



Corporate Plan

2020/21 – 2022/23

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2020/21 – 2022/23

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 2020 to 31 March 2023.
- 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 2020/21 – 2022/23

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 consistency of strategic objectives across different corporate planning periods.

- 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, together with an understanding of 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 2023 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 2020/21 – 2022/23

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 2020/21 is the mid-year in the current three year strategic planning period and is also one which brings continued uncertainty to the funding and administration of public sector pensions. The UK Government introduced reforms to public sector pensions in 2015, meaning most public sector workers were moved to new pension schemes at this time. At the same time, a new mechanism for assessing the value of pensions (the cost control mechanism) was also introduced. Provisional results indicated that the cost control mechanism would be triggered for the LGPS NI, leading to changes to member benefits from 1 April 2019 and a resulting increase in employer contributions of 3.2%. Prior to the planned implementation of these scheme changes, the Government announced a pause to this process in January 2019, pending the outcome of a Court of Appeal decision. In June 2019, the Supreme Court refused the UK Government permission to appeal what is commonly referred to as the McCloud judgement, which found that transitional protection arrangements put in place in certain public sector pension schemes at the time of reform were discriminatory on the grounds of age. While the judgement related to a judicial scheme, the implications are significant for all public sector schemes including the Local Government Pension Scheme.

5.2 On the investment and funding side, the financial implications of the McCloud decision are potentially significant with an estimated increase in employer contributions of 1.8% for the LGPS NI to remedy the impact of its transitional protections. The actual cost will be dependent on the precise legal remedy still to be agreed by the courts, however it is clear that the increase in employer costs as a result of McCloud and the cost cap mechanism will further stretch the already strained budgets of scheme employers. NILGOSC will continue to work with employers throughout 2020/21 to help manage the risk of individual employer default through its ongoing covenant monitoring process. This

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2020/21 – 2022/23

is a key part of NILGOSC's strategic aim to ensure longer term scheme sustainability.

- 5.3 From NILGOSC's own perspective as scheme administrator, McCloud and cost cap will have material administration implications and this remains the single biggest threat to the delivery of strategic objectives. At the time of writing, the scheme benefit changes arising from the cost cap mechanism to be effective from 1 April 2019 are on hold, while the changes that will be required to rectify the discriminatory transitional provisions effective from 2015 have yet to be determined. What has become apparent however is that the scheme changes will be retrospective. Further detail on the challenges that this brings, together with other planned activities for the year ahead are set out below.
- 5.4 Any change to the benefit structure and scheme regulations brings with it a considerable administration burden as NILGOSC will be required 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 re-publication to reflect any changes, including the redesign of statutory communications such as pension benefit statements.
- 5.5 Retrospective scheme changes are particularly challenging as this is likely to require the recalculation of benefits paid or accrued since the effective date. This additional work will require a sizeable increase in both staffing and the overall administration budget and the challenge will be compounded by the likely short time frame for implementation. At the time of writing, the timeframe for the cost cap changes and wider LGPS scheme reform remains uncertain and, in the absence of any certainty over the likely remedy to be applied, no provision has been made within the 2020/21 budget. Once there is clarity over the remedial action required by the LGPS, NILGOSC will undertake an assessment of the impact on its members, systems and overall resourcing requirements. After a three year hiatus, the NI Executive was reformed in January 2020 however the lengthy absence of a devolved government in Northern Ireland has impacted on the scrutiny and timing of amending regulations. Should there be any lag in the making of NI legislation relative to the rest of the UK, this will further exacerbate the administration challenge, particularly where third-party software developments are required.
- 5.6 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 2020/21 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.
- 5.7 The Corporate Plan for 2020/21 incorporates a number of planned developments designed to utilise technology to meet stakeholder expectations with respect to convenient and efficient access to services. Following the successful roll-out of a 24/7 online self-service facility for members, the focus shifts to improving service delivery to scheme employers. Over the past 12 months, NILGOSC has commenced work on a new data exchange facility which will eliminate the need for the manual and time consuming provision of member information by employers. 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

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2020/21 – 2022/23

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 i-Connect project faced a series of challenges in 2019/20 and has been rolled forward into the 2020/21 year with a new planned operational date of 31 March 2022. 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. NILGOSC will also continue to monitor, measure and improve its data quality in line with regulatory requirements.

