

No	Vision theme	Action	Expected Service Benefits	Resourcing Requirement	Resourcing Level Required	Service Priority	Target timeframe
1	Effective governance, employer and staff training	Employer Training: a). To produce and add a series of pre-recorded webinars, training material to the new employer website. b). To produce and instigate a programme of 1-1 employer liaison based on employer needs and performance.	Improved employer experience, such as improved decision-making and time-saved, better quality and more timely data submissions	Existing staff time/immaterial costs: Communications Manager and Employer Relationship Manager	Medium	Medium	30/11/20
2	Effective governance, employer and staff training	Review and update staff onboarding process: Align staff training so that there is greater consistency in the approach to training for all new operational staff	Consistent application of processes, new staff being able to add value to the service quicker and increased staff satisfaction/morale.	Existing staff time/immaterial costs: Communications Manager, Benefits Manager and Systems Manager	Low	Medium	31/10/20
3	Effective governance, employer and staff training	Staff Training Policy: Implement the Staff training policy by adding job-level training plans. Introduce TEC, a new training system for using Altair.	More knowledgeable and skilled staff will perform their roles more effectively.	Existing staff time/immaterial costs: Communications Manager, Benefits Manager and Systems Manager	Medium	Medium	31/10/20
4	Embracing Technology	i-Connect Rollout: Rollout of i-Connect to cover at least 40% of employers and at least 50% of the active membership	*Improved efficiencies, controls and data quality. *Substantial time-saving on current end of year processes. *Improved KPIs	Existing staff time: Project team & Data and Systems team. Costs include some additional recruitment (see action 11)	High	High	31/03/21
5	Embracing Technology	MSS Phase II enhancements: Introduce new document upload and download facility, consider adding additional calculator and make other presentational improvements.	Improved customer experience, administrative and process time-savings (electronic instead of post) and increased data security.	Existing staff time/immaterial costs: Communications Manager and Systems Manager	Medium	Low	31/12/20
6	Embracing Technology	MSS Sign-up rates: Improve MSS take up to above 30% of active membership (in line with industry norms)	In line with our Communications Strategy on digital communications, less reliance on paper communications which saves time and money and creates simplicity for mass communications.	Existing staff time/immaterial costs: Communications Manager and Projects Team	Low	Medium	31/03/21
7	Embracing Technology	Rollout online Annual Benefit Statements: Upload Annual Benefits Statement on to all members MSS accounts.	*More time is available to produce the statements by the statutory deadline as no allowance for printing time is required.	Existing staff time/immaterial costs: Communications Manager and Systems Manager	Low	Medium	31/08/20
8	Embracing Technology	E-Communication improvements: Remove the production of all paper member annual newsletters (except those who have opted in to paper communications) and move to system of communication by electronic means as and when required	*More frequent and timely communications due to ease of sending and removal of all material costs. *Administrative cost savings. *Significant savings in paper and postage, positive impact on the Fund's carbon footprint.	Existing staff time/immaterial costs: Communications Manager and Systems Manager	Low	Medium	31/12/20
9	Embracing Technology	SQL reporting: Implement access to SQL reporting from the Pension Administration Software and train staff to run reports using SQL	*Much improved reporting capabilities, easier to use and to recruit staff with existing knowledge of a widely-used reporting tool. *Improved access to data, time saved and greater assurance over reporting accuracy.	Potential small training cost plus time commitment from staff being trained.	Medium	Medium	31/08/20
10	Embracing Technology & Thriving Team and Fluid Governance	Staff realignment: Undertake a work and staff realignment process so ways of working align with the way i-Connect will operate.	*Streamlining of processes enabled by having staff undertaking all aspects of the process.	Management time	Medium	High	30/09/20

11	Lean processes, high performing and efficient with a culture of continuous improvement	Recruit additional staff: To deal with a range of historical issues and in reflection of increasing workloads (over 50%) through higher scheme membership (10% increase in 3 years) and changes to legislation.	*Greater adherence to required timeframes. *Reduction in backlogs. *Support to deliver required Fund improvements as outlined in this plan. *Improved customer service	*Management time plus investment in training *Cost of additional salaries will be a net increase although there will be some offset through removal of subscriptions and licenses no longer needed.	Medium	High	31/08/20
