


No	Vision theme	Action
1	Robust and accurate service delivery	<b>Achieve compliance with Accessibility Regulations:</b> Mainly in relation to the Fund's website but also in relation to other online portals.
2	Strong accounting controls	<b>Embed new contributions receipts and monitoring processes</b>
3	Working with other funds to deliver investment pooling	<b>Ensure timely and cost-efficient transition of multi-asset credit and gilts portfolios to the Brunel pool</b> 
4	Working with other funds to deliver investment pooling	<b>Work with the operations group on improving reporting in line with Wiltshire's requirements</b>
5	Robust and accurate service delivery	<b>Annual Benefit Statements:</b> a). Improve percentage of active ABSs sent to 99% (from 96.9% in 2020). b). Improve the style and design of the ABS, by collaborating with other Funds, and making it online-friendly.
6	Strong accounting controls	<b>Full reconciliations review – improve and simplify processes, and develop reporting of management info</b>
7	Strong accounting controls	<b>Journal postings – improve evidence trail</b>
8	Robust and accurate service delivery	<b>Payroll reconciliation and rectification:</b> Complete rectification on the pension administration and pensioner payroll system as required for all material discrepancies

9	Robust and accurate service delivery	<p><b>(Carried Forward from 2020/2021)</b></p> <p><b>Benefits Calculation Assurance Strategy:</b></p> <p>a). Extend the use of the current internal peer-checking policy to cover more processes.</p> <p>b). Review the approach to peer-checking and making changes to way it is undertaken</p>
10	Embracing Technology	<p><b>i-Connect Rollout:</b></p> <p>a). Complete onboarding of all employers onto i-Connect.</p> <p>b). Seek to onboard new employers onto i-Connect within 3 months of joining the Fund.</p>
11	Lean processes, high performing and efficient with a culture of continuous improvement	<p><b>Continue process improvements:</b></p> <p>a). Complete end-to-end process review programme.</p> <p>b). Review all workflows so the approach is consistent, check and peer checks are up to date and they allow effective KPIs, supervision and they integrate with auto-task allocation.</p>
12	Management of investments	<p><b>Develop Responsible Investment work - incorporate the Committee's views into the Investment Strategy Statement, and work with consultants to develop and refine the Fund's approach</b></p>
13	Strong accounting controls	<p><b>Develop and implement proper cash flow forecasting and monitoring</b></p>
14	Working with other funds to deliver investment pooling	<p><b>Manage and monitor ongoing asset pooling governance issues</b></p>
15	Outstanding Customer Service and stakeholder relationships	<p><b>Implement new employer ill-health insurance model:</b> As agreed by Committee and Board at the end of 2020 and following consultation with employers.</p>
16	Outstanding Customer Service and stakeholder relationships	<p>(Carried forward)</p> <p>Customer Service Policy and Customer Service-based KPIs:</p> <p>a). Produce a customer service policy.</p> <p>b). Produce and monitor customer service based KPIs (e.g. customer satisfaction, time to answer calls/emails, website)</p>

17	Effective governance, Committee and Board training	<b>Introduce Governance online training modular system</b>
18	Thriving team and fluid governance	<b>Improved oversight and performance dashboard:</b> Enhance oversight information through the use of improved reporting or Business Intelligence (BI), additional SQL reporting and improved reports.
19	Thriving team and fluid governance	<b>(Carried Forward from 2020/2021)</b> <b>Appraisal enhancements:</b> Greater alignment of staff goals with business plan and customer feedback, introduction of part-year reviews of objectives.
20	Management of investments	<b>Report in line with the Task Force for Climate-related Financial Disclosures (TCFD) requirements</b>
21	Outstanding Customer Service and stakeholder relationships	<b>Complete phase 2 implementation of new Fund website:</b> a). Online member forms. b). Enhanced information c). Range of mediums for accessing information (written & recorded webinar)
22	Effective governance, employer and staff training	<b>[Partially carried forward from 2020/2021]</b> <b>Employer Training:</b> 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 (including based on their tiered rating for data quality). c). Create and maintain a dashboard of key employer interactions.
23	Lean processes, high performing and efficient with a culture of continuous improvement	<b>Introduction of process based digital programme:</b> a). As relevant, integrate member based processes with My Wiltshire Pension (MSS) so members can complete their part of the process online (such as uploading documents, forms and make decisions) and they can monitor the progress of their case. b). Introduce an approach where all quote work and estimates are either self-serve or using i-Connect data. As default, all members are treated as paperless.

