

No	Vision Theme	Action	Progress at 27 January 2020
1	Embracing Technology	<u>Member Self Service (MSS)</u> : Complete stage 1 of the implementation of MSS by inviting all active and deferred members to sign up.	Complete
2	Embracing Technology	<u>I-connect</u> : Start and complete the set-up of I-connect and commence onboarding several large and smaller employers on to the new system.	Complete
3	Embracing Technology	<u>E-payslips</u> : To complete the rollout of e-payslips by inviting new and existing pensioner members to sign up.	Complete
4	Embracing Technology & Robust and accurate service delivery	<u>Member payment instruction automation</u> : Automate the process for setting up all one-off (e.g. refunds, transfers, lump sums etc) and regular member payments (e.g. monthly pension payments).	Started but not complete due to key staff absence. Action rollover to 2020/2021
5	Embracing Technology & Outstanding customer service and stakeholder relationships	Rollout a new enhanced employer website with access to online training materials and webinars	Complete
6	Innovative and secure Funding approaches	Implement separate employer investment strategies in conjunction with the 2019 triennial valuation.	Target 30 April 2020, nearly complete
7	Innovative and secure Funding approaches	Review and update the Funding Strategy Statement to imbed the changes made to the cessation policy, and other changes made as part of the 2019 triennial valuation, to improve the way funding matters are dealt with.	Complete
8	Management of investments	Complete the Strategic Asset Allocation review and make necessary changes to the Fund's asset allocation to bring it in line with this review.	On target (nearly complete)
9	Management of investments	Review and update the Investment Strategy Statement to bring it in line with the new Strategic Asset Allocation, and progress made in investment pooling	On target (due date moved to July 2020 in line with changes to the stewardship code and RI workshops being held by Brunel)
10	Working with other Funds to deliver investment pooling	Complete the transition of assets to the Brunel high alpha equities portfolio. Monitor fee savings and ensure that Brunel are effectively held to account.	Complete
11	Strong accounting controls	Complete the Fund's account and annual report in line with updated CIPFA guidance. The deadline for the annual report will be brought forward this year to 31 July to bring it in line with the accounts deadline, and to improve the information available to stakeholders.	Complete

12	Lean processes, high performing and efficient with a culture of continuous improvement	Start a Lean/Systems Thinking, end to end processing review of all repeatable processes in the section with the key objectives of improving the customer experience and identifying and realising efficiencies.	Complete. Follow on action added for 2020/2021
13	Lean processes, high performing and efficient with a culture of continuous improvement	Set up a formal process for monitoring the performance of all supplier and adviser contracts.	Complete
14	Lean processes, high performing and efficient with a culture of continuous improvement	Introduce a new, semi-automatic work allocation system for all benefits work. The purpose of this is to help identify priority cases quicker with less analysis and discussion needed.	Complete
15	Innovative and secure Funding approaches	Imbed the regular monitoring of employer covenant strengths and monitor active membership numbers for small employers to start cessation discussions prior to a crystallisation events.	Mostly complete, target date of 31 March 2020.
16	Outstanding customer service and stakeholder relationships	Review and update the Pension Administration Strategy and improve internal performance monitoring to ensure the Fund and employers are meeting the requirements of the Strategy and thus improving the administration performance of the Fund.	Complete
17	Sharing Excellence and learning from others	Continue to take part in regional and national discussion groups and committees, volunteering where possible to take on responsibility and build networks across all key areas of the Fund.	On-going
18	Robust and Accurate Service Delivery	Complete the analysis of GMP-related pension in payment issues and agree a final approach on GMP rectification.	Not complete due to delays gaining agreement from SAB and a key staff absence (Rollover to 2020/2021)
19	Robust and Accurate Service Delivery	Implement the data improvement sub-plan for processing of administration backlogs and make reductions in backlog levels in line with the details of the sub-plan.	Not complete due to large increase in workloads (Rollover to 2020/2021)
20	Thriving team and fluid governance	Design and start populating an internal website-based, 'Knowledge hub and 'interactive procedures' to help guide new and existing pension team members smoothly through the complexity of the LGPS whilst reducing risk and improving efficiency.	Complete further developed needed now in 2020/2021.
21	Thriving team and fluid governance	Review and update the Terms of Reference for Committee, Local Pension Board and Investment Sub-Committee to provide clarity on the distinctions between each one and to help improve their effectiveness.	Complete but subject to final approval steps

22	Thriving team and fluid governance	Improve the range of Key Performance Indicators (KPIs) produced for the Committee and Local Pension Board to help provide transparency and clearer oversight of administration performance. Investigate and implement, where appropriate, benchmarking statistics.	Complete
23	Effective governance, employer and staff training	<u>Employer Training</u> : The Fund will create a new, comprehensive training plan for all employers within the Fund. The plan will aim to make available a mixture of training approaches including presentations, webinars, 1-1 employer meetings and telephone calls. The plan will be proportionate to employer sizes, needs and their location.	Partially complete – but further progress needed on webinar, 1-1 meetings/phone call set up. Rolled over to 2020/2021.
24	Effective governance, employer and staff training	<u>Governance Training</u> : The Fund will implement its three-year training strategy for all members approved by both the Committee & the Board. The strategy aims to ensure that members have sufficient knowledge & understanding to carry out their duties and are compliant with the LGPS Regulations, tPR Code of Practice 14, Data Protection legislation & MiFID II. In addition, it aims to address the CIPFA guidance on training standard.	Complete
25	Effective governance, employer and staff training	<u>Staff Training</u> : The Fund will finalise a new modular based, onboarding process and policy for all new staff covering. For existing staff, it will put in place an annual plan to maintain and enhance knowledge and understanding through training as part of team meetings and other, separate bitesize sessions.	New staff – done. Existing staff – further development needed, rolled over to 2020/2021

