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

14 December 2022 – Teams Teleconference

Present:		
Jackie Wood	Employer Representative - Chair	JW
Simon Lowe	Employer Representative	SL
Peter Strike	Member Representative	PS
Heather McKenzie	Member Representative	HM
Amy Gibbs	TP Head of Governance and Risk	AG
Danielle Barker	TP Head of Operations	DBa
Anna-Marie Alderson	DfE Senior Contract Manager	AA
Zaheer Patel	DfE Contract Manager	ZP
Melanie Phillip	DfE Casework & Correspondence & TPSPB	MP
Kelly Elliott	DfE Secretariat	KE
Helen Cowan	DfE Secretariat Manager	HC
Observers		
Anna Leonard	DfE Head of Supplier Management (Observer)	AL
John Brown	DfE Head of Policy & Projects (Observer)	JB
Apologies:		
Susan Anyan	Independent Pension Specialist (Observer)	SA

	Item	Action
Agenda Item 1	**Welcome and Apologies:** • JW welcomed those in attendance including DfE observers AL and JB. She also noted the apologies of SA. • The minutes from 21 September 2022 were ratified.	
Agenda Item 2	**Actions from the previous meeting:** • JW noted all actions were closed except the Monthly Contributions Reconciliation (MCR) project item, which would be covered under agenda item 8 within the Quarterly Report discussions.	
Agenda Item 3	**Transitional Protection:** • AA stated that the final stages of agreeing the commercial arrangements for the rectification work surrounding the Transitional Protection project were being finalised. This would then be presented to the Joint Assurance Committee (JAC - an internal governance meeting) on 22 December, for approval to proceed. The Contract Amendment Notice (CAN) was already being drafted in anticipation of approval, which would give Capita the commercial agreement to commence the work. An update on progress would be provided within the Quarterly report.	
Agenda Item 4	**Data Improvement** • AG advised that the current Data Management Strategy (DMS) was a draft, high-level overview, due to be approved on 15 December 2022. • Maintaining data quality within the Teachers' Pensions Scheme (TPS) was a large scale and critical undertaking, with many initiatives already implemented to maintain and improve the	

quality of data, to support business as usual (BAU) work and to facilitate the increasingly digital member and employer user experience.

- Successful activities included:
  - Bulk exercises – e.g. data checklists issued to employers to improve service data
  - Enhancements to processes and routines – e.g. ongoing transactional data cleanse and introduction of member self-serve
  - Ongoing initiatives – e.g. moving employers to the MCR system and providing greater assurance regarding newly collected data
- Accurate data was critical for both the preparation and ongoing work relating to external events such as the Pensions Dashboard Programme and Transitional Protection. Ultimately, employers were responsible for the majority of TPS data but Teachers' Pensions (TP) could offer support to aid accuracy and efficiency.
- The TPS is complex and the objectives within a DMS must ensure the scheme is ready for future events, driven by external factors such as legislative or contractual change. Initiatives such as the data check lists have successfully aided employers in addressing and mitigating data gaps.
- Historic data cleanses were introduced, which cleanse member records before large events in preparation for operational transactions. The current and future approach of this process is under consideration. Data should be correct when the member views the information, not just at the point of an event. Data cleanses offer validation around data input, ensuring data is accurate and correctly formatted.
- My Pension Online (MPO) was introduced to encourage member activity online and has since reported approximately 1.2 million users. Few other schemes offered this level of self-service.
- Enhanced annual benefit statements now include more data to enable members to identify errors.
- MCR had been introduced to improve data quality and to help identify data errors.
- The aim of the data improvement plan is to deliver data enhancement without impacting the member experience. The plan was agile and would evolve to allow changes based on any issues or remedies identified through MCR and other initiatives. More detail regarding timelines and actions will be provided once the strategy is approved.
- JW noted that, from an employer perspective, MCR would help identify issues such as those regarding opt ins and opt outs. It was important to get the data right ahead of onboarding.
- AG advised there was a continuing focus on training. There had been an increase in resources to offer better education to employers regarding MCR, to ensure understanding and quality before the project became live. MCR identified legacy employer issues with data. However, this has proved the effectiveness of the project and ensured that data would be more accurate going forward.
- PS asked if it was possible to identify the sub-groups amongst employers that struggled to keep data accurate, and noted employers often rely on employees for accuracy, and both parties