12	Lean processes, high performing and efficient with a culture of continuous improvement	Introduce a Performance Dashboard for Fund Management	Improved Management Information to allow managers to make data-driven decisions on workload management and identifying areas for improvement.	Fund Governance and Performance Manager & Data and Systems Team	Medium	Medium	31/03/21
13	Lean processes, high performing and efficient with a culture of continuous improvement	Review and improve End of Year Process (for remaining non-i-Connect users)	*Save officer time and limit the impact of End of Year processing on other regular work. *Improved level of ABS sent on time.	Data & Systems Team	Low	High	31/07/20
14	Lean processes, high performing and efficient with a culture of continuous improvement	Automate payment instructions (roll forward of Action 4 from 2019/2020)	*Efficiency improvement and more timely and controlled payments from the time a process is complete.	Projects and Benefits Team	Medium	Low	31/12/20
15	Lean processes, high performing and efficient with a culture of continuous improvement	End to end process project: Complete reviews of all high volume processes (Leavers, Refunds, Starters & Retirements). Roll forward of action 12 from 2019/2020 actions	*More efficient, lean processes with better controls and improved communications.	Projects Team	High	High	31/03/21
16	Lean processes, high performing and efficient with a culture of continuous improvement	Introduce automation software: Nova Sail or equivalent Council software.	*Efficiency improvements to automate repetitive, low skilled, time-consuming processes.	Projects Team and Data and Systems Team	Medium	Low	31/03/21
17	Management of Investments	Implement MiFID II Policy & procedures ensure continued compliance and embed processes into Investment Strategy Statement	Regulatory obligation	Investment and Accounting Team	Low	Medium	30/06/20
18	Management of Investments	Implement interim investment portfolios to match risk/return requirements before capital can be deployed into private markets	No cash drag on investment returns, ability to successfully implement strategic asset allocation	Investment and Accounting Team	High	High	30/09/20
19	Management of Investments	Review and update the Investment Strategy Statement to bring it in line with the new Strategic Asset Allocation, progress made in investment pooling, and updated responsible investment policies	Improved clarity for members of Committee and fund members about how we manage our investments	Investment and Accounting Team	Medium	High	30/09/20
20	Management of Investments	Develop Fund's approach to Responsible Investment: develop reporting to Committee, complete carbon footprinting exercise, and incorporate new RI policies in the investment strategy statement	Improved engagement with Committee members and investment managers on responsible investment issues	Investment and Accounting Team	Medium	High	31/03/21
21	Working with other Funds to deliver investment pooling	Ongoing monitoring: monitor fee savings and costs, ensure that Brunel are held to account	Strong governance around the Fund's investments, and management of the risk that savings via pooling are not achieved	Investment and Accounting Team	High	High	31/03/21
22	Working with other Funds to deliver investment pooling	Private markets: make initial commitments to private markets portfolios and develop methods of measuring success in early years	Assurance that investments are being made in line with expectations and are being properly managed	Investment and Accounting Team	Medium	High	31/03/21

23	Working with other Funds to deliver investment pooling	Multi asset credit: work with client group to ensure that MAC portfolio is appropriately spec'd and is implemented in line with agreed timescales	Assurance that investments are being made in line with expectations and are being properly managed	Investment and Accounting Team	Medium	High	31/12/20
24	Working with other Funds to deliver investment pooling	Property: work with Brunel to define what success will look like for this portfolio, and define reportable metrics for Committee to enable the decision to be made on when to commit to this portfolio	Assurance that investments are being made in line with expectations and are being properly managed	Investment and Accounting Team	Medium	Medium	31/12/20
25	Strong accounting controls	Complete the Fund's account and annual report in line with CIPFA guidance.	Statutory requirement	Investment and Accounting Team	High	High	31/07/20
26	Outstanding Customer Service and stakeholder relationships	Produce a new website for scheme members	*Improved information for Scheme Members on the website which should lead to a reduction in calls and email queries and a saving in time when responding to queries.	Communications Manager and Projects Manager	High	Low	31/03/21
27	Outstanding Customer Service and stakeholder relationships	Customer Service Policy and KPIs: Produce a customer service policy and produce and monitor customer service based KPIs (e.g. customer satisfaction, time to answer calls/emails, website)	*Ability to align, develop and improve the service after consideration of customer feedback and requirements	Communications Manager	Medium	High	31/12/20