- 5.8 In addition to the continued promotion of its member self-service website, 2020/21 will also see a refresh of the organisation's corporate website to enhance its effectiveness and to ensure compliance with new accessibility legislation. At a national level, the UK Government is continuing with its plans to implement a Pensions Dashboard which will allow individuals to view details of all their pension entitlements in a single location, including state and other public sector pensions. While the project is still in development, NILGOSC has included an action in its business plan to ensure it is fully compliant with any legislative requirements and timeframes once these are available.
- 5.9 Further system developments included in the business plan for 2020/21 include the implementation of a corporate electronic record management system, the exploration of suitable financial and HR management systems and the exploration of suitable hosting solutions for non-pension related 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.
- 5.10 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. Following the latest actuarial valuation of the Fund undertaken at 31 March 2019, NILGOSC will be undertaking its next triennial strategic review in either late 2020 or 2021. This process will consider the effectiveness of the current investment strategy in light of the latest funding position and global financial market expectations and will help set the asset allocation strategy for the NILGOSC Fund going forward. As a local government pension fund, acting responsibility remains a key part of NILGOSC's investment strategy. NILGOSC refined and updated its Climate Risk Statement in November 2019 and the business plan for 2020/21-2022/23 includes a new action around the implementation of this statement. NILGOSC will continue to take action to improve performance in respect of environmental, social and governance concerns across the full range of asset classes in which it invests.
- 5.11 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 NILGOSC will continue to utilise national and public sector frameworks to reduce the time and associated costs of running individual tender exercises. On the administration side, NILGOSC is participating in a UK LGPS collaborative procurement framework project for pension administration software

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2020/21 – 2022/23

alongside its peers in England and Wales. This collaborative framework is expected to complete in the first quarter of 2020/21 with the intended result that NILGOSC can call-off the list of approved suppliers in line with its bespoke needs. 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 knowledge and resources on responsible investment matters as well as sharing costs and expertise and providing access to investment opportunities that might not otherwise be available. NILGOSC works collaboratively with a number of Scottish LGPS on infrastructure opportunities and across the UK and beyond on responsible investment matters. The 2020/21 business plan reflects the intention to continue with this collaborative approach.

- 5.12 Stakeholder communication remains a key challenge for all pension schemes and continues to feature heavily in the corporate plan with a number of actions around member and employer engagement. The biggest challenge over the next three year planning period will undoubtedly be the McCloud/cost cap scheme changes and the further complexity that this will bring. The Corporate Plan 2020/21-2022/23 includes a number of specific business objectives relating to McCloud/cost cap and a key challenge will be the updating of scheme literature, pension statements and member communications to help explain the changes to members. As noted at 5.9 above, the corporate plan also includes an operational action to refresh the NILGOSC website to improve the user experience and improve accessibility to services. From a scheme employer perspective, education seminars and engagement events continue to feature in the business plan for the year ahead.
- 5.13 From a governance perspective, 2020/21 will see a further change in Committee composition following the planned departure of seven members whose term of office expires during the year. A robust training and development programme is needed to get new members up to speed with complex pension and investment matter and therefore the corporate plan includes a specific action to provide tailored induction training and support to the new members during the year ahead.
- 5.14 Over the last five years NILGOSC has processed 9,195 additional retirement quotations and approximately 2,557 retirement benefits as a result of voluntary exit schemes operated by scheme employers. This contraction in the public sector in Northern Ireland appears to have abated, with a number of voluntary and early exit schemes coming to an end during 2019/20. Accordingly, NILGOSC will wind up its public sector redundancy project team with effect from 31 March 2020, with any subsequent early exits being dealt with by the administration teams as part of business as usual.
- 5.15 As part of the corporate planning process, NILGOSC has also considered emerging issues within the pensions sector, including how GMP equalisation might impact on those LGPS members reaching statement pension age after April 2021. 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 the LGPS NI. NILGOSC will continue to engage with relevant decision makers and will ensure adequate resources are deployed to meet requirements.
- 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 2020/21 business plan includes a number of operational actions to help achieve this aim. Staff wellbeing is an important issue which many employers are attempting to address to

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2020/21 – 2022/23

ensure a happy and motivated workforce. NILGOSC is no exception to this and 2020 will see NILGOSC launch its wellbeing programme for the following twelve months. This programme will see NILGOSC roll out a suite of e-learning packages to help staff achieve a healthy work life balance and will also include a series of events and opportunities for staff to connect and improve their mental wellbeing. 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 2018/19 and 2019/20

