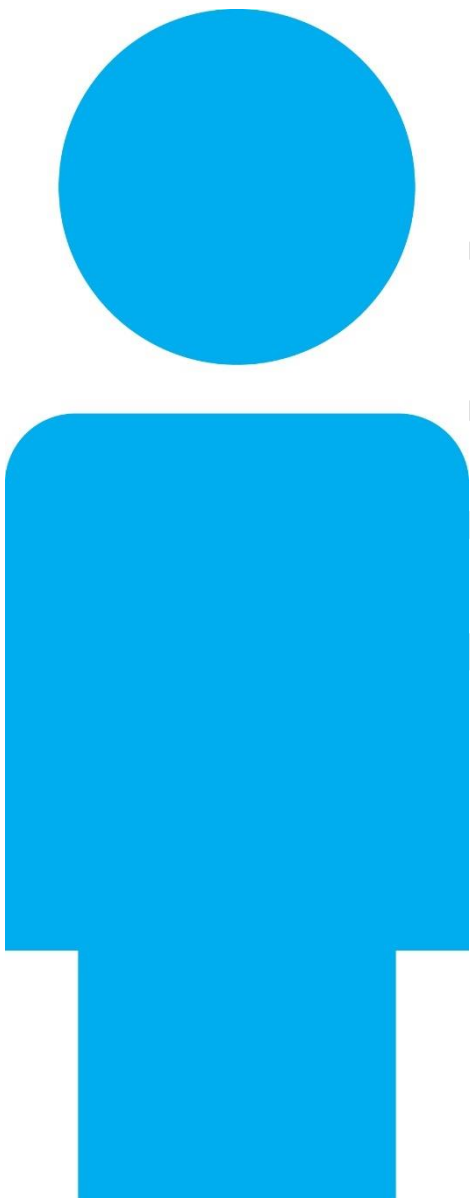


NiLGOSC

NORTHERN IRELAND LOCAL GOVERNMENT OFFICERS'
SUPERANNUATION COMMITTEE



Corporate Plan

2019/20 – 2021/22

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – 2021/22

1 Introduction

- 1.1 The Northern Ireland Local Government Officers' Superannuation Committee is a statutory body established by the Local Government (Superannuation) Act (Northern Ireland) 1950 to: -
- administer a pension scheme for local authorities and admitted bodies
 - to manage and maintain a fund out of which the benefits of the scheme are met.
- 1.2 The Management Committee is appointed by the Department for Communities, which makes statutory regulations setting out the constitution and powers of the Committee and the rules governing the pension scheme and the management of the Fund.
- 1.3 With effect from 1 April 2015, the governing regulations are the Local Government Pension Scheme Regulations (Northern Ireland) 2014, the Local Government Pension Scheme (Amendment and Transitional Provisions) Regulations (Northern Ireland) 2014, the Local Government Pension Scheme (Amendment) (Governance) Regulations 2015 and the Local Government Pension Scheme (Management and Investment of Funds) Regulations (Northern Ireland) 2000, as amended.

2 The Corporate Plan

- 2.1 This rolling Corporate Plan ('the Plan') covers the three-year period from 1 April 2019 to 31 March 2022.
- 2.2 Its main purpose is to:-
- state the Vision and Mission of NILGOSC
 - state the aims of NILGOSC
 - set out the key objectives of NILGOSC
 - provide an administrative budget
 - state NILGOSC's values and service standards.
- 2.3 Like most organisations, NILGOSC has established a strategic planning process which allows it to identify and achieve its long term strategic objectives. A key part of this process is the triennial strategic review, during which the organisation's vision, mission, values and strategic aims are subjected to a thorough review and stakeholder consultation to ensure that they remain relevant and reflective of the current operating environment. In the intervening period between strategic reviews, NILGOSC reviews and updates its operational business plans annually to help plan resources and measure performance.
- 2.4 NILGOSC undertook its latest strategic review in April 2018, which included a comprehensive review of NILGOSC's Vision, Mission, Values and Strategic Aims and Objectives. Each of these components is set at a strategic level, with specific operational challenges and objectives identified at the detailed business plan level. This is intentional to ensure that the vision, mission and high level aims and objectives are future-proofed

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – 2021/22

and therefore do not require revision for every new initiative or operational change. This, together with NILGOSC's relatively narrow role and remit, is reflected in the minor nature of the changes arising from the 2018 strategic review.

- 2.5 The strategic review was undertaken within the context of a number of overarching themes and drivers. These six themes form the framework for strategic planning and decision making within NILGOSC.



- 2.6 The Plan is reviewed and revised annually. Progress in meeting the objectives will be reported quarterly to the Management Committee (the Committee) and Department for Communities, as well as annually in the Annual Report.
- 2.7 The Plan has been formulated by NILGOSC taking into account the views of the Committee, management and staff and understanding external factors such as government policy and stakeholder needs. Each business area undertakes a number of Operational Activities which fulfil NILGOSC's Business Objectives, and in turn are designed to satisfy the Corporate Aims. Annex B sets out the key objectives and performance targets for the next three years and the strategy for achieving them. Annex B also sets out the relationship between Corporate Aims, Business Objectives and Operational Activities in tabular format.
- 2.8 The plan for the three years to 31 March 2022 is driven by NILGOSC's desire to provide a level of service suitable for the stakeholders of today. In doing so NILGOSC aims to comply with government policy for public sector bodies and pension schemes.

3 Vision

- 3.1 NILGOSC's vision is

"To provide an excellent and sustainable pension scheme."

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – 2021/22

4 Mission Statement

4.1 NILGOSC's mission statement is

"To operate the pension scheme efficiently and effectively while enhancing the quality of service provided to stakeholders".

4.2 NILGOSC has adopted a number of business practices designed to facilitate the achievement of its mission. These are: -

- The review and monitoring of key performance indicators and the taking of appropriate action.
- The annual review of NILGOSC's business needs and the potential benefits offered by advances and innovation in the available technologies to provide IT solutions.
- The focus on best practice, compliance with legislation, and prioritising areas for improvement.
- The maintenance of proactive human resource policies, which ensure fairness, sensitivity and equality in dealing with staff.
- The enhancement of team spirit and associated working practices by promoting a culture that encourages participation, consultation and communication.

5 Key Activities for the Year Ahead

5.1 2019/20 is the first year in the new three year strategic planning period and a number of new challenges await the twelve months ahead. On the administration side, further scheme changes to the benefit structure were expected in April 2019 however these were put on hold by the UK Government in January 2019, pending its legal challenge of a recent Court of Appeal decision. This creates considerable uncertainty as to whether the changes as originally planned will be made and from when they will be effective. The potential for retrospective regulations poses a material challenge to scheme administrators to have the systems, processes and communications updated with little or no lead-in time from any new legislation being made. From an investment and funding perspective, 2019 is a valuation year and will bring with it the usual additional data collection and verification exercises. 2019/20 will also see the continued implementation of NILGOSC's new investment strategy agreed in December 2017. Further detail on these challenges and other planned activities for the year ahead are set out below.

5.2 The cost cap breach and subsequent actions by the Scheme Advisory Board to bring the cost of the scheme back in line with the target cost of 17% meant that the benefit structure of the LGPS NI was due to change from 1 April 2019. At the time of writing, the proposed changes have been subject to consultation and the proposed course of action is to increase the accrual rate for members and survivor pensions with effect from 1 April 2019. In December 2018 the Court of Appeal found that the transitional provisions in two public sector pensions schemes, designed to protect older workers, unlawfully discriminated against younger workers on the grounds of age. This decision has the potential to require material changes to the benefit structure of public sector pension schemes to ensure compliance. In late January 2019 the UK Government announced a

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – 2021/22

pause to the operation of the cost cap mechanism in public service pension scheme valuations pending the outcome of its appeal.

- 5.3 This decision brings with it a considerable administration burden as NILGOSC will need to update all its systems, software, processes and scheme literature to reflect any changes in benefit structure whether arising from the cost cap mechanism or from wider public sector scheme reform. This will require software amendments to the core pension administration system as well as changes to supporting systems and procedures. Staff training will be required to ensure all staff are familiar with the scheme changes and additional stakeholder communications will be necessary to ensure members and employers understand the changes to the benefit structure. NILGOSC's comprehensive suite of scheme literature will require revision and republication to reflect any changes, including the redesign of statutory communications such as pension benefit statements. If the planned cost cap changes recommence, the actions above will mean a sizeable increase in the administration budget for 2019/20 and the challenge will be compounded by the short time frame, if any, available for implementation. If the cost cap changes are superseded by wider scheme reform, it is likely that any resulting changes will fall outwith the 2019/20 budget period. It is not possible to predict the likely outcome or impact of any wider reform to UK public sector pension schemes at this time. The continued political vacuum in Northern Ireland provides further uncertainty around the ability and timing around the making of amending regulations. Where legislation is made after its effective date, NILGOSC is forced to operate within a very challenging transition window, particularly where third-party software developments are required. NILGOSC can only make payments based on the regulations in force at any time and therefore the potential for retrospective regulations could create a material administration burden on NILGOSC. The business plan for 2019/20 has been prepared on the basis of the original changes agreed by the Scheme Advisory Board and subsequently subjected to consultation by the Department for Communities.
- 5.4 NILGOSC's mission statement is to operate the pension scheme efficiently and effectively while enhancing the quality of service provided to stakeholders and a large proportion of the business plan for 2019/20 focuses on meeting agreed service standards. Despite falling into the business as usual category, service delivery remains the core focus for NILGOSC across all aspects of its business planning.
- 5.5 Also on the administration side, NILGOSC is participating in a UK LGPS collaborative procurement framework project for pension administration software. By working with its peers in England and Wales, NILGOSC hopes to share knowledge and expertise and to benefit from economies of scale and potential cost savings from undertaking a standalone procurement exercise. This collaborative framework is expected to complete in 2019/20 with the intended result that NILGOSC can call-off the list of approved suppliers in line with its bespoke needs.
- 5.6 The Corporate Plan for 2018/19 set out a number of ambitious developments designed to utilise technology to meet stakeholder expectations with respect to convenient and efficient access to services. In November 2018 NILGOSC commenced the roll-out of its 24/7 online self-service facility which allows members to directly access and update the information NILGOSC holds on them. The Corporate Plan for 2019/20 reflects the next phase which will include the promotion of the facility to all membership groups to increase up-take, as well as enhancing the self-service offering to allow members to generate and model bespoke quotations. The longer-term objective remains to utilise this facility, subject to member preference, to communicate both personal and generic scheme information creating the dual benefit of enhanced service delivery and financial savings

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – 2021/22

through reduced postage and printing costs.

