



# Standards – Member & Governing Body Feedback

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PASA 

## 2.2 Member & Governing Body Feedback

Feedback from members and Governing Bodies<sup>1</sup> should be sought at regular intervals and used to support the development of the quality of service provision.

### **Rationale:**

Constructive feedback provides a basis of evidence and data upon which to assess services and identify where beneficial changes can be made. The appointed administrator should receive feedback and consider how it responds.

### **General Principles:**

Appointed administrators should undertake member and Principal feedback activity across all their arrangements, irrespective of whether the results are reported to the Governing Bodies of these arrangements. PASA doesn't expect the appointed administration teams to demonstrate a minimum level of satisfaction among members. There are a number of reasons for this. First, each appointed administration team has a different starting point and may have recently inherited responsibility for an arrangement where the members' perception of service might be influenced by the previously appointed administrator. Second, it's difficult to objectively measure overall administration service satisfaction.

Satisfaction surveying, when done well, is a tool for driving performance improvements – and improvement over time is what matters. The results of surveys are only useful if they're communicated appropriately and acted upon.

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<sup>1</sup> Governing Bodies should include, as appropriate, Trustees, Trustee Boards, Governance Committees and Boards and others charged with the oversight of the administration service delivery

## Outcomes:

Administrators receive feedback on their service to their governing body as well as members. This feedback will identify where improvements could bring benefits and provides a baseline on how the services have evolved. Appointed administrators must use this constructive feedback to improve service quality.

## Measures/Evidence:

### Member feedback

The form this takes will vary between appointed administrators and arrangements, reflecting their particular circumstances. The approach should follow the principles below:

- Be fair and equitable – both in terms of reaching all sections of the membership equally and the method used. Paper, telephone, electronic and face-to-face approaches are all valid. The survey results should be reported where there are a statistically meaningful number of responses, a broad spread of responders and, where appropriate, contain the members' narrative comments
- Member based feedback should be single event focused, e.g. asking retiring members how they felt about the service they received during the process of retiring (because single event focused surveying data can be acted upon in a way a general survey can't). Examples of single events members might be surveyed on include:
  - Retirements
  - New entrants
  - Telephone calls
  - Visits to the website/digital products e.g. webchats
  - Transfers
  - Face-to-face meetings
- Surveys should be timely – being issued to members within a reasonable timescale after the event in question. It's accepted this might be in bulk rather than individual communications to improve efficiency and reporting. Consideration of Net Promoter Score may also be relevant in some cases
- Appointed administrators should try to obtain a reasonable statistical sample of responses (it may not be possible to achieve statistical validity in all cases). While ideally all members who've transacted in a reporting period should be invited to participate in providing feedback, it's accepted this may be impractical or overly expensive. Guidance is a minimum of 30% of members (randomly selected) who transact a specific activity should be undertaken over the course of a year. For larger schemes, defined as with a membership greater than 10,000 members of all types, this should be a minimum of 40% of members transacting

- The process should be regular and appointed administrators should be repeating the survey at reasonable intervals to monitor performance
- Surveys should include some qualitative/narrative element (i.e. providing the member with an opportunity to add comments in their own words)
- The results should be acted upon in a structured manner which must be demonstrable. This may include changes to processes, communications, user guides or training for staff. When systemic issues have been identified the response should be appropriate given the scale and impact. Individual errors such as human error or particularly complex cases must be managed and individual errors rectified
- Results should be clearly documented and presented on an on-going basis to the Principal in accordance with the PASA Standard on Reporting

This list isn't definitive or exhaustive. It's for the appointed administrator and Governing Body to decide what's is appropriate to survey on, reflecting the material activities of the administration team.

Member surveys should be undertaken as a matter of course and the results used to inform changes to operating processes and improve outcomes. Whether the Principal wishes to receive published results for their scheme will be for agreement with each Principal and recorded within the scheme information and preferably reflected in the formal agreement.

### **Governing Body Feedback**

Obtaining Governing Body feedback can be more challenging. Examples of how feedback may be obtained would include informal feedback at regular Governing Body meetings, a formal annual review undertaken using structured interviewing techniques, a formal review meeting with the Governing Body or a sub-committee thereof.

Additionally, appointed administrators may survey and where this is undertaken, the results of these surveys should be formally recorded and reported. Examples of this may be formal online or satisfaction surveys or annual meetings with chairs of Governing Bodies where the opportunity is given for feedback. In any event, there should be action plans agreed around the feedback to improve outcomes.

## Accreditation Approach:

### For TPAs:

PASA expects TPAs with multiple clients to take a reasonable approach involving:

- Arrangement specific surveying and reporting for large arrangements ('arrangement specific surveying' means surveying, and being able to report on, satisfaction amongst the members of one arrangement); and
- Cross-arrangement surveying and reporting for smaller arrangements (i.e. surveying members from a selection of arrangement and analysing/reporting/using the data at an aggregate level)

For this purpose, a 'large' arrangement means a scheme with more than 10,000 members.

The approach should survey all arrangements and the reporting be made available to each arrangement. Where the Principal has directed not to receive such reports this should be formally recorded and preferably reflected in the formal agreements or service specification. TPAs should also be concerned with how governing boards view their service and should seek feedback at this level.

- **The Accreditation team will:**
  - **Look for evidence feedback has been sought**
  - **Randomly select arrangements and ask for evidence of satisfaction surveying amongst the members of those arrangements**
  - **Look for evidence the results are reported to governing bodies**
  - **Look for evidence the results are acted upon in an appropriate manner**

**For in-house teams:**

PASA expects in-house teams to survey across the membership in accordance with the Standard.

- **The Accreditation team will:**
  - Look for evidence feedback has been sought
  - Ask for evidence of satisfaction surveying activity
  - Look for evidence the results are reported to the Trustee Board
  - Look for evidence the results are acted upon in an appropriate manner

**For Master Trusts and Annuity Providers:**

PASA expects master trusts administration team, or their appointed administrator(s), to survey across the membership in accordance with the Standard.

- **The Accreditation team will:**
  - Look for evidence feedback has been sought (where necessary across different policy types and membership categories)
  - Ask for evidence of satisfaction surveying activity
  - Look for evidence the results are reported to the Governing Board
  - Look for evidence the results are acted upon in an appropriate manner



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