28	Robust and accurate service delivery	Implement Data Retention strategy actions (employers and Fund)	Efficient working practices and compliance with regulatory requirements	Fund Governance and Performance Manager & Data and Systems Team	Medium	High	31/12/20
29	Robust and accurate service delivery	Second line reviews: Start a programme of internal second line reviews of internal processes to check for compliance with regulations, effective controls and adherence to procedures, policies and strategies.	Raise standards of working practice, assist the development of the procedure manual & address staffing concerns.	Fund Governance and Performance Manager and Technical and Compliance Manager plus support from the rest of the team.	Medium	Medium	30/06/20
30	Robust and accurate service delivery	Work Management: Make further improvements to the new auto-task allocation system and the management of work to ensure that work is prioritised in line with the Pension Administration Strategy	Optimising prioritisation of tasks in align with Administration Strategy.	Benefits Team and Data and Systems Manager	Medium	Medium	30/06/20
31	Robust and accurate service delivery	Knowledge Hub and procedures: Complete first six sets of explanatory notes and refined procedures (Roll forward of Action 20 from 2019/2020)	Improved controls and understanding from the team.	All of the team.	Medium	Medium	31/12/20
32	Robust and accurate service delivery	McCloud case data preparation: Update all part-time percentage histories from 1 April 2014 to date for all relevant active members and obtain and hold for all other members (waiting the outcome of the legislation)	Compliance with pending legislation	Data & Systems Team and Employers Administrators	High	Medium	31/03/2021 (or in line with i-Connect onboarding date if later)
33	Robust and accurate service delivery	Annual Benefit Statements: Improve percentage of active ABSs sent by the deadline to 99%.	Improved service to customers and greater compliance with regulation.	Data & Systems Team and Employers Administrators	High	High	31/08/20
34	Robust and accurate service delivery	GMP Reconciliation: Finalisation of policy on GMP reconciliation and begin adjustments to payments (Roll forward of Action 18 from 2019/2020)	Compliance with legislation and ensuring the correct pensions are in payment	Projects team and Technical and Compliance Manager	High	High	31/12/20
35	Robust and accurate service delivery	Backlog reductions: Improve Fund Disclosure target processing times of deferreds and refunds to >50% (Roll forward of Action 19 from 2019/2020).	Improve KPIs and compliance and better customer service.	Projects Team and Data and Systems Team. Employer administrators	High	High	31/03/21

36	Robust and accurate service delivery	Cessation Policy enhancements: In response to existing issues concerning McCloud and cessation surpluses	Ensuring the cessation processes produce fair employer outcomes.	Head of Pensions Administration and Relations and Actuary.	Medium	High	31/07/20
37	Robust and accurate service delivery	Peer-checking policy: a). Extend the use of the current internal peer-checking policy to cover more processes. b). Review the approach to peer-checking and making changes to way it is undertaken.	Efficient work practices.	Benefits Manager and team.	Medium	High	31/10/20
38	Robust and accurate service delivery	Pre-submission Data Validations: Introduce a suite of pre-submission data validations for all major data transfers (starters, leavers, retirements, end of year & i-Connect)	To improve the quality of data submitted by employers and members and to reduce the amount of officer time spent on resolving data queries resulting in better outcomes for members.	Project, data and systems team.	Medium	Medium	31/08/20
39	Thriving team and fluid governance	Appraisal enhancements: Address key staff survey feedback, align staff goals with business plans and customer feedback. Ensure more regular reviews/121s	Staff morale & motivation, service delivery & Fund productivity & performance. Staff understanding their contribution	All managers	Medium	Medium	31/10/20
40	Thriving team and fluid governance	SAB Good Governance review: Implement all required reforms.	Improved governance practice and compliance with legislation.	Fund Governance and Performance Manager, Board, Committee and Heads of Service.	Medium	Medium	In line with dates required
41	Thriving team and fluid governance	Introduce a statement of fund principles	Clearer strategic guidance for managers when making decisions.	Senior Managers, the Committee and Board.	Medium	Medium	31/07/20
42	Thriving team and fluid governance	New Employer Policy: Complete a new admissions policy.	Ensure a consistent a fair approach to new employer admissions which deal with the changing way the Local Government organisations are operating.	Head of Pensions Administration and Relations and Actuary.	Medium	Medium	31/12/20