

| Appendix 5 - Service Plan Monitoring Dec 2021 | | | |
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| Key Objectives | Tasks | Completion Date | Status |
| ADMINISTRATION STRATEGY | | | |
| COMMUNICATION | | | |
| 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 |
| IT STRATEGY | | | |
| Improvements | | | |
| Progress full employer electronic data delivery | Completion of i-connect project | Mar-22 | In progress behind schedule |
| Development | | | |
| Progress software developments with Heywood | Development of online leaver form | Mar-22 | Complete |
| | Review processes to use portal and roll out to ER's inc training | Mar-22 | On hold |
| | 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 |
| | Hand back loading of files to ER's with tolerance limits | Mar-22 | In progress |
| RECRUITMENT & TRAINING | | | |
| Recruitment | Project to fill app 10 posts across Member & Employer Services | Jun-21 | In progress behind schedule |
| Training & development plan | Introduce staff training programme covering operational & digital transformation requirements | Mar-22 | In progress |
| OTHER PROJECTS | | | |
| 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 MOU & ID Framework Agreement | Dec-01 | In planning |
| | Implementation of remedy - LGPS | Mar-23 | In progress |
| LGPS Cost Cap Mechanism | Preparation required in case of backdated implementation | TBA | In planning |

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| 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 |
| Pensions Dashboard | To enable Pension Dashboard Compliance | Dec-23 | In planning |
| Internal Dispute Resolution Policy | Review general complaints process prior to IDRP and incorporate learning into processes | Dec-21 | In progress |
| NEW ADMIN STRATEGY | Service plan & budget to committee | Mar-21 | Complete |
| | Develop new strategy document & committee approval | Mar-22 | In planning |
| | Consultation & implementation | Jun-22 | In planning |
| DIGITAL TRANSFORMATION PROJECT | Review structure & recruit Digital Transformation Manager | Mar-22 | In progress |
| | Gap analysis & specification for digital requirements | Mar-22 | In progress |
| | 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 |
| FUNDING STRATEGY | | | |
| 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 | Complete |
| | 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 | Complete |
| | 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 |

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| | o Forums/ meetings | ongoing | In progress |
| Recruitment | Review resource requirements of Team | Mar-22 | In planning |
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| INVESTMENT STRATEGY | | | |
| Transition of assets | Input as member of Brunel Client Group | Ongoing | In progress |
| | Monitor Avon plan for transitioning assets based on Brunel plan | Ongoing | Complete |
| Review of equity allocations | Assess potential to invest all equity assets in sustainable and paris aligned strategies | Dec-21 | Complete |
| 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 | Complete |
| 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 |
| GOVERNANCE & FINANCE | | | |

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| Review governance arrangements following Good Governance Review & the pooling of assets | Review ToR of Committee and Investment Panel | Jun-21 | Complete |
| | Review Governance Compliance statement | Jun-21 | Complete |
| | 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 | Complete |
| 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 | Dec-21 | In progress |