- 6.1 A review of NILGOSC's performance in the preceding full financial year, together with an estimate of performance for 2019/20, is attached at Annex C and Annex D respectively.
- 6.2 With respect to the 2019/20 year, a significant proportion of the annual plan is expected to be complete or on schedule as at 31 March 2020, 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 2019/20 planning period and have been carried forward to this year's corporate plan:
- Implementation of an electronic document records management system
 - Implementation of an automated receipt and straight through processing of data from employers (i-Connect)
 - Implementation of a cloud-based hosting solution for IT infrastructure
 - Full office refurbishment
 - To provide tailored induction training and support for new Chair and Committee members.
- 6.3 The first three bullet points above relate to planned IT system developments that have been rolled forward in the 2020/21 plan with a revised target date of 31 March 2021. Unexpected change in key IT personnel significantly impacted on planned progress for each of the three projects during the year. A new IT Manager joined in February 2020 and, together with the new IT Infrastructure Manager who joined in August 2019, will take forward any outstanding IT related actions as set out in the Corporate Plan 2020/21-2022/23. The i-Connect project has also been scaled back pending release of the National LGPS Framework for Pension Software, expected April 2020, as NILGOSC is required to re-tender its pension administration system in the next 12 months.
- 6.4 The fourth bullet point had a planned completion date outwith the 2019/20 planning period and is carried forward in the 2020/21 business plan with a revised completion date of March 2022. The completion date has been pushed out a further 12 months to spread Phase 4 expenditure across two budget periods. The final bullet relates to the planned change in Committee composition which did not occur as expected in 2019/20, in the absence of an NI Executive and Minister for Communities. This action has been rolled forward into the 2020/21 plan in the expectation that new appointments will be made in the coming months.
- 6.5 Based on actual results to 31 December 2019, service delivery performance falls within the range 95%-100% when measured against published in-house service standards.
- 6.6 Full details of the progress made in implementing the Corporate Plan 2019/20 will be included in the Annual Report and Accounts for the Year Ended 31 March 2020.

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2020/21 – 2022/23

7 Aims and Key Objectives for 2020/21 to 2022/23

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
- 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

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2020/21 – 2022/23

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

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

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

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2020/21 – 2022/23

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

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%

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2020/21 – 2022/23

Action	Service Standard*	Target
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 2020/21-2022/23.

- 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.

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 2020/21 has been costed and a forecast of administration income and expenditure for the year ahead is attached at Annex A.

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2020/21 – 2022/23

Annex A

Budget 2020/21

	Projected 2019/20 £	Budget 2019/20 £	Budget 2020/21 £
STAFF COSTS			
Salaries	2,229,022	2,276,231	2,332,519
Pension Deficit Contributions	27	27	-
Superannuation	455,494	460,322	444,677
National Insurance	195,540	204,284	219,782
Staff Training & Travel	105,101	120,387	135,972
Chairman's Allowance	14,568	14,573	14,880
Committee's Training Expenses	19,427	38,484	25,794
Committee's Travel & Expenses	59,825	42,381	91,949
	3,079,004	3,156,689	3,265,573
OFFICE OVERHEADS			
Rates & Insurance	92,015	90,636	94,804
Electricity	21,241	19,560	21,850
Office Rent	9,984	8,500	10,200
Property Expenses	5,399	438	5,438
Office Service Charges	157,558	136,332	142,830
Office Cleaning & Consumables	6,880	9,414	7,734
	293,077	264,880	282,856
COMPUTER RUNNING COSTS			
IT Maintenance	391,605	468,426	508,294
Materials	11,433	21,960	7,200
	403,038	490,386	515,494
DEPRECIATION AND HIRE			
Computers	139,638	120,493	133,394
Fixtures & Fittings	12,752	11,640	8,000
Refurbishment	-	694	-
Templeton House	51,999	52,000	52,000
Software Amendment Income	(7,870)	(7,869)	(2,623)
	196,519	176,958	190,771
ADMINISTRATION			
Printing, Advertising & Stationery	114,889	172,104	163,241
Telephone and Communications	30,704	31,524	34,424
Postage	197,798	213,470	192,100
	343,391	417,098	389,765
PROFESSIONAL FEES			
Medicals	85,059	88,058	100,570
Actuary	133,354	149,000	66,700
Local Government Auditor	33,000	25,000	33,000
Internal Audit	23,226	28,080	28,080
Professional Advice	81,239	122,474	202,824
	355,878	412,612	431,174
GENERAL EXPENSES			
Bank Charges	6,776	9,000	-
Maintenance	12,256	13,284	6,330
Miscellaneous	16,062	16,419	16,537
	35,094	38,703	22,867
TOTAL EXPENDITURE	4,706,001	4,957,326	5,098,500
Recoverable Costs	108,001	108,326	108,500
NET EXPENDITURE	4,598,000	4,849,000	4,990,000

