

| No | Vision theme | Action | Expected Service Benefits | Resourcing Requirement and any identifiable costs (blank = nil) | Resourcing Level Required | Service Priority | Initial target timeframe | Progress notes at 1 November 2021 |
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| 1 | Robust and accurate service delivery | Achieve compliance with Accessibility Regulations: Mainly in relation to the Fund's website but also in relation to other online portals. | Achieves compliance | Communications Manage | Medium | High | 30/04/21 | Shaw Trust completed an audit in October 2021 and officers received a report in early November 2021. The report highlighted some technical issues with the website which means it would be difficult to explore users who utilise assistance technology (for example by using a keyboard rather than a mouse). Officers are working with the website provider to resolve the key issues before the end of 2021/2022 and to then commission a repeat audit. |
| 2 | Strong accounting controls | Embed new contributions receipts and monitoring processes | 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 | High | 30/06/21 | Completed New process for recording, monitoring and reporting on contributions receipts has been embedded within the team. |
| 3 | Working with other funds to deliver investment pooling | Ensure timely and cost-efficient transition of multi-asset credit and gilts portfolios to the Brunel pool | Safeguarding the assets of the Fund | Investments and accounting team | Low | High | 30/06/21 | Completed |
| 4 | Working with other funds to deliver investment pooling | Work with the operations group on improving reporting in line with Wiltshire's requirements | 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 | High | 30/06/21 | Ongoing |
| 5 | Robust and accurate service delivery | Annual Benefit Statements: 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. | Improved service to customers and greater compliance with regulation. | Data & Systems Team and Employers Administrators | High | High | 31/08/21 | Completed and target met |
| 6 | Strong accounting controls | Full reconciliations review – improve and simplify processes, and develop reporting of management info | 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 | High | 30/09/21 | Started - further work needed |
| 7 | Strong accounting controls | Journal postings – improve evidence trail | Clear audit trail for all journals posted with appropriate checks and authorisation | Investments and accounting team | Low | High | 30/09/21 | Completed |
| 8 | Robust and accurate service delivery | Payroll reconciliation and rectification: Complete rectification on the pension administration and pensioner payroll system as required for all material discrepancies | 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 | 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. |

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| 9 | Robust and accurate service delivery | (Carried Forward from 2020/2021) Benefits Calculation Assurance Strategy: 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 | 31/12/21 | Complete - more processes are now covered and this will now be continually reviewed as part of business and usual. |
| 10 | Embracing Technology | i-Connect Rollout: a). Complete onboarding of all employers onto i-Connect. b). Seek to onboard new employers onto i-Connect within 3 months of joining the Fund. | *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 | 31/03/22 | 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. However, more recently more staff have been added to this area. |
| 11 | Lean processes, high performing and efficient with a culture of continuous improvement | Continue process improvements: a). Complete end-to-end process review programme. 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. | *More efficient, lean processes with better controls and improved communications. | Project Manager | High | High | 31/03/22 | Complete |
| 12 | Management of investments | 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 | 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 | 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 |
| 13 | Strong accounting controls | Develop and implement proper cash flow forecasting and monitoring | More predictable cash requirements, ability to hold lower cash balances, benefitting from investment returns instead | Investments and accounting team | Medium | High | 31/03/22 | Started - further work needed |
| 14 | Working with other funds to deliver investment pooling | Manage and monitor ongoing asset pooling governance issues | 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 | High | 31/03/22 | Ongoing |
| 15 | Outstanding Customer Service and stakeholder relationships | Implement new employer ill-health insurance model: As agreed by Committee and Board at the end of 2020 and following consultation with employers. | Saves employers money & simpler administration | Data & Finance team | Low | Medium | 30/04/21 | Completed |
| 16 | Outstanding Customer Service and stakeholder relationships | (Carried forward) Customer Service Policy and Customer Service-based KPIs: a). Produce a customer service policy. b). 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 | Medium | 30/06/21 | a). Completed b). Work in progress (some of this is delayed due to transition from Mitel to MS Teams) |
| 17 | Effective governance, Committee and Board training | Introduce Governance online training modular system | 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 | Medium | 30/06/21 | Completed |

