

Appendix 4 - Service Plan Monitoring		
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Administration Strategy

Key Objectives	Tasks	Completion Date	Status
Communication			
Member digital engagement	Activate online ABS availability - Active members	Aug-22	Complete
Member Website	Develop website inline with digital services objectives	Mar-23	In planning
Employer website	Develop an improved employer online experience- linking directly to relevant SLA and employer responsibilities	Mar-23	In planning
IT Development			
Progress full employer electronic data delivery	Completion of i-connect project	Mar-23	In progress
Progress software developments with Heywood	Review processes to use portal and roll out to ER's inc training	Mar-23	In progress
	Hand back loading of files to ER's with tolerance limits	Jul-22	Complete
Heywood Insights - Perf Reporting & Dashboard	Implementation & roll out	Dec-22	In progress
Other Projects			
Revise Fire Service model	SLA to be approved by AFA & APF	Mar-22	In progress behind schedule
McCloud	Data collection exercise LGPS	Dec-22	In progress
	Implementation of remedy - LGPS	Mar-23	In progress
1* McCloud Sargeant (Fire Schemes)	Implementation of remedy - Fire	Oct-23	In progress
2* McCloud Sargeant (Fire Schemes)	Implementation of MOU & ID Framework Agreement	Mar-22	On hold
GMP data reconciliation project	Data match exercise with HMRC to mitigate risk of pension overpayment – GMP Rectification of identified cases	Mar-23	In progress
DWP Pensions Dashboard	To enable Pension Dashboard Compliance	Apr-24	In progress
Implement new operating model	Agree structure and review job descriptions	Sep-22	In progress
	Consultation, recruitment & implementation	Apr-23	In planning
	Set up temporary Digital Services Team & redefine workflows	Sep-22	In progress
	Revise Communications Strategy	Jun-22	In progress behind schedule
	Implement Digital Office	Mar-23	In planning
	IT Systems Development	Mar-24	In planning
	New office accommodation	Dec-22	In progress
	Channel shift to enable support & consultancy to members & employers	Mar-24	In planning
New Administration Strategy	Develop new strategy document & committee approval	Mar-23	In planning

	Consultation & implementation	Jun-23	In planning
Funding Strategy			
Covenant assessment of employers during valuation period	Explore options with employers to mitigate covenant risks	Ongoing	In progress
	Ongoing monitoring via quarterly reports and annual report to PC	Ongoing	In progress
Valuation and FSS	2022 Valuation as at 31/03/22 - agree funding assumptions, set contribution rates and disseminate	Mar-23	In progress
	draft FSS , consult with employers and PB and publish	Mar-23	In progress
	Update policies for changes in regulations	Mar-23	Complete
Managing employer exits/increase in security	Manage exits in line with Fund policy to protect Fund; liaise closely with employer and ensure have obtained actuarial and legal advice	Ongoing	In progress
Funding Communications Strategy	o Website	Ongoing	In progress behind schedule
	o Forums/ meetings	Ongoing	In progress
Recruitment	Review resource requirements of Team	Dec-22	In progress
Investment Strategy			
Monitoring of Brunel portfolios	Input as member of Brunel Client Group	Ongoing	Complete
	Quarterly monitoring by Inv Team	Ongoing	In progress
Strategic Review 22/23	In line with valuation review required risk/return profile, asset allocation and other investment objectives.	Mar-23	In progress
	Revise ISS following review	Sep-23	In planning
Brunel 2022 Stocktake	To review impact of Brunel's Climate Policy. Fund officers and PC members will be involved /consulted. Outcome/new policy due 1Q23.	Mar-23	In progress
Collateral Plan	Develop plan in event need to access assets outside QIF to support hedging strategies	Jun-22	Complete

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 & monitoring	TCFD: Report in line withh TCFD recommendations for 2020/21 year end reports	Annually 3Q	In progress
	ACT analysis	Jun-22	Complete
	IIGCC: annually report in line with asset owner commitment	Annually in Dec	In progress
Review of Responsible Investing Policy	Review policy as to effectiveness and incorporate new initiatives/objectives post t2022 Stocktake	2023	In planning
CMA Order Compliance Statement	Prepare compliance statement and process for monitoring Investments Consultant	Annually in December	In progress
FRC Stewardship Code	annual FRC compliance statement	Oct-22	In progress
Team Resources	Consider team structure post asset transition	2023	In planning
Investment Communications Strategy	Agree strategy across all stakeholders		In progress
	o Website		In progress
	o Newsletters		In progress

Governance

Annual review of governance arrangements	Review ToR of Committee and Investment Panel	Jun-22	Complete
	Review Governance Compliance statement	Jun-22	Complete
	Review register of interest forms	Jun-22	In progress behind schedule
	Review scheme of delegation	Jun-22	Complete
Action Plan from Good Governance Review	Conflicts of Interest Policy	Mar-23	Complete
	Training Strategy Policy	Mar-23	Complete
	Policy on Committee Representation - add to GCS	Mar-23	Complete
	Decision Making Matrix	Mar-23	Complete
	Add requirements of LGPS senior officer to TOR		Complete

TPR SCOP requirements	Gap analysis & action plan for new requirements	Dec-22	In planning
	Cyber security policy	Dec-22	In progress
	Review disaster recovery / business continuity plan	Mar-23	In progress
Reporting to Avon Pension Fund Pension Board and Fire Service Pension Board	Support Board, education and training needs as required	Ongoing	In progress
Annual governance review for Pension Board	Review all items on governance checklist	Jun-22	Complete
Training Plan for Committee & Board members	Plan annual training programme for members	Annually in June	In progress
Review of Committee Reports	Continue to review report content & Modern Gov Library	Mar-23	In progress behind schedule
Review of risk register	Review format, content & process	Sep-22	In progress behind schedule
GDPR	Ensure ongoing compliance with regulations	Ongoing	In progress
	Training for staff		In progress
Contract Retenders	AVC contract review	Dec-22	In progress
	Software Contract	Mar-23	Progress delayed
	Investment Advisor Contract	Sep-23	In planning

Finance

Improve Financial reporting to management team	Prepare standard monthly /quarterly reports	Ongoing	Complete
iConnect Project to improve process for reconciliationn of contributions	Develop process	Dec-22	In progress
Salary budgeting	Develop process for better monitoring of salary budget/vacancies	Nov-22	In planning