

**Appendix 2a - Service Plan 2021**

<b>Key Objectives</b>	<b>Tasks</b>	<b>Original Target Date</b>	<b>Completion Date</b>	<b>Status</b>
<b>Administration Strategy</b>				
<b>COMMUNICATION</b>				
Member digital engagement	Activate online ABS availability - deferreds	Aug-21	Aug-21	In progress
	Activate online ABS availability - Actives		Aug-22	In progress
	Strategy to Maximise MSS take up	Dec-22	Mar-22	In progress
<b>IT STRATEGY</b>				
Improvements				
Progress full employer electronic data delivery	Completion of i-connect project	Mar-22	Mar-22	In progress
Development				
Progress software developments with Heywood	Development of online leaver form	Dec-20	Mar-22	In progress behind schedule
	Enhanced secure 2 way portal functionality	Dec-21	Mar-22	In progress behind schedule
	Iconnect reporting - Dashboard in place and development of pre load data validation in progress	Dec-20	Mar-22	In progress
<b>RECRUITMENT &amp; TRAINING</b>				
Recruitment	Project to fill app 10 posts across Member & Employer Services	Sep-20	Jun-21	In progress
Training & development plan	Introduce staff training programme covering operational & digital transformation requirements	Jun-20	Mar-22	In progress
<b>OTHER PROJECTS</b>				
Revise Fire Service model	Develop revised service offer and SLA	Apr-19	Mar-22	In progress
Data improvement	Address Rectification		Mar-22	In progress
	Care Roll up	Jun-20	Mar-23	In progress
McCloud	Implementation of remedy - Fire	Apr-22	Oct-23	In progress
	Implementation of remedy - LGPS	Apr-22	TBA	In progress
LGPS Cost Cap Mechanism	Preparation required in case of backdated implementation	Mar-21	TBA	In planning
GMP data reconciliation project	Data match exercise with HMRC to mitigate risk of pension overpayment – GMP Rectification of identified cases	Mar-21	Mar-22	In progress
Processing Backlogs	To clear outstanding task work set at 'Reply Due' (4000 cases)	review 2021	Mar-22	In progress behind schedule
Internal Dispute Resolution Policy	Review general complaints process prior to IDRPs and incorporate learning into processes	Jul-21	Jul-21	In progress
<b>NEW ADMIN STRATEGY</b>	Service plan & budget to committee	Mar-21	Mar-21	In progress

	Develop new strategy document & committee approval	Dec-21	Dec-21	In planning
	Consultation & implementation	Mar-22	Mar-22	In planning
<b>DIGITAL TRANSFORMATION PROJECT</b>	Review structure & recruit Digital Transformation Manager	Mar-22	Mar-22	In planning
	Gap analysis & specification for digital requirements	Mar-22	Mar-22	In planning
	Revise Communications Strategy	Mar-22	Mar-22	In planning
	Staff training & development plan for digital transformation	Mar-22	Mar-22	In planning
	Procurement process for pension system	Dec-22	Dec-22	In planning
	System implementation	Dec-23	Dec-23	In planning
	Develop control framework	Mar-24	Mar-24	In planning
	Implement Digital Office to better support staff	Mar-24	Mar-24	In planning
	Channel shift to enable support & consultancy to members & employers	Mar-24	Mar-24	In planning
<b>Funding Strategy</b>				
Covenant assessment of employers during valuation period	Establish policy for monitoring employer covenant between valuations: rolling timetable for reviewing employers; collection and collation of data; identifying higher risk employers for closer monitoring.	Report annually to committee	Jun-21	In progress
	Explore options with employers to mitigate covenant risks	Ongoing	ongoing	In progress
Valuation and FSS	Interim review, identify issues to be considered in 2022 valuation	new	Oct-21	In progress
	Update policies for changes in regulations	Dec-20	Mar-21	In progress
Actuarial advisory contract retender	Procure using National Framework	2020/21	Oct-21	In progress behind schedule
Review AVC arrangements	Review range of investment choices for members – high level review by advisor to meet governance requirement	2021	2022/23	In planning
	Further work to decide on any changes.	2021	2022/23	In planning
Funding Communications Strategy	Agree strategy primarily for employers	Jul-20	Jun-21	In progress behind schedule
	o Website	Ongoing updating	ongoing	In progress
	o Forums/ meetings	Ongoing updating	ongoing	In planning
Recruitment	Review resource requirements of Team	new	Mar-22	In planning