	perhaps did not check their data as often as they should. • AG was confident that MCR was the answer to this issue and advised that a lot of analysis had been conducted on those experiencing difficulties. The ones experiencing the most issues were receiving more focus and support, including careful guidance. • PS commented that it was important to maintain pressure at an institutional level as there seemed to be repeat establishments listed as being referred to the Pensions Regulator. • HM raised concerns that continual issues may cause employers to encourage opt-outs. The MCR process needed to be easy with clear and simple training and support made available. Members should be encouraged to remain in the scheme. • AG advised that there had been clear direction from Department to ensure the process was clear and accessible for employers. The replan, which was currently in the final signing stages, included step-by-step processes including escalations. The challenges faced by employers (including risks such as employer capabilities and budget constraints) have been considered and steps to mitigate these are included in the replan. • JW noted that the skills required to administer the MCR may not be the same as was required for Monthly Data Collection (MDC).	
Agenda Item 5	**Learning & Development Update:** • DBa stated that TP strive towards creating better outcomes for stakeholders. Employees are key to that aim, particularly through learning and development (L&D) opportunities. • There are a wide range of opportunities available to employees, including the Capita Academy, technical, management and graduate programmes, as well as apprenticeships to build capabilities and grow and nurture talent • Performance and development discussions are regularly held with staff to make sure employees have clear direction, meaningful and measurable objectives, and an opportunity to talk about their development needs and wellbeing. • Induction and mandatory training enable new starters to be effective upon start. DBa explained the new starter journey from day one. • Following the Coronavirus pandemic, training is still delivered both remotely and face to face. This more flexible, hybrid approach has helped broaden TP's recruitment campaign. • There was also a knowledge base system available to employees which is updated regularly and stores key information and news. This is accessible for all employees throughout their TP career. • Throughout the training programme, new starters are required to complete knowledge quizzes to evidence that information is being absorbed. Employees must attain a pass rate of 85% or higher and these figures are shared with line managers to aid performance reviews and agree the next steps for the employee. • Employees attend daily, weekly, and monthly communications, such as team buddy sessions. • Operational training and upskilling are a priority. As the scheme continues to grow in complexity, so does the need for staff to be multi-skilled. Employee learning supports the growth of the operation and ensures service to members remains high.	

| | TP encourages and supports both professional and personal development. Through the Capita Academy, employees are offered a wide range of courses to continue developing their skills and knowledge and support their short and long-term career aspirations and goals. Apprenticeships are available to all TP staff and new courses have been made available since the last L&D update provided to the committee. HM commented that the update was informative and was pleased to note there were now additional learning opportunities. She recognised that improving workforce diversity was important and wondered if there was any data to show whether the L&D on offer had improved diversity. JW advised that diversity data had not been presented to the sub-committee previously. SL noted that infrequent updates may be useful. DBa advised that TP maintained a risk register for scheme knowledge and retention. TP are invested in their staff and therefore their learning. AA agreed and added that any issues regarding employees and employee retention are reported to the Board including details of a solution. Robust processes are in place that evolve as staff join and exit the workforce. L&D updates will continue to be provided and resulting changes in the workforce would be considered. SL was encouraged that wellbeing was referenced within the L&D update. He queried whether the hybrid training model (both face-to-face and virtual learning) being utilised was successful. DBa replied that the Quarterly Report evidenced the success of performance against contractual requirements which was testament to the success of the hybrid approach. DBa remained confident of its continued success. SL asked if the 85% pass rate for training was equitable for both face-to-face and virtual options of the hybrid approach. DBa confirmed it was. If new starters failed to achieve 85%, they were provided with further support including one to one training sessions, if appropriate. AG explained that a mentoring programme was available in addition to formal training. PS noted there had been negative commentary surrounding apprenticeship schemes from those utilising the schemes, and he asked for TP's experiences and comments. DBa advised that she had been involved in gaining feedback regarding the apprenticeships and, historically, apprenticeship providers had not delivered to a satisfactory level which had led to learners leaving certain courses. TP had changed providers for some of the apprenticeships and course delivery and feedback had improved. TP had subsequently developed more of a partnership with the providers (than the usual supplier) which had fostered a better working relationship. PS asked who the provider was, and DBa explained that this was dependent upon course as there were different providers for different courses. PS noted that many courses had professional accreditation and asked if any had academic accreditation. DBa advised that the type of accreditation depended upon the type of learning and the area of business. For example, a learner would not gain credits from day-to-day training and upskilling, but a business | |