24	Embracing Technology	<b>E-Communication improvements:</b> Move to approach of more targetted communications for different member and employer groups using Altair email, improved branding and mass mailing software
25	Effective governance, Committee and Board training	<b>Governance training/effectiveness review</b>
26	Working with other funds to deliver investment pooling	<b>Work on assurance work for the property portfolio with a view to reviewing the possibility to transition to the pool with Committee in Q2 2021.</b>
27	Robust and accurate service delivery	<b>Knowledge Hub and updated procedures:</b> a). Ensure all key procedures have required notes. b). Either write explanatory notes within a Knowledge Hub and/or procure a LGPS system.
28	Management of investments	<b>Adopt the Stewardship Code 2020</b>
29	Management of investments	<b>Develop an approach to engaging with the scheme membership on responsible investment issues - via a new website, webinars, newsletters, surveys etc.</b>
30	Thriving team and fluid governance	<b>(Carried forward from 2020/2021) Introduce a statement of fund principles</b>
31	Robust and accurate service delivery	<b>Implement legislative reforms when they become due, such as:</b> a). McCloud (non-actives) b). Good Governance reforms c). Pension Schemes Bill; d). tPR changes; e). Any other reforms
32	Embracing Technology	<b>Introduce Global Pay:</b> Introduce a new digital platform for the oversight of pensioner payment to overseas pensioners with foreign bank accounts.
33	Lean processes, high performing and efficient with a culture of continuous improvement	<b>(Carried forward from 2020/2021)</b> <b>Integrate use of automation software such as Nova Sail</b>

Expected Service Benefits	Resourcing Requirement and any identifiable costs (blank = nil)	Resourcing Level Required
Achieves compliance	Communications Manage	Medium
Clear audit trail for all contributions received, simpler and easier to analyse information on timeliness, accuracy and completeness of contributions received	Investments and accounting team	Medium
Safeguarding the assets of the Fund	Investments and accounting team	Low
Improved reporting will enable the Committee to better understand the drivers of performance for the pooled portfolios, and to effectively hold Brunel to account	Investments and accounting team	Medium
Improved service to customers and greater compliance with regulation.	Data & Systems Team and Employers Administrators	High
Resource saved in the team and diverted to more value-added work, using the findings from the reconciliations to update management on any emerging issues	Investments and accounting team	Medium
Clear audit trail for all journals posted with appropriate checks and authorisation	Investments and accounting team	Low
Compliance with legislation and ensuring the correct pensions are in payment	Project team and temporary staff. Cost: Additional staff at approximate cost of £35k and expectation of increase costs relating to complaints.	High

Efficient work practices.	Benefits Manager and team.	Medium
*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
*More efficient, lean processes with better controls and improved communications.	Project Manager	High
This work will help the Committee to understand and incorporate risks which could have a material financial impact on the Fund's future investment returns	Investments and accounting team, consultancy support (quote of £65k included in 2021/22 budget)	High
More predictable cash requirements, ability to hold lower cash balances, benefitting from investment returns instead	Investments and accounting team	Medium
Resolution of the issues identified in the governance review will provide confidence to the Committee about the operations of the pool	Investments and accounting team	High
Saves employers money & simpler administration	Data & Finance team	Low
*Ability to align, develop and improve the service after consideration of customer feedback and requirements	Communications Manager	Medium

Aims to provide a baseline evidential platform of K&U attainment & maintenance amongst the Fund's decision makers	Circa £10,000 pa for a minimum 2 year contract.	Low
To facilitate improved management, oversight and data/evidence-driven decisions.	Costs = TBD for BI software before next budget (if this approach is taken) Existing staff	Medium
Staff morale & motivation, service delivery & Fund productivity & performance. Staff understanding their contribution	All managers	Medium
Pre-empt the expectation that this will become mandatory, and shows that the Fund is forward thinking, and reporting in line with best practice	Investments and accounting team	Low
*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
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
*More efficient, lean processes with better controls and improved communications.	Project Manager	Medium