- 5.7 From a scheme employer perspective, 2018/19 should have seen the initial roll-out a new data exchange facility which will eliminate the need for the manual and time consuming provision of member information. Under the Regulations, employers are required to provide a range of information on scheme members including on joining, leaving and by way of annual returns. This information is provided primarily through spreadsheets and in many cases via data collection forms which is often labour intensive for employers and NILGOSC alike. The introduction of an integrated data collection and verification system which feeds directly into NILGOSC's pension administration system should make a significant difference to all and, once operational, will negate the need for what is a resource intensive annual return exercise. The software was acquired and initial data matching commenced in 2018/19 as planned however the project was deferred pending essential enhancements to the IT infrastructure to remove critical security vulnerabilities. As a result, the i-Connect project has been rolled forward into the 2019/20 year with a planned operational date of 31 March 2020. Once in place, employers will create an extract file from their payroll software which they will submit via i-Connect for verification and updating. The resulting reduction in manual intervention by both employers and NILGOSC is expected to yield significant benefits from a data accuracy and information security perspective as all data will be remitted directly from employers' payroll systems to NILGOSC by way of a secure portal.
- 5.8 Further system developments included in the business plan for 2019/20 include the implementation of a corporate electronic record management system and the exploration of suitable hosting solutions for critical IT infrastructure. The aim is to utilise available technologies to improve efficiency and enhance service delivery to all stakeholders while increasing NILGOSC's longer term resilience.
- 5.9 The business plan for the year ahead also includes a number of investment related operational actions which focus on ensuring that the Fund is adequately protected, as well as achieving solid long term returns from a suitably diversified investment portfolio. By January 2018, NILGOSC had completed a review of its Investment Strategy and set its revised asset allocation going forward. Primarily designed to reduce risk going forward, this new strategy involves a material switch in assets and the intention was to transition over a period of approximately 24 months. The first phase of the transition, to move a portion of the fund from equities into index linked gilts, is complete and the next stage to appoint and fund specialist fixed income mandates is in the final stages of due diligence and set-up. 2019/20 will see the funding of the new absolute return bond and multi asset credit mandates and, once this phase is complete, the focus will shift to the selection of new global property and emerging market equity mandates. Each of these transitions involves the transfer of £millions of assets and therefore requires robust due diligence and governance.
- 5.10 Collaboration is one of NILGOSC's six strategic themes and remains an area of focus over the next strategic planning period. Provided interests are properly aligned, NILGOSC will continue to seek out collaborative opportunities which offer increased efficiencies as well as access to contracts or opportunities that may not otherwise be available. From a procurement perspective, as noted at 5.4 above, NILGOSC will continue to utilise national and public sector frameworks to reduce the time and associated costs of running individual tender exercises. Collaboration is however not limited to procurement and also offers the potential for significant benefits from an investment perspective. This includes the potential to share costs and expertise and gain access to investment opportunities that might not otherwise be available. NILGOSC works collaboratively with a number of

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – 2021/22

Scottish LGPS on infrastructure opportunities and will continue with this approach in 2019/20 as it seeks to increase its infrastructure allocation in line with the new investment strategy.

- 5.11 The next triennial valuation of the fund is due on 31 March 2019, resulting in a significant data collection and processing exercise which culminates in the publication of the valuation by 31 March 2020. 2019/20 will also see a review of NILGOSC's Funding Strategy going forward as it looks to protect the fund, and therefore scheme employers, from the risk of individual employer default. This is a key part of NILGOSC's strategic aim to ensure longer term scheme sustainability. Through its valuation report, the Scheme Actuary will also certify the contribution rates payable by scheme employers for the next three years. While the outcome of the valuation is not yet known, NILGOSC is very mindful of the financial environment in which many of its employers are operating and careful consideration will need to be given to communicating the valuation result to employers during 2019/20. In conjunction with the valuation, NILGOSC will also continue to monitor, measure and improve its data quality in line with regulatory requirements.
- 5.12 A further consequence of ongoing public sector contraction and financial constraint is the need for public bodies to operate early exit schemes to help reduce headcount. From NILGOSC's perspective, public sector reform creates a further uncertainty with respect to the quantum of additional redundancies and the impact on resourcing and service delivery timescales. In the 45 months since the introduction of early exit schemes within the public sector in Northern Ireland, NILGOSC has processed 8,000 additional retirement quotations and approximately 2,150 retirement benefits. Given the ongoing political uncertainty in Northern Ireland, many scheme employers have been unable to confirm with any degree of certainty whether or not they intend to proceed with further redundancies in 2019/20. Some larger employers have indicated that up to 800 early exits may occur in the next year and accordingly NILGOSC is retaining additional resources within its administration team to help meet the potential additional demand.
- 5.13 Stakeholder communication continues to feature heavily in the corporate plan for the year ahead with a number of actions around member and employer engagement. As set out in 5.5 above, the promotion of Member Self Service will be a key activity during 2019/20 however this is only one strand of NILGOSC's communication strategy, which seeks to continually improve members' awareness and understanding of their pension scheme and the important benefits available. The planned scheme changes and the further complexity that this will bring will undoubtedly create an additional challenge in 2019/20. The corporate plan also includes an operational action to refresh the website to improve the user experience and maximise functionality. From a scheme employer perspective, education seminars and engagement events continue to feature in the business plan for the year ahead. In particular, 2019/20 will see additional employer engagement on key issues such as scheme funding, the valuation and financial strength, as well as the exchange of scheme information via i-Connect and data quality.
- 5.14 From a governance perspective, 2019/20 will see a change in Committee composition following the departure of four members whose term of office expired on 31 December 2018. The absence of an NI Executive has to date prevented the Department for Communities in progressing new appointments however it is anticipated that new members will eventually be appointed during 2019/20. There is therefore a specific action in the corporate plan to provide tailored induction training and support to the new Chair and members.

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – 2021/22

- 5.15 As part of the corporate planning process, NILGOSC also considered emerging issues within the pensions sector and there are two specific live issues: GMP equalisation and the pension dashboard. Decisions are required at a UK government level which will dictate the action, if any, that NILGOSC needs to take however at the time of writing there is still considerable uncertainty as to the impact on public sector pension schemes. NILGOSC will continue to engage with relevant decision makers and will ensure adequate resources are deployed to meet requirements. At a wider level, NILGOSC continues to consider the impact of Brexit on its operations however; at the time of writing, it has not identified any adverse impact that would prevent it achieving its corporate objectives.
- 5.16 In order to achieve its corporate vision of providing an excellent and sustainable pension scheme, NILGOSC recognises that its staff remain its key business asset. Pensions are a niche area of technical expertise and attracting and retaining suitably skilled personnel is critical to achieving operational excellence and, as in previous years, the 2019/20 business plan includes a number of operational actions to help achieve this aim. Linked to this, NILGOSC recognises the ongoing importance of promoting equality of opportunity and fulfilling its Section 75 statutory obligations. Accordingly, the Corporate Plan includes a number of actions which relate specifically to NILGOSC's Equality Scheme and Action Plan.

6 Review of the Annual Corporate Plan 2017/18 and 2018/19

- 6.1 A review of NILGOSC's performance in the preceding full financial year, together with an estimate of performance for 2018/19, is attached at Annex C and Annex D respectively.
- 6.2 With respect to the 2018/19 year, a significant proportion of the annual plan is expected to be complete or on schedule as at 31 March 2019, with some longer-term projects and activities rolling forward into future periods. The following projects or activities are not expected to be complete or have a completion date which falls outwith the 2018/19 planning period and have been carried forward to this year's corporate plan:
- Implementation of an electronic document records management system
 - To implement automated receipt and straight through processing of data from employers (i-Connect)
 - Full office refurbishment
 - To implement the retention and disposal schedule
 - To provide tailored induction training and support for new Chair and Committee members.
- 6.3 The first two bullet points above relate to planned IT system developments that have fallen behind schedule in 2018/19 and have been rolled forward in the 2019/20 plan with a revised target date of 31 March 2020. Essential IT infrastructure and security enhancements and a period of recruitment for a new Governance Manager and IT Manager both impacted on planned progress for both systems during 2018/19. In addition, notification of a proposed payroll merger project by the Education Authority has forced a two to three-year delay on the initial target implementation date for i-Connect for the Scheme's largest employer. The third and fourth bullets have planned completion dates outwith the 2018/19 planning period and are carried forward in the 2019/20 business plan. The final bullet relates to the planned change in Committee composition which did not occur as expected in 2018/19 due to a decision by the Department for Communities not to proceed with a public appointments exercise in the absence of a Minister. This action has been rolled forward into the 2019/20 plan

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – 2021/22

in the expectation that the Department will take alternative action to fill existing Committee vacancies.

- 6.4 There are a further two operational actions which will not be achieved as developments arising during 2018 meant that they were no longer appropriate. The first relates to the action to establish a bespoke specification of NILGOSC's pension administration software needs. Following a series of meetings, NILGOSC has agreed to work collaboratively with 10 other LGPS funds to develop a National LGPS Framework for pension administration software. The collaborative procurement route chosen therefore negates the original requirement for NILGOSC to develop a bespoke specification. The second action relates to the collection of member email addresses, which had a target increase of 5% pa. The introduction of new GDPR requirements in May 2018, together with the planned implementation of Member Self Service, has led to a reconsideration of how NILGOSC collects and stores email addresses and communication preferences. Given the large number of legacy email addresses held, it is likely that the number of members electing for email communications will reduce going forward as NILGOSC is required to obtain specific consent for the use of email communications. The longer-term intention remains to promote electronic communications and a revised performance indicator has therefore been included in the 2019/20 business plan.
- 6.5 Based on actual results to 31 December 2018, service delivery performance falls within the range 92%-100% when measured against published in-house service standards.
- 6.6 Full details of the progress made in implementing the Corporate Plan 2018/19 will be included in the Annual Report and Accounts for the Year Ended 31 March 2019.

