

Key Objectives & Targets in 2019-2022 Plan

| | Key Objective | Tasks | Target Date |
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| Admin Strategy | | | |
| 1 | Communications Implement new SLA's | <ul style="list-style-type: none"> Roll out of new SLA to all employers Roll out of employer discretionary policy tool Promotion of employer training & chargeable service offer | September 2019 September 2019 December 2019 |
| 2 | Member digital engagement | <ul style="list-style-type: none"> Activate online ABS availability Maximise MSS take up | August 2019 May 2019 |
| 3 | Member digital engagement (Fire Schemes) | <ul style="list-style-type: none"> Launch AF&R website with MSS functionality | April 2019 |
| 4 | Governance | <ul style="list-style-type: none"> Develop online portal for PC & LPB members – public and secure areas | June 2019 |
| 5 | Embrace partnership and collaborative opportunities as they arise at both regional and national level | <ul style="list-style-type: none"> Collaborative working with LGA/SAB on delivery of national firefighter member website Participation in i-connect and MSS User Groups – development of product specifications | December 2019 Ongoing |
| 6 | IT Strategy Progress full employer electronic data delivery | <ul style="list-style-type: none"> Completion of i-connect project Implement monitoring & controls Reconciliation of contributions & i-connect extract | October 2019 April 2019 March 2020 |
| 7 | Progress software developments | <ul style="list-style-type: none"> Development of online leaver form Enhanced secure 2 way portal functionality | December 2019 March 2020 |
| 8 | Enhance employer support/decision making capabilities | <ul style="list-style-type: none"> Roll out of employer online discretionary policy tool/including training & support | September 2019 |
| 9 | Development of management information hub | <ul style="list-style-type: none"> Review suitability of available systems [ERM/CRM] Develop & Implement | April 2019 September 2019 |
| 10 | Review & update employer website | <ul style="list-style-type: none"> Develop an improved employer online experience- linking directly to relevant SLA and employer responsibilities | March 2020 |

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| | | <ul style="list-style-type: none"> • Provide 'knowledge hub' including video training elements | March 2020 |
| 11 | Training & Engagement Introduce staff technical training programme | <ul style="list-style-type: none"> • Scheme Specific training • Data requirements • Governance & compliance • Legislation • IT Skills | September 2019 |
| 12 | Review & Implement employer training programme | <ul style="list-style-type: none"> • Employer responsibilities • Data & TPR requirements • I-Connect • HR Development • Discretionary Policy tool | Ongoing Ongoing Ongoing Ongoing September 2019 |
| 13 | Chargeable Services Offer | <ul style="list-style-type: none"> • Set up framework to manage chargeable services • Develop chargeable services brochure | March 2020 October 2019 |
| 14 | Performance GMP data reconciliation project | <ul style="list-style-type: none"> • Data match exercise with HMRC to mitigate risk of pension overpayment – GMP Rectification of identified cases | March 2020 |
| 15 | Trivial Commutation | <ul style="list-style-type: none"> • Review of pensioner member pension pots to identify potential commutation opportunity • Support from scheme actuary | December 2019 In Progress |
| 16 | Processing Backlogs | <ul style="list-style-type: none"> • To clear outstanding task work set at 'Reply Due' | August 2019 |
| 17 | TPR Data improvement | Address Rectification <ul style="list-style-type: none"> • Manual forensic tracing • Agree tolerance & process | Final stage from 2018 project March 2020 |
| 18 | Internal Dispute Resolution Policy | <ul style="list-style-type: none"> • Review internal process – identify resource for stage 1 & 2 review and develop employer engagement | Review requirements and plan from 1Q2020 with new resource |
| 19 | Statutory refund payment | Review of member data to establish qualifying entitlement to statutory refund under LGPS Regs 2014 | Review requirements and plan from 1Q2019 |
| 20 | Revise Fire Service model | Develop revised service offer and SLA | April 2019 |
| Funding Strategy | | | |

