

Appendix 3

Change Programme			
Project Activity	Current Phase of Project / High Level Status	Completion Date of Overall Project	Status
Annual Projects			
Year End	Website Content - Delivery	Nov-25	In Progress
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	Complete
Payroll YE	P60s issued	30/04/25	Complete
HMRC Event Reporting	Annual Event reporting	31/01/26	In Progress
National Fraud Initiative	Data submitted	31/12/25	Complete
Regulatory/Foundation/Dashboard			
McCloud	McCloud remedy - full completion	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	ISP connection complete. Connection confirmed by PDP	31/10/25	Complete
Admin Strategy refresh	Employer Consultation underway	31/01/26	In Progress
Data Improvement Plan	Review by Pension Board	31/12/25	In Progress
Process control framework	Wider change plan now includes key deliverables	31/12/26	In Progress
Member tracing	Tool live, processes being confirmed	28/02/26	In Progress
Telephony upgrade - Phase 1	Phase 1 delivered	30/06/25	Complete
Telephony upgrade - Phase 2	Phase 2 - Call recording and transcription implementation	31/01/26	In Progress
Procurement			

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
Transformation			
Engage (My Pension Online – upgrade)	Implementation planned for 24/11/2025	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	In Planning
Hosting migration	Migration to software provider solution complete	30/09/25	Complete
Digital Transformation			
Enhanced Admin to Pay	Decision on implementation timing	31/07/26	In Planning
Pre Joining Enhancements	Engagement with Key Stakeholders	31/03/26	In Progress
Go Digital enhancements	Capture member emails from I-Connect submissions	31/12/25	Progress Delayed
iConnect Multi-factor authentication	Phase 2 roll out to employers	31/03/26	Progress Delayed
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
Governance			
Good Governance Review	Review any new requirements from Good Governance review once published eg - Workforce Plan	Dec-25	Not Yet Started
TPR GCOP 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	Complete
	Committee's annual report to Council	Nov-25	Complete
	Pension Board's annual report	Nov-25	Complete
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
Finance			
Final Accounts	Prepare accounts to meet B&NES internal deadline; update regulatory requirements	Sep-25	Complete
Treasury Management Policy	Draft revised policy annually	Mar-25	Complete
Investments			
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. Review climate targets. 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. Specific to APF: how manage RMF, RI focus, local impact	Mar-26	In Progress
Funding Strategy			
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