	administration apprenticeship and some of the pension courses would offer academic credits. • JW asked how apprentices based around the country were supported. DBa replied that apprentices are "buddied up" with an individual within the team and also had a tutor throughout the apprenticeship to guide them through the learning. Line managers can review the module content of the course and offer opportunities to expose learners to the skills and experiences needed to meet requirements. • JW asked how learners interacted with other members of staff and wondered if they attended an office together. DBa advised that this could be difficult, dependent upon the learner's location. TP did onboard apprentices in groups and bring them to an office location together to meet others completing the same courses. Learners usually have the same tutor and drop-in sessions to support their learning. • JW noted that one of Capita's strengths was their supportive culture and it was positive to hear that there was support for those employees who were not Darlington based. She asked if the knowledge base was overseen, as it was a key resource and so should be kept up to date. DBa replied that some briefing notes were automatically deployed and uploaded to the system. The base was owned by Operations, but a team of people were responsible for updates, including the engagement team. • DBa added that TP could share the content of the knowledge base with the committee as part of the 2023 Forward Work Plan.	
Agenda Item 6	**Forward Work Plan 2023:** • AA requested, and it was agreed, that the March Guaranteed Minimum Pension (GMP) item would be replaced by the Knowledge Base update. • JW noted, and it was agreed, that a CEM benchmarking update should be provided in 2023 as a standing item. • AA then listed, and agreed with the committee, all other topics to be covered within 2023.	
Agenda Item 7	**Any issues raised from TPARG (28 November):** • ZP advised that two items had been raised at the meeting: MCR and the ill-health contract. He noted both items would be discussed in detail within agenda item 8 and the Quarterly Report update.	
Agenda Item 8	**Review Dashboard and supporting papers:** **Quarterly Report** • AA drew attention to the service update and confirmed that the Annual Allowance exercise had been concluded in October with a 53% increase in affected members when compared to last year. • The Winter Retirements Exercise had begun, with all 1 October and 1 November retirees paid on time. Any retirement applications received after the deadline would be processed in line with Service Level Agreement (SLA) 1. • During October, based on employer feedback regarding the MCR project, TP created a new Employer Operations team, led	

	by Barry Bailey, combining the Employer team with the MCR team to strengthen the delivery of services to employer stakeholders. Barry will continue to be the stakeholder lead.	
	• AA referenced the ill-health contract. The Department, TP and Health Management are still working through proposals for longer term solution for the issues encountered during the implementation phase of the new contract. The April-July backlog had been cleared. However, some cases remained outstanding from August onwards. Updates will continue to be provided in the Quarterly Report.	
	• AA stated that overall SLA performance was very positive. Following the challenges created by delays receiving information from the coroner's office, bereavement casework saw an improvement from the last quarter with all 3 related SLAs achieving 100%.	
	• Performance in Outcome Measures was generally positive. Outcomes 6 and 7 tended to improve as the year progressed and ZP and DBa would monitor them, but there was currently no area for concern.	
	• JW noted the report mentioned resource discussions around telephony services. She asked if this was due to an increased volume of contact or if there was an issue. AA advised that there was no issue for concern and the Department and TP are considering a holistic view of the contact centre and some of the pressure points currently being experienced. DBa and ZP are looking into this, and any further information will be provided within the next Quarterly Report.	
	• The operations team are still successfully working through the rectification of historic calculation corrections and the overpayments were not of material value.	
	• Regarding the scheme valuation, the Department is hoping that HM Treasury will publish an outcome by year end. Following an outcome, there will be additional work to complete, and an update will be provided in the March Quarterly Report.	
	• The Continuous Improvement Programme (CIP) was successfully delivered and closed in November. This included a number of projects which are aimed at improving member experience and controls by moving some application processes online. All processes are now live and generating positive feedback from members.	
	• PS noted that the report referenced establishments referred to the Pensions Regulator. He commented that delays to payments were often an early indication of cashflow problems. He wondered what the consequences were for repeat offenders.	
	• AA advised that employers are given 3 months to pay missing contributions to the scheme. Should the establishment not meet this deadline, they are referred to the Regulator for non-compliance with TPS Regulations. The establishment also receives written confirmation of their obligations as an employer. The Department often consulted with colleagues within the Education and Skills Funding Agency (ESFA) to establish if there were any funding issues regarding employers and would share any concerns with TP. All options and escalations are explored to ensure contributions are paid to the relevant account and to ensure accurate pension records.	
	• DBa added that if, at the point of retirement, there are missing	