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| 18 | Thriving team and fluid governance | Improved oversight and performance dashboard: Enhance oversight information through the use of improved reporting or Business Intelligence (BI), additional SQL reporting and improved reports. | 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 | Medium | 31/08/21 | Complete - Officers now have access to Altair Insights which provides the desired information. |
| 19 | Thriving team and fluid governance | (Carried Forward from 2020/2021) Appraisal enhancements: Greater alignment of staff goals with business plan and customer feedback, introduction of part-year reviews of objectives. | Staff morale & motivation, service delivery & Fund productivity & performance. Staff understanding their contribution | All managers | Medium | Medium | 31/08/21 | Ongoing |
| 20 | Management of investments | Report in line with the Task Force for Climate-related Financial Disclosures (TCFD) requirements | 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 | Medium | 30/09/21 | Complete |
| 21 | Outstanding Customer Service and stakeholder relationships | Complete phase 2 implementation of new Fund website: a). Online member forms. b). Enhanced information c). Range of mediums for accessing information (written & recorded webinar) | *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 | Medium | 31/10/21 | Complete |
| 22 | Effective governance, employer and staff training | [Partially carried forward from 2020/2021] 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 (including based on their tiered rating for data quality). c). Create and maintain a dashboard of key employer interactions. | 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 | 30/11/21 | Started - further work needed |
| 23 | Lean processes, high performing and efficient with a culture of continuous improvement | Introduction of processed based digital programme: 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. | *More efficient, lean processes with better controls and improved communications. | Project Manager | Medium | Medium | 31/12/21 | Complete with release of new deferred into pay process (although there is more work to do beyond the scope of this action) |
| 24 | Embracing Technology | E-Communication improvements: Move to approach of more targeted communications for different member and employer groups using Altair email, improved branding and mass mailing software | *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 | 31/12/21 | Started. Further work required until this can be deemed as work in progress. |
| 25 | Effective governance, Committee and Board training | Governance training/effectiveness review | 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 | Medium | 31/12/21 | Completed and target met |

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| 26 | Working with other funds to deliver investment pooling | 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 | Safeguarding the assets of the Fund | Investments and accounting team | Medium | Medium | 31/12/21 | Ongoing |
| 27 | Robust and accurate service delivery | Knowledge Hub and updated procedures: a). Ensure all key procedures have required notes. b). Either write explanatory notes within a Knowledge Hub and/or procure a LGPS system. | Improved controls and understanding from the team. | All of the team. Cost (external system): £5k-£6k | Medium | 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. |
| 28 | Management of investments | Adopt the Stewardship Code 2020 | 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 | Medium | 31/03/22 | Ongoing |
| 29 | Management of investments | Develop an approach to engaging with the scheme membership on responsible investment issues - via a new website, webinars, newsletters, surveys etc. | 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 | Medium | 31/03/22 | Complete - a policy is now included within the ISS and the RI Policy |
| 30 | Thriving team and fluid governance | (Carried forward from 2020/2021) Introduce a statement of fund principles | Clearer strategic guidance for managers when making decisions. | Senior Managers, the Committee and Board. | Medium | 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. |
| 31 | Robust and accurate service delivery | Implement legislative reforms when they become due, such as: a). McCloud (non-actives) b). Good Governance reforms c). Pension Schemes Bill; d). tPR changes; e). Any other reforms | Compliance with pending legislation | Data & Systems Team and Employers Administrators. tPR changes - Revised questionnaire template from external provider (previously used AON): £2,000 | High | Medium | Varies - dependent on legislative timeframes | No action possible so far as still awaiting developments at national level |
| 32 | Embracing Technology | Introduce Global Pay: Introduce a new digital platform for the oversight of pensioner payment to overseas pensioners with foreign bank accounts. | 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 co-ordinate | Low | Low | 30/06/21 | Not taken forward as pensioner payroll time decided to not use the system |
| 33 | Lean processes, high performing and efficient with a culture of continuous improvement | (Carried forward from 2020/2021) Integrate use of automation software such as Nova Sail | *Efficiency improvements to automate repetitive, low skilled, time-consuming processes. | Projects Team and Data and Systems Team | Medium | Low | 31/08/21 | Unable to install Nova Sail fully due to ICT barriers and generally de-prioritised |