7 Aims and Key Objectives for 2019/20 to 2021/22

7.1 **Aim 1: To provide an effective service complying with the pension scheme regulations, good practice, other legislation and stakeholder expectations.**

7.1.1 Objectives

- To pay members' pension benefits, refunds and transfers promptly and accurately
- To credit pension contributions, transfers and other employer liabilities received promptly and accurately
- To provide members with information needed to make pension decisions promptly
- To pay death benefits promptly and accurately
- To ensure that all necessary action is taken on any change to scheme rules
- To ensure that systems and procedures comply with relevant legislation

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – 2021/22

- To ensure NILGOSC attracts and retains well trained personnel
- To ensure that the office environment meets the growing needs of stakeholders and staff
- To maintain accurate and complete member data

7.2 **Aim 2: To deliver an effective investment strategy in line with the actuarial profile of the fund.**

7.2.1 Objectives

- To value the scheme assets and liabilities and set contribution rates accordingly
- To invest scheme funds in accordance with the Statement of Investment Principles and the Statement of Responsible Investment.
- To review investment performance regularly
- To understand and adopt good practice in Public Sector pension fund management

7.3 **Aim 3: To promote the scheme and inform members and employers of their pension options.**

7.3.1 Objectives

- To actively encourage retention in, and new membership of, the Scheme
- To provide general scheme information to scheme employers, their employees, members, Trade Unions and pensioners through active engagement
- To provide members and employers with specific details of Regulation changes and relevant tax legislation changes
- To provide advice on the pensions implications of other changes such as public sector reorganisation

7.4 **Aim 4: To influence and inform the debate on the future of the Local Government Pension Scheme**

7.4.1 Objectives

- To influence changes to the LGPS and actively contribute to relevant consultations
- To engage with, and inform, interested parties and relevant decision makers
- To improve the Scheme Regulations for the benefit of employers and members

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – 2021/22

7.5 Aim 5: To undertake business in an efficient, effective and accountable manner as required of a public body.

7.5.1 Objectives

- To enhance corporate governance arrangements appropriate for a public body
- To maximise efficiency through the use of technology
- To manage change in an effective and timely manner

7.6 Aim 6: To promote equality of opportunity, good relations and to fulfil Section 75 obligations.

7.6.1 Objectives

- To assess the likely impact of policies on the promotion of equality of opportunity and good relations
- To ensure NILGOSC personnel policies promote equality of opportunity
- To ensure that NILGOSC meets or exceeds best practice as set out by the Equality Commission

8 Service Standards, Values and Targets

8.1 Values

NILGOSC is committed to providing a professional service to all its stakeholders. In carrying out its aims and objectives NILGOSC is committed to:

- responsiveness, taking action in a timely manner
- operational excellence through innovation
- collaboration to achieve shared goals
- fairness, embracing equality in its widest sense
- honesty, integrity and openness in our engagement with stakeholders
- sustainability, both as an investor and as a pension scheme
- maximising returns within acceptable risk parameters
- being understandable, providing simple, clear and complete information

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – 2021/22

8.2 Service Standards

Action	Service Standard*	Target
Retirement	To pay any lump sum due within 10 working days of the receipt of the relevant details.	90%
	To notify the pensioner of the pension payable within 10 working days of the receipt of the relevant details.	90%
Death	To pay the death grant and notify any dependants of the pension within 10 working days of the receipt of the relevant proofs of title.	90%
Early Leaver	To provide a statement of benefit options within 20 working days of notification.	90%
Refund	To pay within 10 working days of receiving a valid application.	90%
Transfer Out	To provide an estimate of the cash equivalent within 20 working days of request and receipt of relevant details.	90%
	To pay the cash equivalent within 10 working days of receiving authority.	90%
Transfer In	To provide an estimate of the amount to be credited to the member's pension account within 10 working days of receipt of relevant details.	90%
	To provide confirmation of the amount credited to the member's pension account within 20 working days of receiving the transfer payment.	90%
Quotation	To provide quotation requests within 10 working days.	90%
New Entrants	To process new entrants within 20 working days of receipt.	95%
Correspondence	To reply to correspondence within 10 working days.	95%
Members' Annual Report	To issue by 30 November each year.	100%
Pension Benefit Statements	To issue pension benefit statements to all members and deferred members within 5 months of year end.	100%
Monthly Pension	To pay all pensions by the last banking day each month.	100%
P60s issued to Pensioners	To issue P60s by 31 May each year	100%

8.3 Other Targets - Investment

NILGOSC has set an investment performance target at an overall Fund level. The target is to exceed the rate of increase in the Consumer Price Index (CPI) by 3.5% per annum, to be measured over a three and five year period. This target is reflected in the Corporate Plan 2019/20-2021/22.

8.4 NILGOSC's performance against all targets is reported in its Annual Report and Accounts which is available on the website (www.nilgosc.org.uk) or by contacting the Governance Manager.

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – 2021/22

9 Freedom of Information

- 9.1 The Committee believes that information about its plans, activities and services should be accessible to members of the public. The aim is to be open, transparent and proactive in our information provision, embracing the ethos of the Freedom of Information Act 2000 and responding to requests for information courteously and promptly, offering advice and assistance where necessary. This corporate plan forms part of NILGOSC's Publication Scheme, further information on which is accessible at www.nilgosc.org.uk/publication-scheme.

10 Costs of the Corporate Plan

- 10.1 The Corporate Plan for 2019/20 has been costed and a forecast of administration income and expenditure for the year ahead is attached at Annex A.

DRAFT

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – 2021/22

Annex A

Budget 2019/20

	£
STAFF COSTS	
Salaries	2,276,252
Pension Deficit Contributions	27,000
Superannuation	433,349
National Insurance	204,284
Staff Training & Travel	120,387
Chairman's Allowance	13,852
National Insurance	721
Committee's Training Expenses	18,956
Committee's Travel & Expenses	61,909
	3,156,710
OFFICE OVERHEADS	
Rates & Insurance	90,636
Electricity	19,560
Office Rent	8,500
Property Expenses	438
Office Service Charges	136,332
Office Cleaning & Consumables	9,414
	264,880
COMPUTER RUNNING COSTS	
Maintenance	468,426
Materials	21,960
	490,386
DEPRECIATION AND HIRE	
Computers	120,493
Fixtures & Fittings	11,640
Refurbishment	694
Templeton House	52,000
Software Amendment Income	(7,869)
	176,958
ADMINISTRATION	
Printing, Advertising & Stationery	172,104
Telephone and Communications	31,524
Postage	213,470
	417,098
PROFESSIONAL FEES	
Medicals	88,058
Actuary	149,000
Local Government Auditor	25,000
Internal Audit	28,080
Professional Advice	122,474
	412,612
GENERAL EXPENSES	
Bank Charges	9,000
Maintenance	13,284
Miscellaneous	16,419
	38,703
TOTAL EXPENDITURE	4,957,347
Recoverable Costs	108,347
NET EXPENDITURE	4,849,000

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – 2021/22

Annex B

Relationship between Corporate Aims, Business Objectives and Operational Action

Corporate Aim	Business Objective	Operational Action	Performance Indicator
1. To provide an effective service complying with the pension scheme regulations, good practice, other legislation and stakeholder expectations.	1.1 To pay members' pension benefits, refunds and transfers promptly and accurately	1.1.1 To pay monthly pensions promptly and accurately	Paid by last banking day of the month
		1.1.2 To pay pension lump sums promptly and accurately	Within 10 working days of the receipt of the relevant details
		1.1.3 To pay refunds of contributions promptly and accurately	Within 10 working days of receiving a valid application
		1.1.4 To pay transfer payments promptly and accurately	Pay the cash equivalent within 10 working days of receipt of required information
	1.2 To credit pension contributions, transfers and other employer liabilities received promptly and accurately	1.2.1 To collect monthly contributions and invest in scheme fund promptly	Within 10 working days of following month
		1.2.2 To update member records on receipt of annual returns from employers	For 100% of employers by 31 July
		1.2.3 To credit pension account on receipt of transfers into the scheme promptly	Provide confirmation within 20 working days of receiving the transfer payment
		1.2.4 To obtain and advise employers of actuarial costs and agree payment schedule promptly	Within 20 working days of receipt of information
	1.3 To provide members with information needed to make pension decisions promptly	1.3.1 To respond to member queries	Within 10 working days
		1.3.2 To provide members leaving the scheme with option choices	Provide a statement of benefit options within 20 working days of notification
		1.3.3 To provide members with benefit quotations on request.	Benefit quotations issued within 10 working days

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – 2020/21

Corporate Aim	Business Objective	Operational Action	Performance Indicator
		1.3.4 To provide members and deferred members with benefit statements	Benefit statements issued within 5 months of year end
		1.3.5 To provide members with annual allowance statements as applicable	Statements issued by 6 October
		1.3.6 To provide an estimate of a cetv	Within 20 working days of receipt of relevant details
	1.4 To pay death benefits promptly and accurately	1.4.1 To notify dependants of pensions payable	Within 10 working days of receipt of the relevant proof of title
		1.4.2 To pay death grants promptly	Within 10 working days of receipt of relevant proof of title
	1.5 To ensure that all necessary action is taken on any change to scheme rules.	1.5.1 Ensure that processes change to reflect regulation changes	Complete changes within 3 months of regulations made
		1.5.2 To train relevant staff on any regulation changes	Relevant staff trained on new regulations within 3 months of regulations made
		1.5.3 To have administration systems updated for any new or amended regulations	To have administration systems in place within 3 months of regulations made
		1.5.4 To update processes to reflect scheme changes arising from cost cap breach.	Processes updated within 6 months of regulations made
		1.5.5 To train staff on scheme changes arising from cost cap breach.	Staff trained on new regulations within 3 months of regulations made
		1.5.6 To update administration systems for scheme changes arising from cost cap breach.	To have pension software updated within 6 months of regulations made
	1.6 To ensure that systems and procedures comply with relevant legislation	1.6.1 To respond to Data Protection and Freedom of Information requests	Within 1 month (GDPR) or 20 days (FOI) of request
		1.6.2 To implement the Retention and Disposal Schedule	To complete implementation for electronic records by March 2020

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – 2020/21

Corporate Aim	Business Objective	Operational Action	Performance Indicator
	1.7 To ensure NILGOSC attracts and retains well trained personnel	1.7.1 To ensure all staff complete training plans and undertake appropriate training.	That all staff complete plans and that training is received.
		1.7.2 To utilise e-learning packages for mandatory corporate training, where appropriate.	All staff have successfully completed e-learning modules issued.
		1.7.3 To undertake a review of the staff structure and capacity.	Review completed by 31 March 2023
		1.7.4 To monitor staff retention and address any issues identified.	Staff turnover level maintained below 20%.
		1.7.5 To undertake a biennial staff satisfaction survey and address any issues identified	Staff survey completed by 31 March 2021
	1.8 To ensure that the office environment meets the growing needs of stakeholders and staff.	1.8.1 To maintain and improve office facilities to meet the ongoing needs of stakeholders and staff	Phase 3 completed by 31 March 2020. Full office refurbishment completed by 31 March 2021
1.9 To maintain accurate and complete member data	1.9.1 To undertake annual data matching and address tracing exercise	Reduce missing addresses at 31 December by 50%	
	1.9.2 To monitor and improve data quality and ensure common data quality meets TPR standards	Data scores calculated in line with TPR guidance and action taken in line with data improvement plan.	
2. To deliver an effective investment strategy in line with the actuarial profile of the fund.	2.1 To value the scheme assets and liabilities and set contribution rates accordingly	2.1.1 Undertake Actuarial valuation every 3 years.	Publish valuation by 31 March 2020
		2.1.2 To provide necessary information to GAD for cyclical cost cap valuations	Information provided by due date.

