

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

**9 December 2020 - (by Teams teleconference)**

<b>Present:</b>		
Jackie Wood	Employer Representative – Chair	JW
Susan Anyan	Independent Pension Specialist	SA
Simon Lowe	Employer Representative	SL
Heather McKenzie	Member Representative	HM
Julie Huckstep	Member Representative	JH
Paul Faulkner	TP – Director of Operations	PF
Sue Crane	DfE Senior Contract Manager	SC
Andrew Sayer	DfE Contract Manager	AS
Kathryn Symms	DfE Casework & Correspondence & TPSPB (Secretariat)	KS
Diana Wray	DfE Casework and Correspondence Manager	DW
<b>Apologies</b>		
None		

	<b>Item</b>	<b>Action</b>
Agenda Item 1	<p><b>Welcome and Apologies:</b></p> <ul style="list-style-type: none"> <li>• JW welcomed those in attendance, including Diana Wray as an observer.</li> <li>• The minutes from 23 September were ratified.</li> </ul>	
Agenda Item 2	<p><b>Actions from the previous meeting:</b></p> <ul style="list-style-type: none"> <li>• There were no open actions.</li> </ul>	
Agenda Item 3	<p><b>Forward Work Plan – Transitional Protection:</b></p> <ul style="list-style-type: none"> <li>• AS gave an update on the position of Group 1, 2 and 3 casework. Group 2 and 3 cases are immediate detriment cases, such as ill health applications, bereavements and retirements, that have been processed under CARE since 1 April 2015; and Group 1 cases are “future events” cases which will be processed between the solution being implemented (expected Spring 2021) and April 2022.</li> <li>• Contract modifications are in place for Groups 2 and 3 cases and plans are progressing well through PF’s Operational teams.</li> <li>• The contract modifications for Group 1 casework are due to be finalised shortly, with a view to a clerical solution being in place from Spring 2021 and an IT solution in place by Autumn, with some clerical support on more complex cases.</li> <li>• Groups 2 and 3 cases will be identified separately and reported and monitored through the Service Delivery Board so throughput and quality can be closely monitored.</li> <li>• Communications to members is being developed - it is recognised that this is key to a successful implementation.</li> <li>• AS confirmed to HM that the transitional protection communications strategy will be shared with the IM&amp;C sub-committee.</li> <li>• PF explained that interviews were underway for the Training Manager, Subject Matter Expert, team managers and administrators. Offers of employment will be issued later this month, with security checks being carried out in January. Staff</li> </ul>	SD1/091220

	<p>would then be trained in readiness for the work commencing in Spring.</p> <ul style="list-style-type: none"> <li>• Refused ill health immediate detriment cases are likely to be issued to medical advisers as early as February, so that TP staff will have casework ready to process once training is complete.</li> <li>• Communications to those affected will need to be both sensitive and informative so that members understand what is happening and why. Equally, communications to those not affected is important to ensure TP do not receive unnecessary enquiries from them.</li> <li>• JW asked whether there would be any impact on the BAU team. PF reassured her that the original team of three will be protected, but that one member who was recruited in Spring in anticipation of this work will move across to the new team to provide some expertise.</li> </ul>	
<p>Agenda Item 4</p>	<p><b>Issues raised from TPARG:</b></p> <ul style="list-style-type: none"> <li>• SC fed back that TPARG had requested that this sub-committee continues to closely monitor bereavements casework.</li> <li>• The group remains interested in progress on Goodwin and Transitional Protection work. TPARG members will support TP by QA-ing documents and products, as required.</li> <li>• TPARG has also followed progress on the employer helpline and members are pleased that the service has been reinstated.</li> </ul>	
<p>Agenda Item 5</p>	<p><b>Forward Work Plan</b>  <b>TP Staff Training, Learning and Development</b></p> <ul style="list-style-type: none"> <li>• PF described the comprehensive training programme for contact centre and operational staff that has been adapted and refreshed due to remote working conditions.</li> <li>• The programme was re-launched in September with very positive feedback from trainees, mentors and training officers.</li> <li>• The contact centre training lasts eight weeks and includes role play and real call handling and pensions knowledge training. Trainees sit a test at the end with a 75% pass mark to ensure a satisfactory breadth of understanding has been achieved. Further support is given to those who do not pass the test.</li> <li>• There is ongoing training for all staff to ensure new issues and nuances are understood.</li> <li>• Those who wish to progress to the operational teams from the contact centre are developed further.</li> <li>• TP utilise a skills matrix to identify possible gaps so that further training updates or questions in the monthly quiz focus on those areas to improve knowledge.</li> <li>• The induction process also includes non-TPS related training such as fraud awareness, health and safety and HR issues.</li> <li>• The three key areas of focus for new staff members are: generic training for all; then TPS specific training on key transactions; followed by IT system training, such as Hartlink and webchat.</li> <li>• To monitor staff performance and output, TP use the Active Operations Management (AOM) system to identify which staff members' productivity is lower than average. This helps identify further training needs which may be delivered as online self-service courses, with trainers, mentors or as part of the monthly quiz sessions.</li> </ul>	