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2020/21 – 2022/23

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 2020/21 – 2022/23

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 McCloud/cost cap breach.	Processes updated within 6 months of regulations made
		1.5.5 To train staff on scheme changes arising from McCloud/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 McCloud/cost cap breach.	To have pension software updated within 6 months of regulations made
		1.5.7 To implement benefit changes and record amendments arising from McCloud/cost cap legislation.	To complete necessary changes in line with agreed implementation plan

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2020/21 – 2022/23

Corporate Aim	Business Objective	Operational Action	Performance Indicator
	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 2021
	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
		1.7.6 To launch a staff wellbeing programme	Wellbeing programme rolled out 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 4 completed by 31 March 2021. Full office refurbishment completed by 31 March 2022
	1.9 To maintain accurate and complete member data	1.9.1 To undertake annual data matching and address tracing exercise	Reduce missing addresses by 25% relative to December 2019
		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.

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2020/21 – 2022/23

Corporate Aim	Business Objective	Operational Action	Performance Indicator	
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 2023	
		2.1.2 To provide necessary information to GAD for cyclical cost cap valuations	Information provided by due date.	
		2.1.3 To ensure employer contribution rates for 2020/21 implemented and deficit recovery contribution streams collected, where applicable.	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 and Climate Risk Statement	Vote in as many company meetings as possible, recoup earnings through class actions and to engage with companies to improve ESG performance.
			2.2.5 To undertake the triennial investment strategy review	To complete the strategy review by December 2021
	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 and report on investment costs using standard industry templates	Annual investment costs report by 31 August

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2020/21 – 2022/23

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	Interim monitoring completed by 31 March 2021
	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 2019 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 2020/21 – 2022/23

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 3.3.2 To advise all new members of the benefits of the pension scheme	Within 3 months of regulations or changes being made Issue information to new scheme members and membership certificates within 20 working days of receipt	
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 and recognised Trade Unions 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	
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	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
		5.1.1 Respond to External Auditor letters	5.1.2 Review of NILGOSC Internal Controls	Within 10 working days Annually by 31 March
		5.1.3 Participate in data matching exercises as appropriate		Identify invalid payments and recoup losses.

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2020/21 – 2022/23

Corporate Aim	Business Objective	Operational Action	Performance Indicator	
		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.	
		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 2021
			5.2.2 To implement automated receipt and straight through processing of data from employers.	System operational by 31 March 2022
			5.2.3 To promote the take-up for Member Self Service across scheme membership	To achieve a 20% registration level for members by 31 March 2021

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2020/21 – 2022/23

Corporate Aim	Business Objective	Operational Action	Performance Indicator	
		5.2.4 To issue 2019/20 deferred member pension benefit statements via Member Self Service	Statements issued online by 31 August 2020	
		5.2.5 To implement a cloud-based hosting solution for non-pension software related IT infrastructure	Migration completed by 31 March 2021	
		5.2.6 To redevelop the website to ensure compliance with accessibility legislation.	Website compliant by 30 September 2020	
		5.2.7 To scope and identify a suitable financial management system	System implemented by 31 March 2021	
		5.2.8 To scope and identify a suitable HR system	System implemented by 31 March 2021	
		5.2.9 To facilitate the exchange of data with the pension dashboard	To be compliant with legislative requirements and timeframes	
		5.2.10 To ensure continuity of the provision of pension software post December 2022	Arrangements in place to ensure no break in continuity of service	
		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.
		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
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	