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – 2020/21

Corporate Aim	Business Objective	Operational Action	Performance Indicator
		2.1.3 To ensure employer contribution rates for 2019/20 implemented and deficit recovery contribution streams collected.	Collect minimum contributions due under current Rates & Adjustment certificate.
	2.2 To invest scheme funds in accordance with the Statement of Investment Principles and the Statement of Responsible Investment	2.2.1 To achieve investment performance in line with targets	NILGOSC fund target
		2.2.2 To monitor and regulate investment management	That no manager breaches investment guidelines and that under performance is promptly addressed
		2.2.3 To maximise income from scheme assets	Amount of income earned.
		2.2.4 Implement the Statement of Responsible Investment	Vote in as many company meetings as possible, recoup earnings through class actions and to engage with companies to improve governance.
		2.2.5 To implement the decisions from the Investment Strategy Review	Revised Investment Strategy implemented by 31 January 2020
	2.3 To review investment performance regularly	2.3.1 To undertake a balanced scorecard review of investment managers on a quarterly basis	Quarterly scorecard report completed
		2.3.2 To benchmark investment performance against LGPS peers	Annual benchmark report produced by 30 September
		2.3.3 To monitor investment management costs	Annual investment management fee report by 31 December
		2.3.4 To collate standardised cost data across externally managed portfolios.	Standardised data collated for period ended 31 March

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – 2020/21

Corporate Aim	Business Objective	Operational Action	Performance Indicator
	2.4 To understand and adopt good practice in Public Sector fund management	2.4.1 Review Statement of Investment Principles and Funding Strategy Statement	Revise FSS and revise SIP when necessary
		2.4.2 To monitor and manage employer covenants in line with Funding Strategy Statement	Review completed by 31 March 2020
	2.5 To work collaboratively on investment matters when suitable opportunities arise.	2.5.1 To explore the benefits of scale investing and share knowledge and expertise on opportunities in alternative private markets.	Collaboration with like-minded investors where mutually beneficial.
		2.5.2 To collaborate with like-minded investors on environmental, social and governance matters to support common goals.	To join collaborative initiatives and share knowledge and expertise where appropriate.
3. To promote the scheme and inform members and employers of their pension options.	3.1 To actively encourage retention in, and new membership of, the Scheme	3.1.1 To monitor the level of members opting-out of the scheme, understand the reasons and market the Scheme to non-members.	Maintain active membership levels at March 2015 levels.
	3.2 To provide general scheme information to scheme employers, their employees, members, Trade Unions and pensioners through active engagement	3.2.1 Publish comprehensive scheme literature and guidance	Within 3 months of Scheme changes
		3.2.2 Provide employee and employer seminars	Employer satisfaction rating as measured through annual satisfaction survey
		3.2.3 To lay the annual report in the NI Assembly.	In accordance with date agreed with Department
		3.2.4 To implement the Communications Strategy	Actions completed in line with target dates

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – 2020/21

Corporate Aim	Business Objective	Operational Action	Performance Indicator
	3.3 To provide members and employers with specific details of regulation changes and relevant tax legislation changes	3.3.1 Communication of any relevant regulation and tax changes	Within 3 months of regulations or changes being made
		3.3.2 To advise all new members of the benefits of the pension scheme	Issue information to new scheme members and membership certificates within 20 working days of receipt
	3.4 To provide advice on the pensions implication of other changes such as public sector reorganisation	3.4.1 Continue to work with affected bodies and staff to explain pension implications	Meetings with bodies, advice given to members, satisfaction with NILGOSC service. Representation on working groups
		3.4.2 Continue to monitor the implications of reorganisation on the ability to deliver a pension service.	Monitored quarterly by the senior management team
4. To influence and inform the debate on the future of the Local Government Pension Scheme	4.1 To influence changes to the LGPS and actively contribute to relevant consultations	4.1.1 To ensure that employers and recognised trade unions are aware of potential scheme changes	All employers informed of key potential scheme changes
		4.1.2 To respond to relevant Government consultation exercises	By consultation reply date
		4.1.3 To respond to parent Department consultation exercises	By consultation reply date
		4.1.4 To contribute to consultee groups e.g. PLSA, LGPC	To have representation on all groups
		4.1.5 To contribute to industry discussions around scheme simplification	To be represented at LGPS simplification discussions
	4.2 To engage with, and inform, interested parties and relevant decision makers	4.2.1 To identify interested parties and decision makers for relevant issues and ensure they are adequately briefed on the consequences for NILGOSC	Evidence of engagement

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – 2020/21

Corporate Aim	Business Objective	Operational Action	Performance Indicator
	4.3 To improve the Scheme Regulations for the benefit of employers and members	4.3.1 Identify potential changes to the existing regulations or draft regulations and lobby the Department to make the changes.	Formal notification of amendments to the Department
5. To undertake business in an efficient, effective and accountable manner as required of a public body	5.1 To enhance corporate governance arrangements appropriate for a public body	5.1.1 Respond to External Auditor letters	Within 10 working days
		5.1.2 Review of NILGOSC Internal Controls	Annually by 31 March
		5.1.3 Participate in data matching exercises as appropriate	Identify invalid payments and recoup losses.
		5.1.4 To test Business Continuity procedures and ensure effective	Annual test of Business Continuity Plan
		5.1.5 Maintain a Risk Register and take actions to mitigate identified risks	The Risk Register is compiled, reviewed quarterly and action identified is completed.
		5.1.6 To undertake a triennial review of the Organisation's Strategic Objectives	Review undertaken by 31 December 2021
		5.1.7 To undertake the retendering of goods and services	Tenders completed in line with procurement schedule
		5.1.8 To utilise relevant procurement frameworks to minimise costs and increase efficiency.	Frameworks utilised where they offer value for money and meet business needs.
		5.1.9 To ensure that all Committee members undertake appropriate training in line with good practice, guidance and legislation.	Each member has undertaken 40 hours of training/development per annum.

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – 2020/21

Corporate Aim	Business Objective	Operational Action	Performance Indicator
		5.1.10 To provide tailored induction training and support for new Chair and Committee members.	Induction completed within 2 months of appointment to Committee and relevant sub-committees.
	5.2 To maximise efficiency through the use of technology	5.2.1 Implementation of an Electronic Document Records Management System	System installed and operational by 31 March 2020
		5.2.2 To implement automated receipt and straight through processing of data from employers.	System operational by 31 March 2020
		5.2.3 To continue to collect member email addresses, automate email address updating and preferencing, and use email for publications if desired by the member	To have 10% members electing for e-communications by 31 March 2020
		5.2.4 To promote the take-up for Member Self Service across scheme membership	To achieve a 10% registration level for members by 31 March 2020
		5.2.5 To implement redesign of key pension administration processes.	To implement redesigned processes by 31 March 2020
		5.2.6 To implement a cloud-based hosting solution for IT infrastructure	Migration completed by 31 March 2020
		5.2.7 To undertake a website refresh	Website refresh completed by 31 March 2021
	5.3 To manage change in an effective and timely manner	5.3.1 To issue an internal newsletter to improve and promote staff communication	Newsletter issued quarterly.
		5.3.2 To establish project groups to manage projects on a timely and effective manner	Projects managed in accordance with industry standard methodology and in line with project timetable.

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – 2020/21

Corporate Aim	Business Objective	Operational Action	Performance Indicator
6. To promote equality of opportunity, good relations to fulfil Section 75 obligations	6.1 To assess the likely impact of policies on the promotion of equality of opportunity and good relations	6.1.1 Use the tools of screening and EQIA to determine the likely impact of any new policy	Screening and/or EQIA completed during the policy development or review process
	6.2 To ensure NILGOSC personnel policies promote equality of opportunity	6.2.1 To prepare s55 Report for Equality Commission	Report prepared by April 2020
		6.2.2 To record annual recruitment monitoring information	Report submitted by 1 May each year
	6.3 To ensure that NILGOSC meets or exceeds best practice as set out by the Equality Commission	6.3.1 To implement the Equality Scheme Action Plan 2018/19-2020/21	Actions completed in line with plan.
		6.3.2 To submit s75 Annual Progress Report to include publication of EQIA monitoring information	Submission to Equality Scheme by 31 August 2019
		6.3.3 To publicise Equality Scheme in routine publications	Equality Scheme publicised in Annual Report, Members' News, Deferred Members' News and Pensioners' News.

