

Teachers' Pension Scheme Pension Board (TPSPB)
- Information to Members and Communications Sub-Committee -
20 September 2017

MINUTES

Present:		
David Trace (Chair)	Member representative	DT
David Butcher	Employer Representative	DB
Jerry Glazier	Member representative	JG
Dave Wilkinson	Member representative	DW
Geoff Ashton	Independent Pensions Specialist (guest/observer)	GA
David Heslop	TP Client Director	DH
Kerry Tate-King	TP Head of Engagement	KTK
Jo Cole	TP Engagement Team	JC
Karen Cammack	DfE Secretariat (minutes)	KC
Sue Crane	DfE Senior Contract manager	SC
Anna Alderson	DfE Contract Manager	AA
Peter Springhall	DfE Senior Finance Manager (observer)	
Apologies :	none	

	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. KTK introduced Jo Cole from TP's Engagement team who will be presenting agenda item 2, and SC introduced Anna Alderson, DfE's new Contract Manager. 	
Agenda item 2	<p>TP presentation – MDC Journeys:</p> <ul style="list-style-type: none"> The presentation this time focussed on Monthly Data Collection (MDC) and the progress TP have made since the initiation of the project. JC explained that initial MDC related comms were very generic, but that TP adopted a new approach in December 2016, developing "journeys" that tailor comms packages and actions to target specific groups (e.g. new academies/schools, payroll providers). This helps to address different levels of understanding of MDC and provides a better level of support. Particular challenges have been: to identify the right person in each establishment to receive the comms, which has proved problematic as often schools have a generic email address; getting establishments to commit to an on-boarding date; achieving a timeline for all employers to on-board; working with payroll providers regarding a software solution; following through with those employers who initially gave an indicative date but who then didn't follow up with TP; and, dealing with the two on-boarding spikes in December and April. The "journeys" have been kept under constant review and messaging has evolved, for example taking a more persuasive tone, emphasising employer obligations and personalising messaging. TP currently have 18 individual journeys to ensure information is correctly targeted. 	

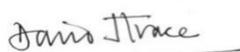
	<ul style="list-style-type: none"> • DfE provide details of new schools (including free schools) – TP contact all by phone as they are established to outline the requirements and provide information and active support. • TP have also developed working relationships with payroll providers helping broker relationships and resolve issues between them and employers. • Information is provided into a test environment in the first instance, to allow for problems and issues to be resolved. • TP have established a dedicated team who provide direct liaison, support and guidance (e.g. this is the team that contact all new academies/schools and provide pro-active support). • TP aim to continuously improve, and have developed a tracker database capturing all MDC details to provide a full picture of where all employers are in the on-boarding process. This has proved to be a key tool in monitoring progress as the database captures real time updates. • A suite of resources has also been developed through feedback from focus groups and stakeholders to support the process (e.g. a list of MDC-compliant payroll providers, videos, webinars, seminars and signposting). • In response to JG’s query on the success of webinars, JC was able to confirm that these proved very popular and that TP had received good feedback to its two-stage approach of an introductory session followed by step-by-step guidance. Supplementary day-seminars were also being delivered 4 times a month. • Challenges remain establishing contact with the right person in each school, dealing with the diverse make up of employers and the small number of employers who have refused to engage with the process; TP recognise there will need to be a mop up exercise but they are on track to on-board all employers by 2018. • The exercise has helped TP develop a stronger understanding of the employer make up and the vital role that payroll providers play. TP will apply intelligence gained to future projects and business-as-usual activities. • The Chair thanked JC for an interesting and informative presentation. 	
Agenda item 3	<p>Review of actions from 29/03/17 sub-committee (Paper 2):</p> <ul style="list-style-type: none"> • There were no comments or actions arising from consideration of the actions log. 	
Agenda items 4&5	<p>Review of the Dashboard & Engagement Report (Papers 3&4):</p> <ul style="list-style-type: none"> • SC highlighted that the customer contact centre and telephony would be dealt with separately under agenda item 6. • No issues or questions were raised regarding the content of the Dashboard or Engagement report. • From the forward look, SC drew attention to the new starter and leaver packs that will be introduced in September as part of the Employer Model Review project. • KTK highlighted the MPO report that was now available to download every month via the employer portal. This follows a successful pilot, encouraging employers to actively promote the benefits of MPO with their staff. A further 4,000 accounts had been set up as a result of the initial report in July. 	

