

### Appendix 3

| Change Programme                               |   |                                    |                 |
|--|---|------------------------------------|-----------------|
| Project Activity                               | Current Phase of Project / High Level Status                | Completion Date of Overall Project | Status          |
| <b>Annual Projects</b>                         |   |                                    |                 |
| Year End                                       | Year End Complete   | 30/06/25                           | Complete        |
| Annual Benefit Statement                       | ABS issued  | 31/08/25                           | Complete        |
| Pension Savings Statement / Annual Allowance   | Member review in progress                                   | 06/10/25                           | In Progress     |
| Payroll YE                                     | P60s issued   | 30/04/25                           | Complete        |
| HMRC Event Reporting                           | Annual Event reporting                                      | 31/12/25                           | Not Yet Started |
| National Fraud Initiative                      | Planning phase  | 31/12/25                           | In Planning     |
| <b>Regulatory/Foundation/Dashboard</b>         |   |                                    |                 |
| McCloud  | McCloud determination made                                  | 31/08/26                           | In Progress     |
| McCloud Remedy (LGPS)                          | Remedy for pre October 2023 cases                           | 31/08/25                           | In Progress     |
| McCloud Record Keeping                         | Calculation and record errors being reviewed and fixed      | 31/08/25                           | In Progress     |
| McCloud Age - 65 Plus                          | Process design underway to capture information              | 31/08/25                           | In Progress     |
| McCloud Teachers Excess                        | Initial Data capture coming through from Employers          | 31/08/25                           | In Progress     |
| McCloud ABS                                    | Design Regulatory compliant document for McCloud            | 31/07/25                           | In Planning     |
| McCloud Other Service                          | Emails and Letters issue in progress                        | 01/04/25                           | In Progress     |
| GMP – remedy                                   | Data cleansing and calculations                             | 30/06/26                           | In Progress     |
| Pensions Dashboard                             | Phase 1 ISP connection complete. Phase 2 in progress.       | 31/10/25                           | In Progress     |
| Admin Strategy refresh                         | Draft Strategy submitted to Sept Committee for approval     | 31/10/25                           | In Progress     |
| Data Improvement Plan                          | Forms part of the Admin Strategy refresh                    | 31/10/25                           | In Progress     |
| Process control framework                      | Planning phase & kick-off conversations underway            | 31/12/26                           | In Planning     |
| Member tracing                                 | Testing integrated solution complete. Planning Go-Live date | 30/09/25                           | In Progress     |
| Telephony upgrade - Phase 1                    | Phase 1 delivered   | 30/06/25                           | Complete        |
| Telephony upgrade - Phase 2                    | Phase 2 improved member experience (Sep-25)                 | 30/09/25                           | In Progress     |
| <b>Procurement</b>                             |   |                                    |                 |
| Pension Admin System Procurement (inc Hosting) | Contract signed   | 30/09/25                           | Complete        |
| Website hosting procurement                    | Moved to 2026 for joint procurement with BANES IT           | 30/09/26                           | Not Yet Started |

|   |  |          |                 |
|---|--|----------|-----------------|
| <b>Transformation</b>                       |  |          |                 |
| Engage (My Pension Online – upgrade)        | Implementation in progress   | 31/12/25 | In Progress     |
| Bulk processing, e.g. refunds               | Process review - impact and scoping assessment   | 30/09/26 | In Planning     |
| New member onboarding                       | Improvement recommendations made - to be prioritised                                       | 31/03/26 | Not Yet Started |
| Hosting migration                           | Migration to software provider solution complete   | 30/09/25 | Complete        |
| <b>Digital Transformation</b>               |  |          |                 |
| Enhanced Admin to Pay                       | Decision on implementation timing  | 31/03/26 | In Planning     |
| Pre Joining Enhancements                    | Engagement with Key Stakeholders   | 30/09/25 | In Progress     |
| Go Digital enhancements                     | Capture member emails from I-Connect submissions   | 31/12/25 | In Planning     |
| iConnect Multi-factor authentication        | Roll out to Employers complete   | 31/05/25 | Complete        |
| iConnect document integration               | One-stop portal for employer document submissions  | 31/12/25 | In Progress     |
| Digital mail solution                       | Utilisation of council's digital mail solution   | 31/12/25 | Complete        |
| <b>Governance</b>                           |  |          |                 |
| Good Governance Review                      | Review any new requirements from Good Governance review once published eg - Workforce Plan | Dec-25   | Not Yet Started |
| TPR SCOP requirements                       | Gap analysis & action plan for new requirements  | Mar-25   | Complete        |
|   | Implementation   | Mar-26   | In Progress     |
| Annual Report                               | Produce and publish Fund's annual report   | Dec-25   | In Progress     |
|   | Committee's annual report to Council   | Nov-25   | In Progress     |
|   | Pension Board's annual report  | Nov-25   | In Progress     |
| Business Continuity Plan                    | Review and implementation of new plan in progress  | Mar-25   | Complete        |
|   | Cyber Security training officers/PC/PB   | Dec-25   | In Progress     |
| Pension Committee Governance arrangements   | annual review of terms of reference & policies   | Jun-25   | Complete        |
| Pension Board governance review             | Annual review all items on governance checklist  | Sep-25   | Complete        |
| Training Plan for Committee & Board members | Plan annual training programme for members   | Mar-25   | Complete        |
| Recruitment for Committee & Pension Board   | Recruitment & Induction Training - new PC/PB members                                       | Jun-25   | In Progress     |
| Contract Retenders                          | Legal Contract   | Dec-25   | Complete        |

|                                 |   |        |                  |
|---------------------------------|---|--------|------------------|
|                                 |   |        |                  |
| <b>Finance</b>                  |   |        |                  |
| Final Accounts                  | Prepare accounts to meet B&NES internal deadline; update regulatory requirements  | May-25 | In Progress      |
| Treasury Management Policy      | Draft revised policy annually   | Mar-25 | Complete         |
|                                 |   |        |                  |
| <b>Investments</b>              |   |        |                  |
| Local Impact Portfolio          | Assess opportunities as they arise, invest/implement  | Dec-25 | Complete         |
| Natural Capital Investing       | Invest via Brunel portfolio. Work with Brunel and pool.   | Dec-25 | Progress Delayed |
| Strategic Investment Review     | Review risk and return objectives and asset allocation ahead of Valuation.<br>Review climate targets.<br>Revise ISS   | Sep-25 | In Progress      |
| Impact Reporting                | procure a supplier to provide Impact reporting across our portfolios  | Dec-25 | In Progress      |
| Pooling: Fit 4 Future           | work with Brunel and CG to agree how to merge or join another pool now that government has concluded Brunel pool cannot continue. Assessing options of acting as a pool and as individual funds.<br>Specific to APF: how manage RMF, RI focus, local impact | Mar-26 | In Progress      |
|                                 |   |        |                  |
| <b>Funding Strategy</b>         |   |        |                  |
| 2025 Valuation                  | Planning, data provision to Actuary, fund & employer meetings and outcomes.   | Mar-26 | In Progress      |
| 2025 Funding Strategy Statement | prepare and publish prior to valuation  | Mar-26 | In Progress      |