Northern Ireland Local Government Officers' Superannuation Committee

Annex C

Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
1. To provide an effective service complying with the pension scheme regulations, good practice, other legislation and stakeholder expectations.	1.1 To pay members' pension benefits, refunds and transfers promptly and accurately	1.1.1 To pay monthly pensions promptly and accurately	Paid by last banking day of the month	411,627 pensions paid. 100% paid by last banking day of month	Achieved
		1.1.2 To pay pension lump sums promptly and accurately	Within 10 working days of the receipt of the relevant details	2,352 pension lumpsums paid 88% within target Average time taken - 8 days	Substantially Achieved
		1.1.3 To pay refunds of contributions promptly and accurately	Within 10 working days of receiving a valid application	1,268 refunds paid 97% within target Average time taken -6 days	Achieved
		1.1.4 To pay transfer payments promptly and accurately	Pay the cash equivalent within 10 working days of receipt of required information	109 transfer outs paid 93% within target Average time taken -5 days	Achieved
		1.1.5 To reconcile member GMP data with those held by HMRC	Reconciliation completed by 31 March 2018	Project team in place and reconciliation ongoing to meet revised HMRC deadline of 31 Dec 2018	On Target
	1.2 To credit pension contributions, transfers and other employer liabilities received promptly and accurately	1.2.1 To collect monthly contributions and invest in scheme fund promptly	Within 10 working days of following month	Average of 2 employing authorities paid late per month. Credit Control Policy and Procedures applied and letters/late payment invoices issued as required.	Achieved
		1.2.2 To update member records on receipt of annual returns from employers	For 100% of employers by 31 July	All 182 returns received and reconciled	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.2.3 To credit pension account on receipt of transfers into the scheme promptly	Provide confirmation within 20 working days of receiving the transfer payment	247 transfer in confirmations provided 94% within target Average time taken- 8 days	Achieved
		1.2.4 To obtain and advise employers of actuarial costs and agree payment schedule promptly	Within 20 working days of receipt of information	All managed with target timescale	Achieved
	1.3 To provide members with information needed to make pension decisions promptly	1.3.1 To respond to member queries	Within 10 working days	7,792 items of correspondence answered 91% within target Average time taken- 5 days	Substantially Achieved
		1.3.2 To provide members leaving the scheme with option choices	Provide a statement of benefit options within 20 working days of notification	2,693 early leaver notifications provided 58% within target Average time taken - 33 days	Not Achieved
		1.3.3 To provide members with benefit quotations on request.	Benefit quotations issued within 10 working days	3,404 quotations issued 94% within target Average time taken- 5 days	Achieved
		1.3.4 To provide members and deferred members with benefit statements	Benefit statements issued within 5 months of year end	98.7% active member benefit statements issued by 31 August 2017. 89% deferred statements issued with the remainder unable to be issued due to missing addresses.	Substantially Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.3.5 To provide members with annual allowance statements as applicable	Statements issued by 6 October	100% annual allowance savings statements were issued by 6 October 2017	Achieved
		1.3.6 To provide an estimate of a cetv	Within 20 working days of receipt of relevant details	634 transfer out quotations provided 88% within target Average time taken - 10 days	Substantially Achieved
	1.4 To pay death benefits promptly and accurately	1.4.1 To notify dependants of pensions payable	Within 10 working days of receipt of the relevant proof of title	135 dependants' pension paid 93% within target Average time taken - 5 days	Achieved
		1.4.2 To pay death grants promptly	Within 10 working days of receipt of relevant proof of title	567 death grants paid 96% within target Average time taken – 2 days	Achieved
	1.5 To ensure that all necessary action is taken on any change to scheme rules.	1.5.1 Ensure that processes change to reflect regulation changes	Complete changes within 3 months of regulations made	No Scheme rule changes during the 2017/18 year.	On Target
		1.5.2 To train relevant staff on any regulation changes	Relevant staff trained on new regulations within 3 months of regulations made	No Scheme rule changes during the 2017/18 year.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.5.3 To have administration systems updated for any new or amended regulations	To have administration systems in place within 3 months of regulations made	No Scheme rule changes during the 2017/18 year.	On Target
		1.5.4 To monitor and improve data quality and ensure common data quality meets TPR standards	100% accuracy for post June 2010 data 95% legacy data deemed adequate	Pre June 2010 - 99.51% Post June 2010 - 99.72%	Substantially Achieved
	1.6 To ensure that systems and procedures comply with relevant legislation	1.6.1 To respond to Data Protection and Freedom of Information requests	Within 40 days (DPA) or 20 days (FOI) of request	18 FOI requests and 46 subject access requests (SARs) have been received in the year to date. All requests were responded to within the deadline.	Achieved
		1.6.2 To implement the Retention and Disposal Schedule	To dispose of records in accordance with the Schedule	Paper records due for disposal have been destroyed; further review required for files with mixed disposal dates. Disposal of electronic records cannot be implemented until EDRMS is in place (expected to commence 2019).	Caution

