement Report (Papers 2&3):</p> <ul style="list-style-type: none"> • It was agreed to review the quarterly report by discussing those issues the sub-committee wished to focus on, rather than considering it item by item. Key points to note include: • It was confirmed that MPO accounts had currently reached 556,000. TP are looking to accelerate take up amongst active members by liaising with employers to determine how they can 	

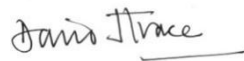
	<p>encourage this, as the aim is for all active members to have an account. Having recently run a pilot with 13 employers, providing them with scheme material in a format which could be readily forwarded to their staff, initial feedback suggest that the cohort was unable to gain traction and TP are seeking more details from employers. It was noted that there are links to the employer review and that getting employers to support the aim is in their interest. It was suggested that a short video could be created for employers to show to staff encouraging them to create MPO accounts – sub-committee members shared examples of where this approach had worked well recently. TP undertook to include the suggestion in the review.</p> <ul style="list-style-type: none"> • The sub-committee reflected further on the presentation and in particular around the personas. They recognised that this is an internal TP tool and internal terminology, but felt that the titles of these groups illustrated pre-conceived ideas about characteristics (e.g. wealthy retired, flourishing families). • The sub-committee also felt that there was little recognition of equalities issues within the personas (e.g. BME, LGBT, disabled as set out in the Cridland report, although they noted the young age group are well catered for). TP explained that they cannot break down the membership by protected characteristics as they do not / cannot collect that data. However, TP suggested that although they cannot segment by these factors some of the communications could reflect these groups. • The sub-committee also felt that there is a need to consider separate communications to groups such as part-time staff and deferred members, who have a low-accrual of pension benefits, but noted TP’s comments regarding a lack of contact details for this group. It was felt that other forms of communication should be considered to engage with these segments of the scheme population and that a variety of vehicles should be used to communicate across the board. • TP commented that they would look at how all these factors could be reflected in the composition of the focus groups. It was recognised that, by default, focus groups are attended by those members most engaged with TP; dealing with disengaged groups provides a challenge, particularly as they tend to be hard to contact. • DH asked about exemplars of good practice; JG explained that the unions tailor service to needs, but members need to be encouraged to have the confidence to say what their needs are, and the information should then be used in a positive way. • The sub-committee observed that social media was a useful tool that would allow TP to build a clearer picture of segmented groups, provide routes to engage with them and encourage feedback to TP setting out specific requirements. • The discussion moved on to data collection and sharing; DfE hold a comprehensive set of data (e.g. schools workforce census) but there are fundamental issues around what additional data TP can collect which is not a strict requirement of delivering the scheme. The sub-committee felt that the TPSPB may wish to consider raising this for further discussion with the Department. 	<p>IM1/140617</p> <p>IM2/140617</p>
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Agenda item 5	<p>Update on MDC/MDC2 comms plan:</p> <ul style="list-style-type: none"> • RL confirmed that MDC communications continue to be delivered in line with the engagement plan for the exercise. Currently 33% of the active membership is having data submitted by MDC and TP have confirmed that the project is on track to meet the 60% target by the end of September 2017. 	
Agenda item 6	<p>Review Red and Amber Rated Engagement Actions (Paper 4):</p> <ul style="list-style-type: none"> • There are no red-rated Engagement actions. • A limited number of activities were rated as amber as their targets have been missed slightly this period and while these are not a cause for concern, TP are looking to develop messaging to improve Open and Click-Through Rates. <p>Review Scheme Engagement Plan for following period (Paper 5):</p> <ul style="list-style-type: none"> • The sub-committee were content with the 2017 plan and had no comments or observations to raise. 	
Agenda item 7	<p>Incorporating TP's Six Strategic Objectives into the sub-committee approach (Paper 6):</p> <ul style="list-style-type: none"> • DH re-capped information provided to the TPSPB on 26 April regarding TP's vision and the supporting strategic objectives, to facilitate a discussion of periodic reporting against progress. • The sub-committee agreed that the key would be how to identify progress and capture that in a succinct way. • It was felt that each of the 3 sub-committees could concentrate on those objectives that linked most closely with their areas of focus. Although the Information to Members & Communications sub-committee had an interest in each, it was felt that their area of focus should be mainly on the third "Informative and solutions oriented communication". • It was felt that objective 2 (our people will be flexible, skilled and responsive), would be the most difficult to achieve as there would need to be a culture change to meet the aspiration and develop the ethos; this would be an organisational challenge requiring, for example, changes to recruitment practices. • Linking to previous discussions the sub-committee observed that the vision document would benefit from adding an equalities element. 	
Agenda item 8	<p>TPSPB Approach to annual reporting:</p> <ul style="list-style-type: none"> • The sub-committee are content with the current approach, but did not feel it was a priority, at the moment, to consider other ways to increase uptake. 	
Agenda item 9	<p>AOB : – System outage update</p> <ul style="list-style-type: none"> • DH confirmed that TP executed the continuity plan and are reviewing lessons learned from the episode including communications and delivery of priority processes. TP are now implementing the recovery plan. • A major incident report will be submitted to the Department when available. TP will incur significant financial penalties through the SLA regime, and this should provide an incentive to ensure swift 	

	<p>resolution of any future incidents. The potential impact on outcome measures and subsequent payments will ensure that any contingency plans are quickly put into action.</p> <ul style="list-style-type: none"> • Capita were due to produce a major incident report by 16th June. DH explained this is still being worked on and will be submitted to the Department when Capita have finalised it. • A further update will be provided to the TPSPB in July. 	<p>IM3/140617 IM4/140617</p>
Agenda item 10	<p>Commercial update :</p> <ul style="list-style-type: none"> • Peter Springhall provided an update on this agenda item. Details to be shared with all sub-committee members by email. 	
<p>The next meeting will take place on 20 September 2017, at Lingfield Point, Darlington.</p>		

Minutes agreed (Chair): David Trace

Date : 21 June 2017



Confirmed by circulation to sub-committee members on 23 June 2017