<p>Agenda item 6</p>	<p>Customer Contact Model & Telephony update (Paper 6):</p> <ul style="list-style-type: none"> • DH explained that, as the sub-committee were aware, there had been an increase in issues in the contact centre with members being unable to get through on the telephone. • He explained that TP have seen a significant increase in demand for telephony services and across all communication channels. • Drivers for this include an increase in membership, increased scheme complexity (with multiple benefit structures), increased member expectation in an increasingly digital age, better engagement with people at all levels generating increased contact and a reduction in resources within employers, leading to more members contacting TP. • TP have become a large digital business and have significantly increased the level and range of engagement activity in the scheme, providing more digital resources to encourage members to learn and engage with the scheme, which in turn has encouraged more questions and contact. • In order to deal with the increased volume of calls, TP have introduced a range of short term measures including new queue position software, prioritising bereavement cases, call-back options and messaging to signpost to MPO and the website. • In addition, TP are recruiting and training an additional seven call centre operatives; this training will take around 12 weeks (and will include live call handling on increasingly complex calls as skills and knowledge are developed). • TP are looking to ensure customer flow is managed well and, to support this, are trying to encourage some of that telephone contact to become digital (e.g. self-service for change of personal details and accessing P60s, benefit statements, password reset). • TP’s proposed new model has four tiers of contact from Tier 1 (MPO self-service), Tier 2 (digital assist via secure emails), Tier 3 (“help me find” through webchat and social media) and Tier 4 (contact centre dealing with, for example, complex benefits, bereavement, ill health and taxation issues). • The next step is for TP to integrate telephony and digital. The contact centre would be expanded to manage digital and telephony contact and provide the interface between the two. TP also plan to introduce twilight shift working to enable call backs and will trial extended opening hours which would spread existing resource over a longer period. This should create a model that allows TP to meet anticipated demand of 11,500 individual member contacts a week. • JG noted that the sub-committee were comfortable with the strategy but questioned how TP plan to transition, and highlighted the associated reputational risk. He recognised this was a case of balancing cost effectiveness of the service against member expectations and implementing short-term solutions whilst the new telephony resource was trained and longer-term solution implemented. • DH advised that as well as the additional resource, TP would continue to try to drive behavioural improvements such as encouraging MPO registration by explaining the long-term benefits to members. • KTK highlighted that currently the need for a TP number was a barrier, and TP were actively working to try and replace this with a 	
----------------------	---	--

	<p>NINO requirement.</p> <ul style="list-style-type: none"> • DW commented that the problem should not be under-estimated, but recognised the short-term measures TP are implementing whilst other strategies are under development/improvement to be able to deal with the anticipated 7000 telephone calls per week. • He was supportive of prioritising bereavement and suggested this be extended to cover, for example, serious ill health queries and felt that a dedicated team would be beneficial. • DB queried timescales and DH confirmed that recruitment of the additional staff was underway. 	
Agenda item 7	<p>TPSPB Executive Summary:</p> <ul style="list-style-type: none"> • KC explained that the requirement for annual reporting is set out in section 8 of the TPSPB Terms of Reference. • This year it was proposed to set out how the TPSPB had added value by looking at key activities completed since October 2016. • Sub-committee members were satisfied with the content and format of the report, commenting that it was an honest account of the work of the Board over the past year, and agreeing that the format focuses on the key issues and activities for the benefit of the members. • DB felt it was a little long, but KC explained that the proposal was to use the one document for all stakeholders rather than produce two versions as last year (a summary prepared for TP’s website and a full report for ministers, senior civil servants and other key stakeholders). • KC invited sub-committee members to provide any further feedback by email as required. • The sub-committee agreed that this was a “good report” and were content for it to be submitted for approval at the next TPSPB meeting on 18 October. 	<p>IM1/200917</p> <p>IM2/200917</p>
Agenda item 8	<p>AOB:</p> <p>System outage update (comms perspective):</p> <ul style="list-style-type: none"> • DH reported that there had been a second system outage on 18 August, triggered by the corruption of a disk. This outage was not related, or similar, to the major outage in May 2017. • TP determined that this would be a short-term problem, the system was rebooted and data from the previous day utilised. Around 0.5 day was lost, and a plan was implemented to make up the work. • The communications plan developed following the major system outage in May served TP well as they followed this to communicate with members and employers. <p>Thanks:</p> <ul style="list-style-type: none"> • DT thanked members for attending and TP for hosting. 	
<p>The next meeting will take place on 13 December 2017, at Lingfield Point, Darlington.</p>		

Minutes agreed (Chair): David Trace

Date : 27 September 2017



Confirmed by circulation to sub-committee members on 28 September 2017