*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
Aims to underpin the quality of Committee decision making particularly post Local elections. Will align with Good Governance review & refresh the existing approach	Circa £8,000 for external on-line assessment	Low
Safeguarding the assets of the Fund	Investments and accounting team	Medium
Improved controls and understanding from the team.	All of the team. Cost (external system): £5k-£6k	Medium
Demonstrates that the Fund is taking its responsibilities with regard to stewardship of investments seriously, safeguarding the assets of the Fund	Investments and accounting team	High
Transparency will lead to a more engaged scheme membership on these important issues and may help inform the strategy	Investments and accounting team, some support from communications in the admin team	Medium
Clearer strategic guidance for managers when making decisions.	Senior Managers, the Committee and Board.	Medium
Compliance with pending legislation	Data & Systems Team and Employers Administrators. tPR changes - Revised questionnaire template from external provider (previously used AON): £2,000	High
Provide a digital platform which will service the Fund's overseas pensioners & offer improved data security. Potential for the enablement of functionality to check pensioner continual existence	Costs if any are expected to be minimal. Governance Manager to coordinate	Low
*Efficiency improvements to automate repetitive, low skilled, time-consuming processes.	Projects Team and Data and Systems Team	Medium



Service Priority	Target timeframe	Progress notes at 1 November 2021
High	30/04/21	Shaw Trust completed an audit in October 2021 and the audit report was due shortly after the date of writing. Once the audit report is completed, officers will decide on what follow up actions are required.
High	30/06/21	Completed New process for recording, monitoring and reporting on contributions receipts has been embedded within the team.
High	30/06/21	Completed
High	30/06/21	Ongoing
High	31/08/21	Completed and target met
High	30/09/21	Started - further work needed
High	30/09/21	Completed
High	31/12/21	Work in progress. Whilst this is behind schedule it remains a very high priority still with regular reporting to all Board and Committee meetings. Intention is to complete the action by the end of the financial year.

High	31/12/21	Complete - more processes are now covered and this will now be continually reviewed as part of business and usual.
High	31/03/22	i-Connect is behind schedule, mainly due to lack of employer engagement or ability to onboard but also Fund staff prioritising other work more highly.
High	31/03/22	a). Completed. b). Ongoing
High	31/03/22	Ongoing, but excellent progress made - the Fund now has a Responsible Investment Policy and is on track to complete the actions set out in the Responsible Investment Plan 2021/22
High	31/03/22	Started - further work needed
High	31/03/22	Ongoing
Medium	30/04/21	Completed
Medium	30/06/21	a). Completed b). Work in progress (some of this is delayed due to transition from Mitel to MS Teams)

Medium	30/06/21	Completed
Medium	31/08/21	Complete - Officers now have access to Altair Insights which provides the desired information.
Medium	31/08/21	Ongoing
Medium	30/09/21	Complete
Medium	31/10/21	Partially complete, further work is required.
Medium	30/11/21	Started - further work needed
Medium	31/12/21	Complete with release of new deferred into pay process (although more work to do beyond the scope of this action)

Medium	31/12/21	Started. Further work required until this can be deemed as work in progress.
Medium	31/12/21	Completed and target met
Medium	31/12/21	Ongoing
Medium	31/03/22	Complete a). All key procedures have notes and b). The Fund has purchased a product called PENTag which helps achieve this goal.
Medium	31/03/22	Ongoing
Medium	31/03/22	Complete - a policy is now included within the ISS and the RI Policy
Medium	31/03/22	No action taken thus far, partly due to significant changes in the make up the Committee making it harder to establish key principles.
Medium	Varies - dependent on legislative timeframes	No action possible so far as still awaiting developments at national level
Low	30/06/21	Not taken forward as pensioner payroll time decided to not use the system
Low	31/08/21	Unable to install Nova Sail fully due to ICT barriers and generally de-prioritised