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| 1 | Covenant assessment of employers during valuation period | <ul style="list-style-type: none"> Establish policy for monitoring employer covenant for 2019 valuation and thereafter; rolling timetable for reviewing employers; collection and collation of data; identifying higher risk employers for closer monitoring. Explore options with employers to mitigate covenant risks | <p>Core work started during 2018/19. Discussion with Actuary how incorporate analysis into Funding Strategy.</p> <p>Ongoing</p> |
| 2 | 2019 Valuation | <ul style="list-style-type: none"> Planning and initial meetings with actuary Approve FSS Initial outcome at fund level Discussions with employers Disseminate results to employers | <p>From January 2019</p> <p>June 2019 committee</p> <p>June 2019</p> <p>From July 2019</p> <p>From October 2019</p> |
| 4 | Actuarial advisory contract retender | <ul style="list-style-type: none"> Procure using National Framework | 2021/22 |
| 5 | Review AVC arrangements | <ul style="list-style-type: none"> Review range of investment choices for members – high level review by advisor to meet governance requirement Further work to decide on any changes. | Review Requirements and plan from 1Q20 once fully resourced |
| Investment Strategy | | | |
| 1 | Transition of assets | <ul style="list-style-type: none"> Input as member of Brunel Client Group Monitor Avon plan for transitioning assets based on Brunel plan | <p>Ongoing</p> <p>Ongoing</p> |
| 2 | Implement investment strategy projects maintaining compliance with the Fund's Investment Strategy and Policies | <p>Agreed projects</p> <ul style="list-style-type: none"> Long Lease Property Sustainable equities Renewable infrastructure | <p>To be invested by Brunel</p> <p>Commitments made</p> <p>As assets transition</p> <p>Commitments made</p> |
| 3 | Monitor risk management strategies ensuring collateral managed efficiently and decisions taken in timely manner | <ul style="list-style-type: none"> Liaise with Mercer and Blackrock as to exposures, trigger points and monitoring framework Annual review of trigger points and strategy (will be rolled into Strategic review) Arrange Panel & committee training as needed | <p>Ongoing</p> <p>3Q19</p> <p>3Q19</p> |

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| | Review strategic asset allocation (post 2019 valuation) | <ul style="list-style-type: none"> Plan the review process with Mercer Agree review plan with Committee Workshops to explore options and agree direction of travel Approve revised Investment strategy Implementation Plan: <ul style="list-style-type: none"> Via Brunel portfolios (existing and planned) Discuss with pool if cannot be implemented via pool portfolios | February 2019 March 2019 3 & 4Q19 1Q2020 |
| 5 | Annual review of Investment Strategy Statement (ISS) | <ul style="list-style-type: none"> Annual or when make significant changes to ISS | March 2020 (next major planned changes) |
| 6 | Restructure corporate bond portfolio for CB funded employers | <ul style="list-style-type: none"> Better match duration of portfolio with liabilities Commission Mercer to analyse and advise Strategy will be managed alongside LDI assets (as currently are) | In progress for transition by end 1Q19 |
| 7 | Investment advisory contract retender | <ul style="list-style-type: none"> Procure using National Framework | 2021/22 |
| 8 | Review of Responsible Investing Policy | <ul style="list-style-type: none"> Review policy as to effectiveness and incorporate new initiatives post transition of assets , when Brunel service offering more developed Avon to participate in Brunel RI sub group | 2021/22 ongoing |
| Governance | | | |
| 1 | Review governance arrangements following the pooling of assets | <ul style="list-style-type: none"> Review ToR of Committee and Investment Panel | Reviewed in March 2019 and revise as required thereafter |
| 2 | Reporting to Avon Pension Fund Pension Board and Fire Service Pension Board | <ul style="list-style-type: none"> Support Board, education and training needs as required | Ongoing |
| 3 | Independent Members on Committee | <ul style="list-style-type: none"> Appoint Independent Member. Terms end 2Q21 (end of 2nd term for one member) | Start January 2021 |
| 4 | Committee changes and training | <ul style="list-style-type: none"> Appoint any new members as a result of changes to the committee Plan training programme for new members following elections in May 2019 | 1 & 2Q19 2Q19 |
| 5 | Legal contract retender | <ul style="list-style-type: none"> Procure using National Framework | 2020 |

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| 6 | Team Resources | <ul style="list-style-type: none"> • Appoint Senior Investment Officer • Consider team structure post asset transition | During 2019 From 2020/21 |
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