contributions on a member record, a data cleanse would identify the issue and TP would contact the relevant employer. Benefits would not be withheld, and the employee would be regularly updated on the progress of their case.

- PS found this reassuring but was still concerned about the consequences of an establishment falling into administration or closing. AA advised that under such circumstances, there are legal avenues to explore to ensure contributions are paid to the scheme.
- DBa added that there are stringent processes that scheme finance followed regarding establishments falling into administration and closing, for example, independent schools must provide a bond to join the scheme. TP could also work with members to recreate an accurate service history if needed, using payroll information such as payslips.
- JW was surprised to note fourteen academies were reported to the Regulator in October, and wondered if it was a cause for concern for TP. AA clarified that the number fourteen did not necessarily relate to new establishments added to the list. The figure could also incorporate schools from the previous period of review. Fourteen was not considered a large number compared to the overall number of establishments within the scheme, but it was still an undesirable amount.
- HM commented that if the Regulator was involved, then the Heads, Governors and Local Authorities needed to be contacted, in addition to the finance department, to ensure progress. AA advised that there is a robust escalation process prior to referral to the Regulator which included contacting the Head of Governors and Chief Financial Officers (CFOs).
- SL asked if the fourteen academies had any shared characteristics, for example geographical area or payroll provider. AA replied that the establishments were not geographically similar, but some shared a payroll provider.
- JW requested that further information and an update be provided in the next Quarterly Report if more academies were reported in next 3 months. AA advised she would provide further narrative on the matter to offer assurance.
- JW requested confirmation – as per the report – that all Goodwin work would be completed by December. AA confirmed that Group 1 beneficiary calculations had been concluded, and there were 282 cases awaiting additional member information. There were 2,658 Group 2 family benefit election reconciliations cases, as at November month end. Both groups should be completed and closed by the end of quarter one in 2023. The Goodwin narrative will be updated in the March Quarterly Report.

Dashboard

- JW noted that most Dashboard content had been covered within the Quarterly Report discussions. She felt reassured by the SLA and Key Performance Indicator (KPI) trackers and commented that the figures for the number of cases processed against the number of cases received were positive.

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Issues Log
- AA stated that the issues log related to the ill-health contract and the implementation of the longer-term solution. There are two open actions. The first is to the monitor the backlog casework being worked through by Health Management. There are 142 still in progress. The second action is the longer-term solution and the ongoing delivery of cases. As previously mentioned, updates will be provided in the Quarterly Report.

Complaints Dashboard
- AA stated there was nothing of major concern to report. The changes to KPI 1A and 1B (the separation of complex and non-complex casework) had resulted in a vastly improved member experience.
- The Internal Disputes Resolution Procedure (IDRP) casework is being completed within target.
- It had also been noted that the decisions of cases referred to Ombudsman are being upheld.

- JW thanked everyone for their contributions to the meeting.

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<tr><td>Agenda Item 8</td><td>

Agree Key Issues from the Meeting / Report to highlight at the next TPSPB meeting:
- Monthly Contributions Reconciliation
- Ill-Health Contract
- Historic Revisions

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<tr><td>Agenda Item 9</td><td>

Agree whether any individual papers or presentation should be shared with remaining Board members:
- Data Improvement
- L&D

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<tr><td>Agenda Item 10</td><td>

AOB
- None.

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<tr><td>Next meeting</td><td>22 March 2023 via Teams</td><td></td></tr>
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Minutes agreed by Chair: Date: 3 January 2023

Confirmed by circulation to sub-committee members on: 3 January 2023

To be ratified at sub-committee meeting on 22 March 2023