<b>Investment Strategy</b>				
Transition of assets	Input as member of Brunel Client Group	Ongoing	Ongoing	<b>In progress</b>
	Monitor Avon plan for transitioning assets based on Brunel plan	Ongoing	Ongoing	<b>In progress</b>
Review of equity allocations	Assess potential to invest all equity assets in sustainable and paris aligned strategies	Dec-21	Dec-21	<b>In progress</b>
Review investment Strategy and appropriate risk level	Post interim valuation review risk appetite required to meet funding objective	new	Mar-22	<b>In progress</b>
Monitor risk management strategies ensuring collateral managed efficiently and decisions taken in timely manner	Liaise with Mercer and Blackrock as to exposures, trigger points and monitoring framework	Ongoing	Ongoing	<b>In progress</b>
	Annual review of trigger points and strategy	Annually 3Q	Annually 3Q	<b>In progress</b>
	Arrange Panel & committee training as needed	ongoing	ongoing	<b>In progress</b>
Climate Change disclosures	TCFD: Report in line withh TCFD recommendations for 2020/21 year end reports	new	Sep-21	<b>In progress</b>
	IIGCC: report in line with asset owner commitment	new	Sep-21	<b>In progress</b>
Review of Responsible Investing Policy	Review policy as to effectiveness and incorporate new initiatives post transition of assets , when Brunel service offering more developed	2022/23	2022/23	<b>In planning</b>
CMA Order Compliance Statement	Prepare compliance statement and process for monitoring Investments Consultant	new	30/11/21	<b>In progress</b>
FRC Stewardship Code	Prepare compliance statement	new	01/12/21	<b>In progress</b>
Team Resources	Appoint Senior Investment Officer	2020	2021	<b>In planning</b>
	Consider team structure post asset transition	2022	2022	<b>In planning</b>
Investment Communications Strategy	Agree strategy across all stakeholders	ongoing		<b>In progress</b>
	o Website	ongoing		<b>In progress behind schedule</b>
	o Newsletters	ongoing		<b>In progress</b>
	o Forums/ meetings	ongoing		<b>In progress behind schedule</b>

<b>Governance</b>				
Review governance arrangements following Good Governance Review & the pooling of assets	Review ToR of Committee and Investment Panel	Jun-21	Jun-21	<b>In planning</b>
	Review Governance Compliance statement	Jun-21	Jun-21	<b>In planning</b>
	Conflicts of Interest Policy	Mar-22	Mar-22	<b>In planning</b>
	Policy on Committee Representation	Mar-22	Mar-22	<b>In planning</b>
	Training policy	Mar-22	Mar-22	<b>In planning</b>
	R&R matrix	Mar-22	Mar-22	<b>In planning</b>
	Cyber security	Mar-22	Mar-22	<b>In planning</b>
	Review disaster recovery / business continuity plan	Mar-22	Mar-22	<b>In planning</b>
	Document process for dealing with ineffective pension boards	Mar-22	Mar-22	<b>In planning</b>
Reporting to Avon Pension Fund Pension Board and Fire Service Pension Board	Support Board, education and training needs as required	Ongoing		<b>In progress</b>
Training Plan for Committee & Board members	Plan annual training programme for members	Annually in March	Mar-22	<b>In progress</b>
Committee & Pension Board	Develop online portal for PC & LPB members – public and secure areas	Jun-20	Jun-21	<b>In progress</b>
	Review papers and content that go to committee and set up library on Modern Gov	Jun-20	Jun-21	<b>In progress behind schedule</b>
Recruitment for Pension Board	new member & employer rep required	Jun-21	Dec-21	<b>In planning</b>
GDPR	Ensure ongoing compliance with regulations	ongoing		<b>In progress</b>
	Training for staff			<b>In progress</b>
<b>Finance</b>				
Improve Financial reporting to management team	Prepare standard monthly /quarterly reports	Sep-20	Jun-21	<b>In progress</b>