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	1.7 To ensure NILGOSC attracts and retains well trained personnel	1.7.1 To ensure all staff complete training plans and undertake appropriate training.	That all staff complete plans and that training is received.	As at 31 March 2018, 100% of appraisals (and training plans) have been completed. 1,530 hours of training have been recorded as completed in the year to 31 March 2018.	Achieved
		1.7.2 To continue to roll out e-learning packages for mandatory corporate training, where appropriate.	All staff have successfully completed e-learning modules issued.	In the year to 31 March 2018 staff have successfully completed e-learning modules in Data Protection; Freedom of Information; and Equality & Diversity. Refresher training on all e-learning packages took place in Q2 and Q3.	Achieved
		1.7.3 To undertake a review of the staff structure and capacity.	Review completed by 31 March 2019	No action due in current reporting period.	On Target
		1.7.4 To monitor staff retention and address any issues identified.	Staff turnover level maintained below 20%.	Turnover for 2018/19 was 21.3%. Figures are distorted by high number of short and fixed term contracts that terminated during 2017/18. Excluding this, annual turnover reduces to 13.0%.	Substantially Achieved
		1.7.5 To undertake a biennial staff satisfaction survey and address any issues identified	Staff survey completed by 31 March 2019	No action due in current reporting period.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	1.8 To ensure that the office environment meets the growing needs of stakeholders and staff.	1.8.1 To maintain and improve office facilities to meet the ongoing needs of stakeholders and staff	Full office refurbishment completed by 31 March 2020	No action due in current reporting period.	On Target
	1.9 To trace members who have not informed NILGOSC of address changes	1.9.1 To use external databases/tracing services to track down members with missing address information	To update address information within 10 working days.	3722 address changes processed 99% within target Average time taken - 1 days	Achieved
2. To deliver an effective investment strategy in line with the actuarial profile of the fund.	2.1 To value the scheme assets and liabilities and set contribution rates accordingly	2.1.1 Undertake Actuarial valuation every 3 years.	Publish valuation by 31 March 2020	Met with actuary to review the 2016 valuation process and consider improvements for 2019 valuation.	On Target
		2.1.2 To ensure employer contribution rates for 2017/18 implemented and deficit recovery contribution streams collected.	Collect minimum contributions due under current Rates & Adjustment certificate.	Contribution rates confirmed by all but one employer and the resulting overpayment will be picked up as part of the annual return exercise. Deficit recovery contributions were invoiced in April 2017 and all employing authorities have paid/made instalment payments.	Substantially Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	2.2 To invest scheme funds in accordance with the Statement of Investment Principles and the Statement of Responsible Investment	2.2.1 To achieve investment performance in line with targets	NILGOSC fund target	3 year and 5 year return to 31 March 2018 was ahead of fund target of CPI+5% by 1.9% and 3.4% respectively.	Achieved
		2.2.2 To monitor and regulate investment management	That no manager breaches investment guidelines and that under performance is promptly addressed	At 31 March 2018 no fund manager had breached investment guidelines and underperformance was addressed through the scorecard process.	Achieved
		2.2.3 To maximise income from scheme assets	Amount of income earned.	For year ended 31 March 2018: Commission Recapture £2,219 (program ended 13/12/17) Stock Lending: £2,034,250 Class Actions: £122,438	Achieved
		2.2.4 Implement the Statement of Responsible Investment	Vote in as many company meetings as possible, recoup earnings through class actions and to engage with companies to improve governance.	In the year ended 31 March 2018: Votes were cast at 582 meetings for 528 companies. 175 engagement letters were issued: 117 to UK companies; and 59 to European companies. 39 responses have been received. £122,437.58 recovered through class actions.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	2.3 To review investment performance regularly	2.3.1 To undertake a balanced scorecard review of investment managers on a quarterly basis	Quarterly scorecard report completed	Quarterly Scorecard reports completed and approved at relevant Management Committee meetings.	Achieved
		2.3.2 To benchmark investment performance against LGPS peers	Annual benchmark report produced by 30 September	Annual Benchmarking Report presented to the Committee in August 2017.	Achieved
		2.3.3 To monitor investment management costs	Annual investment management fee report by 31 December	Investment management costs monitored on an on-going basis. Report presented to the Committee in November 2017.	Achieved
		2.3.4 To implement standardised cost data collation across externally managed portfolios.	Standardised data collated for period ended 31 March 2018.	All investment managers have agreed to complete the LGPS Code of Transparency template for y/e 31 March 2018 by May 2018. All listed asset managers have formally signed up to the LGPS Code of Transparency.	On Target
	2.4 To understand and adopt good practice in Public Sector fund management	2.4.1 To undertake a review of the sustainability of the fund including future funding mechanisms	Review complete by March 2018	New rates dependant on covenant strength in place. Working with some employers to obtain guarantees. Investment strategy revised in December 2017 to reduce risk.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		2.4.2 Review Statement of Investment Principles and Funding Strategy Statement	Revise FSS and revise SIP when necessary	SIP reviewed and approved by the Committee in May 2017 and again in Feb 2018.	Achieved
		2.4.3 To monitor and manage employer covenants in line with Funding Strategy Statement	Mid-cycle review completed by 31 December 2017.	Work on mid-cycle review commenced Q4 17/18 with expected completion Q1 18/19.	Behind Target
		2.4.4 To model fund cashflows to inform future funding and investment strategies.	To undertake cashflow modelling by 31 March 2018	Cashflow analysis undertaken as part of Investment Strategy Review.	Achieved
	2.5 To work collaboratively on investment matters when suitable opportunities arise.	2.5.1 To explore the benefits of scale investing and share knowledge and expertise on opportunities in alternative private markets.	Collaboration with like-minded investors where mutually beneficial.	Co-investment activity is ongoing with 5 co-investments completed in the year to date.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		2.5.2 To collaborate with like-minded investors on environmental, social and governance matters to support common goals.	To join collaborative initiatives and share knowledge and expertise where appropriate.	NILGOSC was signatory to the following engagements during 2017/18: - Engagement on water risks in agricultural supply chains - Global Investor Letter to G7 and G20 Governments on Climate Change - Co-signed letter to an US Oil company regarding Methane Emissions - CDP's 2018 Climate Change, Water and Forests campaigns and the Carbon Action initiative. - CDP's 2018 Non-discloser engagement campaign. - Founding signatory of the Climate Action 100+	Achieved
3. To promote the scheme and inform members and employers of their pension options.	3.1 To actively encourage retention in, and new membership of, the Scheme	3.1.1 To monitor the level of members opting-out of the scheme, understand the reasons and market the Scheme to non-members.	Maintain active membership levels at March 2015 levels.	Active membership at March 2015 was 52,876. The number of active members at 31 March 2018 was 56,727.	Achieved
	3.2 To provide general scheme information to scheme	3.2.1 Publish comprehensive scheme literature and guidance	Within 3 months of Scheme changes	Literature updated where necessary and kept under review. No Scheme regulation changes.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	employers, their employees, members, Trade Unions and pensioners through active engagement	3.2.2 Provide employee and employer seminars	Employer satisfaction rating as measured through annual satisfaction survey	15 employer seminars (4 Scheme Benefits, 8 General Admin, 1 Annual Allowance, 1 APP and 2 form-filling) were provided on request and one all employer Data Improvement Seminar was held in November with 151 attendees.	Achieved
		3.2.3 To lay the annual report in the NI Assembly.	In accordance with date agreed with Department	Annual Report and Accounts 2016/17 laid in the NI Assembly on 5 September 2017 as agreed with the Department.	Achieved
		3.2.4 To implement the Communications Strategy	Actions completed in line with target dates	Deferred statements issued, automatic enrolment section of website completed, print tender completed, satisfaction surveys completed, website updated for new tax year, active benefit statements issued, videos added to website, annual allowance statements issued, internal staff briefings.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	3.3 To provide members and employers with specific details of regulation changes and relevant tax legislation changes	3.3.1 Communication of any relevant regulation and tax changes	Within 3 months of regulations or changes being made	Changes to automatic enrolment rules and HMRC rules advised to employers by circular. Lifetime allowance literature updated.	Achieved
		3.3.2 To advise all new members of the benefits of the pension scheme	Issue information to new scheme members and membership certificates within 20 working days of receipt	11,071 new members created 99% within target Average time taken - 14 days	Achieved
	3.4 To provide advice on the pensions implication of other changes such as public sector reorganisation	3.4.1 Continue to work with affected bodies and staff to explain pension implications	Meetings with bodies, advice given to members, satisfaction with NILGOSC service. Representation on working groups	Engagement ongoing	Achieved
		3.4.2 Continue to monitor the implications of reorganisation on the ability to deliver a pension service.	Monitored quarterly by the senior management team	Redundancy project team managed additional demand from early exit schemes during 2017/18	Achieved
4. To influence and inform the debate on the	4.1 To influence changes to the LGPS and actively	4.1.1 To ensure that employers are aware of potential scheme changes	All employers informed of key potential scheme changes	Employers advised where relevant	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
future of the Local Government Pension Scheme	contribute to relevant consultations	4.1.2 To respond to relevant Government consultation exercises	By consultation reply date	None relevant in 2017/18	On Target
		4.1.3 To respond to parent Department consultation exercises	By consultation reply date	None relevant in 2017/18	On Target
		4.1.4 To contribute to consultee groups eg NAPF, LGPC, LAPFF etc	To have representation on all groups	NILGOSC represented at appropriate meetings	Achieved
	4.2 To engage with, and inform, interested parties and relevant decision makers	4.2.1 To identify interested parties and decision makers for relevant issues and ensure they are adequately briefed on the consequences for NILGOSC	Evidence of engagement	Engaged with Scheme Advisory Board, DfC, and LGPS bodies in GB.	Achieved
	4.3 To improve the Scheme Regulations for the benefit of employers and members	4.3.1 Identify potential changes to the existing regulations or draft regulations and lobby the Department to make the changes.	Formal notification of amendments to the Department	Advised DfC. Waiting for Minister to be appointed to make regulations.	Achieved
5. To undertake business in an efficient, effective and accountable manner as	5.1 To enhance corporate governance arrangements appropriate for a public body	5.1.1 Respond to External Auditor letters	Within 10 working days	External Auditor letter responded to in 4 working days.	Achieved
		5.1.2 Review of NILGOSC Internal Controls	Annually by 31 March	Governance Statement reflects review of internal controls.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
required of a public body		5.1.3 Participate in data matching exercises as appropriate	Identify invalid payments and recoup losses.	All 464 matches identified through 16/17 NFI exercise processed. 3 overpayments of £4k identified and repaid (£0.2k written off). Recovery of overpayments identified through 12/13 and 14/15 exercise continues to be pursued. Continued participation in monthly data sharing with the General Register Office to identify deaths on a timely basis.	Achieved
		5.1.4 To test Business Continuity procedures and ensure effective	Annual test of Business Continuity Plan	The annual test of the BCP for 2017/18 was undertaken w/c 9 April 2018. The test was successful and recommendations to be implemented in Q1 2018/19. An audit review of the BCP was also completed in August 2017 and actions ongoing to address recommendations.	Achieved
		5.1.5 Maintain a Risk Register and take actions to mitigate identified risks	The Risk Register is compiled, reviewed quarterly and action identified is completed.	The 17/18 Risk Register was agreed by SMT, ARAC and the Committee in June 2017, with further changes approved in August and November 2017. Quarterly reviews have been	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
				undertaken throughout the year.	
		5.1.6 To undertake a triennial review of the Organisation's Strategic Objectives	Review undertaken by 31 December 2018	No action due in current reporting period.	On Target
		5.1.7 To undertake the retendering of goods and services	Tenders completed in line with procurement schedule	A new Procurement Officer commenced in post in November 2017 and tenders are being planned in line with the updated procurement schedule.	On Target
		5.1.8 To utilise relevant procurement frameworks to minimise costs and increase efficiency.	Frameworks utilised where they offer value for money and meet business needs.	Procurement frameworks are being utilised where possible.	On Target
		5.1.9 To ensure that all Committee members undertake appropriate training in line with good practice, guidance and legislation.	Each member has undertaken 40 hours of training/development per annum.	Committee members completed 796 hours of training to date. Only one member did not meet the CPD target for the year.	Substantially Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.1.10 To provide tailored induction training and support for new Chair and Committee members.	Induction completed within 2 months of appointment to Committee and relevant sub-committees.	No new Committee members were appointed during the period.	On Target
	5.2 To introduce IT developments and other procedures in order to improve efficiency	5.2.1 Implementation of an Electronic Document Records Management System	System installed and operational by 31 March 2019	SharePoint identified as the solution for an EDRMS however implementation delayed due to other ongoing projects.	Caution
		5.2.2 To implement automated receipt and straight through processing of data from employers.	System operational for all large employers by 31 December 2018	Contracts were finalised mid-February 2018. Operational date for large employers has been revised to March 2019 in the 18/19 Corporate Plan.	On Target
		5.2.3 To continue to collect member email addresses, automate email address updating and preferencing, and use email for publications if desired by the member	Increase members opting for electronic publications by March 2018 by 10%	Increase in members electing for electronic publications of 18%.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.2.4 To implement an integrated system to allow for direct access to services by members.	System operational by December 2017	Member Self Serve (MSS) identified as preferred system. Software installed and testing commenced in December 2017. Roll-out delayed due to issues identified during testing.	Behind Target
		5.2.5 To review and redesign key pension administration processes.	Review completed by September 2018.	Site visits to Lothian and Strathclyde pension funds. Project team in place and workflows being reviewed.	On Target
		5.2.6 To establish a bespoke specification of NILGOSC's pension administration software needs	Specification prepared by 31 December 2018	Existence and potential for framework agreements has been checked and a high level project plan drafted.	Caution
	5.3 To manage change in an effective and timely manner	5.3.1 To issue an internal newsletter to improve and promote staff communication	Newsletter issued quarterly.	Templeton Times issued on a quarterly basis.	Achieved
		5.3.2 To establish project groups to manage projects on a timely and effective manner	Projects managed in accordance with PRINCE 2 methodology and in line with project timetable.	Projects managed in line with Prince 2 methodology where appropriate. Some IT projects may be better managed using Agile methodology and this will be explored going forward. Project Co-ordinator commenced in post in November 2017.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
6. To be committed to the need to promote equality of opportunity, the desirability of promoting good relations and the fulfilment of the Section 75 obligations	6.1 To assess the likely impact of policies on the promotion of equality of opportunity and good relations	6.1.1 Use the tools of screening and EQIA to determine the likely impact of any new policy	Screening and/or EQIA completed during the policy development or review process	Six policies were equality screened during the period. No EQIAs were deemed necessary.	Achieved
	6.2 To ensure NILGOSC personnel policies promote equality of opportunity	6.2.1 To prepare s55 Report for Equality Commission	Report prepared by April 2017	Report for the 3-year period to 1 January 2017 was prepared by end March 2017	Achieved
		6.2.2 To record annual recruitment monitoring information	Report submitted by 1 May each year	Report for the year to 1 January 2017 submitted to ECNI in February 2017, in advance of the May 2017 deadline.	Achieved
	6.3 To ensure that NILGOSC meets or exceeds best practice as set out by the Equality Commission	6.3.1 To implement the Equality Scheme Action Plan 2015/16-2017/18	Actions completed in line with plan.	The 2015-18 Action Plan was substantially implemented and any actions not addressed in the period carried forward in 2018-21 Action Plan, where appropriate. The new 2018-21 Action Plan was issued for consultation in February 2018.	Achieved
		6.3.2 To submit s75 Annual Progress Report to include publication of EQIA monitoring information	Submission to Equality Scheme by 31 August 2017	The s75 Annual Progress Report was submitted to the Equality Commission by the deadline of 31 August 2017.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee
Corporate Plan 2017/18 – 2019/20 – Actual Performance at 31 March 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		6.3.3 To publicise Equality Scheme in routine publications	Equality Scheme publicised in Annual Report, Members' News, Deferred Members' News and Pensioners' News.	Publicised in 2016/17 Annual Report and all member group newsletters.	Achieved

Key:

Achieved	Target Met
On Target	Substantially Achieved (>90%) or Progress in line with Plan
Caution	Moderately Behind Target (between 75% and 90%)
Behind Target/ Not Achievable	Significantly Behind Target (>75%) or Not Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Annex D