<p>Agenda Item 5a</p>	<ul style="list-style-type: none"> <li>• A buddy system, annual appraisals and ongoing training ensure staff are fully supported.</li> <li>• TP identify better staff to undertake specialist roles, such as bereavement and ill health casework. Generally, those staff have worked on the data cleanse team before moving onto specialist roles because that gives them the in-depth knowledge they require.</li> <li>• Professional development courses and qualifications are also on offer to staff - for example, the Pensions Management Institute qualification. Also non-operational development, such as leadership and management qualifications, finance and governance qualifications and courses are available.</li> <li>• Junior managers are developed to satisfy personal aspirations and to assist TP with succession planning.</li> <li>• JH enquired whether the AOM system took account of complex cases – that therefore took longer – when considering productivity. PF explained that it was an average based system that took account of outliers, but where productivity fell, it would be apparent to managers if it was due to the complexity of someone’s workload.</li> <li>• HM asked if any training was available face-to-face yet. PF advised that Capita did not want staff to return to the offices until 2021, but confirmed that training will be one of the first activities to become office based – at least in part once staff were allowed to return to the office.</li> <li>• SA was reassured that Capita was very aware of staff well-being. Management have received training and two staff surveys will be taken into account when staff start to return. JW agreed that TP recognise staff as an asset and invest in them to ensure they have a happy, productive workforce.</li> </ul> <p><b>Agree Next Topic</b></p> <ul style="list-style-type: none"> <li>• KS explained that at the next Chairs’ meeting in January, the Board Chair would like to discuss a strategic plan of work for 2021 for the Board and its sub-committees. It was therefore agreed that March’s topic would be decided after that meeting.</li> </ul>	
<p>Agenda Item 6</p>	<p><b>Review of Papers 4, 5, 6, 8: Dashboard</b></p> <ul style="list-style-type: none"> <li>• JW noted that Pension Savings Statements had been successfully issued on time.</li> <li>• JW noted that OMs 5, 6, 7 scores were below target. For OM5, AS explained that this was a quirk of the scoring system whereby, of six responses that members can choose from (informative, useful, plain English, confusing, jargon, impractical) only the two highest responses counted towards the target. Work is ongoing to adjust this so that “plain English” is also treated as a positive response and this should be in place for the current contract year by the end of December.</li> <li>• OM 6 and 7 counts “very satisfied” and “satisfied” as a positive response towards target – excluding “neither one nor the other”, as well as “dissatisfied” or “very dissatisfied” and as it was felt that this offered greater clarity than the scoring on OM 5 there are no plans to change this scoring system.</li> <li>• JW noted that SLA 9 and 10 have been impacted by the lack of an employer helpline. PF thought that improvement was gradual</li> </ul>	

	<p>because some employers had delayed sending their response forms until well after the event.</p> <ul style="list-style-type: none"> <li>• SC acknowledged that there has been an 11% increase in transactions, but that Capita should be resourced to handle business-as-usual work. The DfE focus is on resourcing new challenges. PF reassured the sub-committee that the bereavement team is now larger and fully trained should there be a spike of work this winter.</li> <li>• SC noted that the tracker shows TP is coping with work coming in</li> <li>• SL commented that SLA trends are encouraging. SLA 8b's dip in September was a one-off, due to some delayed returns from employers. The position was fully recovered in October.</li> <li>• MCR: PF updated the sub-committee on the decision to extend the employer onboarding end date from September 2021 to April 2022 following evaluation of the pilot results. Some employers also preferred an April onboarding date due to it being the start of a new financial year. The pilot will therefore be extended, with communications to employers on the subject in hand.</li> </ul> <p><b>Quarterly Report</b></p> <ul style="list-style-type: none"> <li>• There were no substantive issues raised.</li> </ul> <p><b>Issues Log</b></p> <ul style="list-style-type: none"> <li>• The sub-committee was content with the entries on the issues log.</li> </ul> <p><b>Complaints Dashboard</b></p> <ul style="list-style-type: none"> <li>• JW requested that this be discussed in more detail in March – as a separate agenda item. She was reassured that November had seen a reduction in complaints, as advised by PF.</li> </ul>	SD2/091220
Agenda Item 7	<p><b>Agree Key Issues from the Meeting / Report to highlight at the next TPSPB meeting:</b></p> <ul style="list-style-type: none"> <li>• Bereavements</li> <li>• Immediate Detriment casework</li> <li>• TP's Staff Training, Learning and Development</li> </ul>	
Agenda Item 8	<p><b>Agree whether any individual papers or presentation should be shared with remaining Board members:</b></p> <ul style="list-style-type: none"> <li>• It was agreed that Paper 9 – TP's Staff Training, Learning and Development - should be shared with all Board members.</li> </ul>	SD3/091220
Agenda Item 9	<p><b>AOB:</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul>	
Next meeting	24 March 2021 (by Teams)	

Minutes agreed by Chair: *Jackie Wood*

Date: 15 December 2020

Confirmed by circulation to sub-committee members on: 16 December 2020

Ratified at sub-committee meeting: 24 March 2021