

Appendix 4 - Service Plan Monitoring September 2021			
Key Objectives	Tasks	Completion Date	Status
<b>ADMINISTRATION STRATEGY</b>			
<b>COMMUNICATION</b>			
Member digital engagement	Activate online ABS availability - deferreds	Jul-21	Complete
	Activate online ABS availability - Actives	Aug-22	In progress
	Strategy to Maximise MSS take up	Mar-22	In progress
<b>IT STRATEGY</b>			
<b>Improvements</b>			
Progress full employer electronic data delivery	Completion of i-connect project	Mar-22	In progress
<b>Development</b>			
Progress software developments with Heywood	Development of online leaver form	Mar-22	In progress behind schedule
	Enhanced secure 2 way portal functionality	Mar-22	In progress behind schedule
	Iconnect reporting - Dashboard in place and development of pre load data validation in progress	Mar-22	Complete
<b>RECRUITMENT &amp; TRAINING</b>			
Recruitment	Project to fill app 10 posts across Member & Employer Services	Jun-21	In progress
Training & development plan	Introduce staff training programme covering operational & digital transformation requirements	Mar-22	In progress
<b>OTHER PROJECTS</b>			
Revise Fire Service model	Develop revised service offer and SLA	Mar-22	In progress
Data improvement	Address Rectification	Mar-22	In progress
	Care Roll up	Mar-23	Complete
McCloud	Data collection exercise LGPS		In progress
	Implementation of remedy - Fire	Oct-23	On hold
	Implementation of Immediate Detriment - Fire	Jul-21	In progress
	Implementation of remedy - LGPS	Mar-23	In progress
LGPS Cost Cap Mechanism	Preparation required in case of backdated implementation	TBA	In planning
GMP data reconciliation project	Data match exercise with HMRC to mitigate risk of pension overpayment – GMP Rectification of identified cases	Mar-22	In progress
Processing Backlogs	To clear outstanding task work set at 'Reply Due' (4000 cases)	Mar-22	In progress behind schedule

Internal Dispute Resolution Policy	Review general complaints process prior to IDRP and incorporate learning into processes	Dec-21	In progress
<b>NEW ADMIN STRATEGY</b>	Service plan & budget to committee	Mar-21	Complete
	Develop new strategy document & committee approval	Dec-21	In planning
	Consultation & implementation	Mar-22	In planning
<b>DIGITAL TRANSFORMATION PROJECT</b>	Review structure & recruit Digital Transformation Manager	Mar-22	In progress
	Gap analysis & specification for digital requirements	Mar-22	In planning
	Revise Communications Strategy	Mar-22	In planning
	Staff training & development plan for digital transformation	Mar-22	In planning
	Procurement process for pension system	Dec-22	In planning
	System implementation	Dec-23	In planning
	Develop control framework	Mar-24	In planning
	Implement Digital Office to better support staff	Mar-24	In planning
	Channel shift to enable support & consultancy to members & employers	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.	Jun-21	In progress
	Explore options with employers to mitigate covenant risks	ongoing	In progress
Valuation and FSS	Interim review, identify issues to be considered in 2022 valuation	Oct-21	In progress
	Update policies for changes in regulations	Mar-21	In progress
Actuarial advisory contract retender	Procure using National Framework	Oct-21	In progress
Review AVC arrangements	Review range of investment choices for members – high level review by advisor to meet governance requirement	2022/23	In planning
	Further work to decide on any changes.	2022/23	In planning
Funding Communications Strategy	Agree strategy primarily for employers	Jun-21	In progress behind schedule
	o Website	ongoing	In progress
	o Forums/ meetings	ongoing	In planning
Recruitment	Review resource requirements of Team	Mar-22	In planning
<b>INVESTMENT STRATEGY</b>			

Transition of assets	Input as member of Brunel Client Group	Ongoing	In progress
	Monitor Avon plan for transitioning assets based on Brunel plan	Ongoing	In progress
Review of equity allocations	Assess potential to invest all equity assets in sustainable and paris aligned strategies	Dec-21	In progress
Review investment Strategy and appropriate risk level	Post interim valuation review risk appetite required to meet funding objective	Mar-22	In progress
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	In progress
	Annual review of trigger points and strategy	Annually 3Q	In progress
	Arrange Panel & committee training as needed	ongoing	In progress
Climate Change disclosures	TCFD: Report in line withh TCFD recommendations for 2020/21 year end reports	Sep-21	In progress
	IIGCC: report in line with asset owner commitment	Sep-21	In progress
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	In planning
CMA Order Compliance Statement	Prepare compliance statement and process for monitoring Investments Consultant	30/11/21	In progress
FRC Stewardship Code	Prepare compliance statement	01/12/21	In progress
Team Resources	Appoint Senior Investment Officer	2021	In planning
	Consider team structure post asset transition	2022	In planning
Investment Communications Strategy	Agree strategy across all stakeholders	ongoing	In progress
	o Website	ongoing	In progress behind schedule
	o Newsletters	ongoing	In progress
	o Forums/ meetings	ongoing	In progress behind schedule
<b>GOVERNANCE &amp; FINANCE</b>			
Review governance arrangements following Good Governance Review & the pooling of assets			Complete
	Review ToR of Committee and Investment Panel	Jun-21	
	Review Governance Compliance statement	Jun-21	In progress
	Conflicts of Interest Policy	Mar-22	In planning
	Policy on Committee Representation	Mar-22	In planning
	Training policy	Mar-22	In planning

	R&R matrix	Mar-22	In planning
	Cyber security	Mar-22	In progress
	Review disaster recovery / business continuity plan	Mar-22	In progress
	Document process for dealing with ineffective pension boards	Mar-22	In planning
Reporting to Avon Pension Fund Pension Board and Fire Service Pension Board	Support Board, education and training needs as required	Ongoing	In progress
Training Plan for Committee & Board members	Plan annual training programme for members	Annually in June	In progress
Committee & Pension Board	Review papers and content that go to committee and set up library on Modern Gov	Mar-22	In progress
Recruitment for Pension Board	new member & employer rep required	Sep-21	In progress
Independent Members on Committee	Appoint Independent Member. Terms end 2Q22 (end of 2nd term for one member)	Apr-22	In progress
GDPR	Ensure ongoing compliance with regulations	ongoing	In progress
Improve Financial reporting to management team	Prepare standard monthly /quarterly reports	Jun-21	In progress