Corporate Plan 2018/19 – 2020/21 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
1. To provide an effective service complying with the pension scheme regulations, good practice, other legislation and stakeholder expectations.	1.1 To pay members' pension benefits, refunds and transfers promptly and accurately	1.1.1 To pay monthly pensions promptly and accurately	Paid by last banking day of the month	321,778 pensioners paid YTD. All paid by last banking day of the month	On Target
		1.1.2 To pay pension lump sums promptly and accurately	Within 10 working days of the receipt of the relevant details	2,027 pension lumpsums paid YTD. Average time taken 6 days	On Target
		1.1.3 To pay refunds of contributions promptly and accurately	Within 10 working days of receiving a valid application	1394 refunds paid YTD. Average time taken 4 days	On Target
		1.1.4 To pay transfer payments promptly and accurately	Pay the cash equivalent within 10 working days of receipt of required information	74 transfer outs paid YTD. Average time taken 6 days	On Target
		1.1.5 To reconcile member GMP data with those held by HMRC	Reconciliation completed by 31 December 2018	Reconciliation completed. 38401 queries identified and all have been reviewed by the project team.	Achieved
	1.2 To credit pension contributions, transfers and other employer liabilities received promptly and accurately	1.2.1 To collect monthly contributions and invest in scheme fund promptly	Within 10 working days of following month	A minimal number of non-reportable breaches in terms of late contributions up to end Q2 2018.	On Target
		1.2.2 To update member records on receipt of annual returns from employers	For 100% of employers by 31 July	All returns posted by deadline	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.2.3 To credit pension account on receipt of transfers into the scheme promptly	Provide confirmation within 20 working days of receiving the transfer payment	210 transfer in confirmations provided YTD. Average time taken 8 days	On Target
		1.2.4 To obtain and advise employers of actuarial costs and agree payment schedule promptly	Within 20 working days of receipt of information	Employers advised of costs within timescales.	On Target
	1.3 To provide members with information needed to make pension decisions promptly	1.3.1 To respond to member queries	Within 10 working days	5862 items of correspondence answered YTD Average time taken 4 days	On Target
		1.3.2 To provide members leaving the scheme with option choices	Provide a statement of benefit options within 20 working days of notification	2006 early leaver notifications provided YTD Average time taken 11 days	On Target
		1.3.3 To provide members with benefit quotations on request.	Benefit quotations issued within 10 working days	3425 quotations issued YTD Average time taken 5 days	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.3.4 To provide members and deferred members with benefit statements	Benefit statements issued within 5 months of year end	Benefit statements were issued to 99.6% of active members (54,224 members) by 31 August 2018. Deferred benefit statements were issued to 24,134 deferred members by the end of May. This represented 89.3% of the deferred membership. Overall benefit statements were issued to 96.2% of the membership by the deadline.	Substantially Achieved
		1.3.5 To provide members with annual allowance statements as applicable	Statements issued by 6 October	Annual allowance statements for 2017/18 were issued to 131 members as part of the bulk annual allowance exercise	Achieved
		1.3.6 To provide an estimate of a cetv	Within 20 working days of receipt of relevant details	490 transfer out quotations provided YTD Average time taken 6 days	On Target
	1.4 To pay death benefits promptly and accurately	1.4.1 To notify dependants of pensions payable	Within 10 working days of receipt of the relevant proof of title	80 dependants' pension paid YTD Average time taken 3 days	On Target
		1.4.2 To pay death grants promptly	Within 10 working days of receipt of relevant proof of title	781 death grants paid YTD. Average time taken 2 days	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	1.5 To ensure that all necessary action is taken on any change to scheme rules.	1.5.1 Ensure that processes change to reflect regulation changes	Complete changes within 3 months of regulations made	No regulation changes.	On Target
		1.5.2 To train relevant staff on any regulation changes	Relevant staff trained on new regulations within 3 months of regulations made	No regulation changes.	On Target
		1.5.3 To have administration systems updated for any new or amended regulations	To have administration systems in place within 3 months of regulations made	No regulation changes.	On Target
		1.5.4 To monitor and improve data quality and ensure common data quality meets TPR standards	Data scores calculated in line with TPR guidance and action taken in line with data improvement plan.	Common - 94.7% Scheme specific - 91.3%. Action plan in place and is reviewed on a quarterly basis.	On Target
	1.6 To ensure that systems and procedures comply with relevant legislation	1.6.1 To respond to Data Protection and Freedom of Information requests	Within 1 month (GDPR) or 20 days (FOI) of request	27 SARs and 17 FOI requests have been received in the year to date. All SARs have been responded to within deadline. One email FOI request was not sent to the correct recipient and was responded to outside of the statutory deadline.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.6.2 To update policies, procedures and literature to ensure compliance with GDPR	All documentation updated by 25 May 2018	Data Protection Policy and related procedures updated by 25 May 2018. Privacy Notices, Data Processing Agreements, New Member Pack and relevant forms were also updated by 25 May 2018.	Achieved
		1.6.3 To train staff on GDPR requirements	Staff training complete by 30 April 2018	All staff trained by Pinsent Masons. Relevant staff who administer SAR queries received specific training on 18 May 2018. GDPR e-learning training provided to new staff on induction.	Achieved
		1.6.4 To implement the Retention and Disposal Schedule	To complete implementation for electronic records by March 2020	EDRMS project delayed pending new IT Manager and Corporate Support Officer being in post. The EDRMS will facilitate the electronic disposal of records. A process for an annual disposal of paper records is being developed.	On Target
	1.7 To ensure NILGOSC attracts and retains well trained personnel	1.7.1 To ensure all staff complete training plans and undertake appropriate training.	That all staff complete plans and that training is received.	Individual Training Plans were completed through the annual appraisal process by the deadline of 31/7/2018. Staff completed a total of 700.5 hours of training in the nine months ended 31/12/2018.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.7.2 To utilise e-learning packages for mandatory corporate training, where appropriate.	All staff have successfully completed e-learning modules issued.	Staff have completed Data Protection, Freedom of Information and Equality and Diversity modules as required.	On Target
		1.7.3 To undertake a review of the staff structure and capacity.	Review completed by 31 March 2019	Action not yet due.	On Target
		1.7.4 To monitor staff retention and address any issues identified.	Staff turnover level maintained below 20%.	Quarter to 30 September 2018 - 8.99%; Year to 30 September 2018 - 23.33% (excluding FTC: 4.49% and 12.22% respectively)	On Target
		1.7.5 To undertake a biennial staff satisfaction survey and address any issues identified	Staff survey completed by 31 March 2019	Action not yet due.	On Target
	1.8 To ensure that the office environment meets the growing needs of stakeholders and staff.	1.8.1 To maintain and improve office facilities to meet the ongoing needs of stakeholders and staff	Full office refurbishment completed by 31 March 2020	Phase 1 works completed during Q2	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
2. To deliver an effective investment strategy in line with the actuarial profile of the fund.	2.1 To value the scheme assets and liabilities and set contribution rates accordingly	2.1.1 Undertake Actuarial valuation every 3 years.	Publish valuation by 31 March 2020	Data for active, deferred, pensioner, dependant and undecided members covering the period from 1 April 1998 to 31 March 2018 was sent to the actuary to allow experience analysis and preliminary work on demographic assumptions. Work is ongoing on the data queries raised.	On Target
		2.1.2 To ensure employer contribution rates for 2018/19 implemented and deficit recovery contribution streams collected.	Collect minimum contributions due under current Rates & Adjustment certificate.	100% Employing Authorities have either completely paid or are making good on commitment to annual deficit recovery schedules.	On Target
	2.2 To invest scheme funds in accordance with the Statement of Investment Principles and the Statement of Responsible Investment	2.2.1 To achieve investment performance in line with targets	NILGOSC fund target	3 and 5 year return to 30 June 2018 was ahead of fund target of CPI+3.5% by 6.57% and 4.36% respectively.	On Target
		2.2.2 To monitor and regulate investment management	That no manager breaches investment guidelines and that under performance is promptly addressed	As at 31 December 2018 no fund manager had breached investment guidelines and underperformance was addressed through the scorecard process	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		2.2.3 To maximise income from scheme assets	Amount of income earned.	Stock Lending income: £1,719,585.33 to 31 December 2018 Class actions income to 31 December 2018: £52,692.89	On Target
		2.2.4 Implement the Statement of Responsible Investment	Vote in as many company meetings as possible, recoup earnings through class actions and to engage with companies to improve governance.	Up to 31 December 2018; votes were cast at 474 meetings for 439 companies. 131 engagement letters were issued: 83 to UK companies; and 48 to European companies. 20 responses have been received to date (18 UK and 4 European). £52,692.89 recovered through class actions to YTD.	On Target
		2.2.5 To implement the decisions from the Investment Strategy Review	Revised Investment Strategy implemented by 30 September 2019	Action taken in line with planned transition to new strategy.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	2.3 To review investment performance regularly	2.3.1 To undertake a balanced scorecard review of investment managers on a quarterly basis	Quarterly scorecard report completed	Quarterly Scorecard reports completed and approved at relevant Management Committee meetings.	On Target
		2.3.2 To benchmark investment performance against LGPS peers	Annual benchmark report produced by 30 September	Report presented to Committee on 29 August 2018	Achieved
		2.3.3 To monitor investment management costs	Annual investment management fee report by 31 December	Investment management costs monitored on an on-going basis. A report was presented to the Management Committee at its November meeting.	On Target
		2.3.4 To collate standardised cost data across externally managed portfolios.	Standardised data collated for period ended 31 March	All managers have provided completed templates as at 31 March 2018 and the officers will request the templates again for year ended 31 March 2019. KAS bank has been engaged to produce a summary of 2018 cost data.	On Target
	2.4 To understand and adopt good practice in Public Sector fund management	2.4.1 Review Statement of Investment Principles and Funding Strategy Statement	Revise FSS and revise SIP when necessary	SIP reviewed and approved by the Committee in February 2018. Initial review of FSS underway ahead of 2019 valuation.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		2.4.2 To monitor and manage employer covenants in line with Funding Strategy Statement	Review completed by 31 March 2019	Review ongoing.	On Target
	2.5 To work collaboratively on investment matters when suitable opportunities arise.	2.5.1 To explore the benefits of scale investing and share knowledge and expertise on opportunities in alternative private markets.	Collaboration with like-minded investors where mutually beneficial.	Continued collaboration with LPF on infrastructure with one co-investment during year to date.	On Target
		2.5.2 To collaborate with like-minded investors on environmental, social and governance matters to support common goals.	To join collaborative initiatives and share knowledge and expertise where appropriate.	In the period up to 31 December 2018 NILGOSC was involved in a number of global initiatives.	On Target
3. To promote the scheme and inform members and employers of their pension options.	3.1 To actively encourage retention in, and new membership of, the Scheme	3.1.1 To monitor the level of members opting-out of the scheme, understand the reasons and market the Scheme to non-members.	Maintain active membership levels at March 2015 levels.	Active member level at 31 March 2015 was 52,876. The number of active members at 31 December 2018 was 57,919.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	3.2 To provide general scheme information to scheme employers, their employees, members, Trade Unions and pensioners through active engagement	3.2.1 Publish comprehensive scheme literature and guidance	Within 3 months of Scheme changes	No regulation changes.	On Target
		3.2.2 Provide employee and employer seminars	Employer satisfaction rating as measured through annual satisfaction survey	Seventeen seminars were carried out - 15 Scheme Benefits, 1 Pension Funding and 1 Pension Information Clinic.	On Target
		3.2.3 To lay the annual report in the NI Assembly.	In accordance with date agreed with Department	Accounts approved, signed and laid before Assembly on 11 September 2018 as agreed with the Department for Communities. No recommendations in the 2017/18 RTTCWG and 2016/17 management recommendations cleared by external auditors.	Achieved
		3.2.4 To implement the Communications Strategy	Actions completed in line with target dates	Actions substantially completed up to 31 December 2018.	On Target
	3.3 To provide members and employers with specific details of regulation changes and relevant tax legislation changes	3.3.1 Communication of any relevant regulation and tax changes	Within 3 months of regulations or changes being made	No relevant changes.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		3.3.2 To advise all new members of the benefits of the pension scheme	Issue information to new scheme members and membership certificates within 20 working days of receipt	9,526 new member packs issued YTD.	On Target
	3.4 To provide advice on the pensions implication of other changes such as public sector reorganisation	3.4.1 Continue to work with affected bodies and staff to explain pension implications	Meetings with bodies, advice given to members, satisfaction with NILGOSC service. Representation on working groups	Attendance as required	On Target
		3.4.2 Continue to monitor the implications of reorganisation on the ability to deliver a pension service.	Monitored quarterly by the senior management team	Considered monthly by way of separate agenda item at SMT	On Target
4. To influence and inform the debate on the future of the Local Government Pension Scheme	4.1 To influence changes to the LGPS and actively contribute to relevant consultations	4.1.1 To ensure that employers and recognised trade unions are aware of potential scheme changes	All employers informed of key potential scheme changes	Circular 08/2018 and 11/2018 issued to advise employers and Trade Unions of Government announcement on public service pension schemes, Department of Finance and Department for Communities consultations.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		4.1.2 To respond to relevant Government consultation exercises	By consultation reply date	Responded to DoF Directions consultation	On Target
		4.1.3 To respond to parent Department consultation exercises	By consultation reply date	None to date	On Target
		4.1.4 To contribute to consultee groups eg PLSA, LGPC etc	To have representation on all groups	Representation continued.	On Target
	4.2 To engage with, and inform, interested parties and relevant decision makers	4.2.1 To identify interested parties and decision makers for relevant issues and ensure they are adequately briefed on the consequences for NILGOSC	Evidence of engagement	No significant issues regarding NILGOSC but did communicate with employers and TUs on Cost-Cap implications	On Target
	4.3 To improve the Scheme Regulations for the benefit of employers and members	4.3.1 Identify potential changes to the existing regulations or draft regulations and lobby the Department to make the changes.	Formal notification of amendments to the Department	Department updated with list of outstanding issues. Advised Department on implications of Cost-Cap and of a number of options for improving benefits	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
5. To undertake business in an efficient, effective and accountable manner as required of a public body	5.1 To enhance corporate governance arrangements appropriate for a public body	5.1.1 Respond to External Auditor letters	Within 10 working days	All requests for information provided in a timely fashion prior to and during annual external audit. 2017-18 auditor's report confirmed 2016/17 recommendation fully addressed and no further recommendations in 2017/18 RTTCWG.	Achieved
		5.1.2 Review of NILGOSC Internal Controls	Annually by 31 March	Governance statement published.	Achieved
		5.1.3 Participate in data matching exercises as appropriate	Identify invalid payments and recoup losses.	3 overpayments, identified in the 2016/17 NFI exercise totaling approximately £4k, have all have been repaid with £0.2k written off. NILGOSC is continuing to pursue the recovery of the overpayments identified through previous NFI data matching exercises. Data for the 2018 NFI data matching exercise was successfully uploaded on 8 October 2018.	On Target
		5.1.4 To test Business Continuity procedures and ensure effective	Annual test of Business Continuity Plan	The annual Business Continuity Plan test for 2017/18 was successfully completed on 13 April 2018 and reported to the ARAC on 4 June. The next annual test will be scheduled for Q1 2019.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.1.5 Maintain a Risk Register and take actions to mitigate identified risks	The Risk Register is compiled, reviewed quarterly and action identified is completed.	The annual review of the risk register was undertaken on 30 April. The new Risk Register 2018/19 was approved by the ARAC on 4 June and by the Management Committee on 19 June and is subject to quarterly reviews.	On Target
		5.1.6 To undertake a triennial review of the Organisation's Strategic Objectives	Review undertaken by 31 December 2018	Consultation launched in May 2018 and concluded August 2018. Revised Strategic Objectives approved by Committee on 25 September 2018.	Achieved
		5.1.7 To undertake the retendering of goods and services	Tenders completed in line with procurement schedule	New Contracts Management policy and procedures introduced Q1 2019. Procurements schedule and contracts register reviewed to ensure procurement actions are conducted efficiently and in line with current regulatory and best practice guidelines.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.1.8 To utilise relevant procurement frameworks to minimise costs and increase efficiency.	Frameworks utilised where they offer value for money and meet business needs.	All opportunities to exploit collaborative frameworks being explored. Moved to NICS collaborative electricity supplier Q2 18. Founder member in both legal services and pensions software framework. Proposal to transition to NICS collaborative framework for banking services under review.	On Target
		5.1.9 To ensure that all Committee members undertake appropriate training in line with good practice, guidance and legislation.	Each member has undertaken 40 hours of training/development per annum.	At the end of Q3, the Committee has exceeded its collective target of 390 hours by an additional 188.5 hours. Two Committee members have not met their individual target of 30 hours for the period.	On Target
		5.1.10 To provide tailored induction training and support for new Chair and Committee members.	Induction completed within 2 months of appointment to Committee and relevant sub-committees.	No new Committee members have been appointed during the period.	On Target
	5.2 To introduce IT developments and other procedures in order to improve efficiency	5.2.1 Implementation of an Electronic Document Records Management System	System installed and operational by 31 March 2019	Project scoping commenced in October 2018. The project is on hold pending replacement IT Manager and Corporate Support Officer being recruited.	Caution

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.2.2 To implement automated receipt and straight through processing of data from employers.	System operational for large employers by 31 March 2019	Project has been deferred until supporting IT infrastructure can be put in place.	Not Achievable
		5.2.3 To continue to collect member email addresses, automate email address updating and preferencing, and use email for publications if desired by the member.	Increase members opting for electronic publications by March 2019 by 5%	21,484 members were electing for email communications at 31 March 2018. 26,832 email addresses were held at 31 December 2018. Review of communication preferences to commence in Q4.	Caution
		5.2.4 To promote the take-up for Member Self Service across scheme membership	To achieve a 5% registration level for members by 31 March 2019	Testing was completed and roll-out commenced in November 2018. The system has been successfully rolled out to pensioner and deferred members and will be rolled out to active members in January, completing in February 2019.	On Target
		5.2.5 To review and redesign key pension administration processes.	Review completed by September 2018.	54/55 processes reviewed by pension admin staff and recommendations for redesign made where necessary	Substantially Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.2.6 To establish a bespoke specification of NILGOSC's pension administration software needs	Specification prepared by 31 December 2018	NILGOSC has agreed to work together with 11 LGPS funds to assess the viability of establishing a National LGPS Framework for Pensions Administration software. This work has the support of MHCLG, the SAB and the LGA. This course of action negates the need for this operational action.	Not Achievable
	5.3 To manage change in an effective and timely manner	5.3.1 To issue an internal newsletter to improve and promote staff communication	Newsletter issued quarterly.	Templeton Times was issued to staff on 29 June, 1 October and 20 December.	On Target
		5.3.2 To establish project groups to manage projects on a timely and effective manner	Projects managed in accordance with PRINCE 2 methodology and in line with project timetable.	Project Co-Ordinator supports all project leads to scope the project and develop a plan to suit the project environment using tailored PRINCE 2 methodology, as appropriate. Projects are monitored, updated and supported throughout. Projects currently being supported are the refurbishment of Templeton House, i-connect, change in banking provider and EDRMS.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
6. To be committed to the need to promote equality of opportunity, the desirability of promoting good relations and the fulfillment of the Section 75 obligations	6.1 To assess the likely impact of policies on the promotion of equality of opportunity and good relations	6.1.1 Use the tools of screening and EQIA to determine the likely impact of any new policy	Screening and/or EQIA completed during the policy development or review process	Policies screened as part of policy review cycle.	On Target
	6.2 To ensure NILGOSC personnel policies promote equality of opportunity	6.2.1 To prepare s55 Report for Equality Commission	Report prepared by April 2020	Report not due in 2018-19.	On Target
		6.2.2 To record annual recruitment monitoring information	Report submitted by 1 May each year	The annual monitoring report (for the year ended 1 Jan 2018) was submitted on 26 April 2018	Achieved
	6.3 To ensure that NILGOSC meets or exceeds best practice as set out by the Equality Commission	6.3.1 To implement the Equality Scheme Action Plan 2018/19-2020/21	Actions completed in line with plan.	Progress against actions are monitored on a six-monthly basis by the SMT.	On Target
		6.3.2 To submit s75 Annual Progress Report to include publication of EQIA monitoring information	Submission to Equality Scheme by 31 August 2018	Report completed and submitted to ECNI by 31 August 2018.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		6.3.3 To publicise Equality Scheme in routine publications	Equality Scheme publicised in Annual Report, Members' News, Deferred Members' News and Pensioners' News.	Inclusion in Annual Report 2018/19	On Target

Key:

Achieved	Target Met
On Target	Substantially Achieved (>90%) or Progress in line with Plan
Caution	Moderately Behind Target (between 75% and 90%)
Behind Target/ Not Achievable	Significantly Behind Target (>75%) or Not Achieved