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2020/21 – 2022/23

Corporate Aim	Business Objective	Operational Action	Performance Indicator
	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 2020
		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 2018/19 – Actual Performance to 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	431,738 pensioners paid YTD 100% paid by last banking day of the month	Achieved
		1.1.2 To pay pension lump sums promptly and accurately	Within 10 working days of the receipt of the relevant details	2,500 pension lumpsums paid YTD 99% within target Average time taken - 6 days	Achieved
		1.1.3 To pay refunds of contributions promptly and accurately	Within 10 working days of receiving a valid application	1,775 refunds paid YTD 99% within target Average time taken - 5 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	94 transfer outs paid YTD 94% within target Average time taken - 6 days	Achieved
		1.1.5 To reconcile member GMP data with those held by HMRC	Reconciliation completed by 31 December 2018	Reconciliation completed in line with HMRC deadline.	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 small number of late contribution payments during 18/19. All records up-to-date and credit control policy applied 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 returns posted by deadline	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – Actual Performance to 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	292 transfer in confirmations provided YTD. 99% 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	Employers advised of costs within 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	8,081 items of correspondence answered YTD 97% within target Average time taken - 4 days	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	2,586 early leaver notifications provided YTD 95% within target Average time taken - 10 days	Achieved
		1.3.3 To provide members with benefit quotations on request.	Benefit quotations issued within 10 working days	4,759 quotations issued YTD 96% 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	99.6% Active benefit statements and 89.3% Deferred benefit statements issued by 31 August 2018. Overall benefit statements were issued to 96.2% of membership by the deadline.	Substantially Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – Actual Performance to 31 March 2019

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 statements issued by deadline	Achieved
		1.3.6 To provide an estimate of a cetv	Within 20 working days of receipt of relevant details	655 transfer out quotations provided YTD 99% within target Average time taken - 6 days	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	112 dependants' pension paid YTD 100% within target Average time taken -3 days	Achieved
		1.4.2 To pay death grants promptly	Within 10 working days of receipt of relevant proof of title	1039 death grants paid YTD 98% 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 regulation changes during 18/19. Processes reflect current regulations.	Achieved
		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 during 18/19. Staff trained on current regulations.	Achieved
		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 during 18/19. Systems reflect current regulations.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – Actual Performance to 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		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.	Data scores at October 2018: Common - 94.7% Scheme specific - 91.3% Action plan in place and reviewed on a quarterly basis.	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 1 month (GDPR) or 20 days (FOI) of request	37 SARs and 20 FOI requests have been received in the year to date. All SARs were responded to within deadline. Two FOI requests were responded to just outside of the statutory deadline.	Substantially Achieved
		1.6.2 To update policies, procedures and literature to ensure compliance with GDPR	All documentation updated by 25 May 2018	Policies, procedures and literature were updated by 25 May 2018.	Achieved
		1.6.3 To train staff on GDPR requirements	Staff training complete by 30 April 2018	All staff received external GDPR training in March 2018. Focused training provided in 18/19 for staff who manage subject access requests. GDPR e-learning training was also delivered to all new staff on induction.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – Actual Performance to 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.6.4 To implement the Retention and Disposal Schedule	To complete implementation for electronic records by March 2020	Disposal of paper records is ongoing in line with the Disposal Schedule. EDRMS required to facilitate disposal of electronic records. A scoping exercise has commenced for this project and it will be progressed during 2019/20.	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 31 July 2018. Staff completed a total of 1,431 hours of training over the 18/19 financial year.	Achieved
		1.7.2 To utilise e-learning packages for mandatory corporate training, where appropriate.	All staff have successfully completed e-learning modules issued.	e-learning modules have been completed as required during 18/19 including the completion by all staff of a new GDPR module and the completion by new staff of the FOI module and the Equality and Diversity module.	Achieved
		1.7.3 To undertake a review of the staff structure and capacity.	Review completed by 31 March 2019	Review completed in January 2019.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – Actual Performance to 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.7.4 To monitor staff retention and address any issues identified.	Staff turnover level maintained below 20%.	Year to 31 March 2019 - 19%. Excluding fixed term contracts the level is much lower at 6%.	Achieved
		1.7.5 To undertake a biennial staff satisfaction survey and address any issues identified	Staff survey completed by 31 March 2019	Survey completed in March 2019.	Achieved
	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 18/19 and Phase 2 works scheduled for June 2019 in line with current project plan. A revised completion date of 31 March 2021 has been reflected in the 2019/20 business plan.	On Target
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 provided to allow for experience analysis and preliminary work on demographic assumptions. Terms of Reference agreed and planning meetings held with the actuary.	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.	All contributions and deficit recovery streams collected as agreed. Balance of deficit recovery amounts collected with March 2019 contributions in April 2019.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – Actual Performance to 31 March 2019

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 and 5 year return to 31 March 2019 was ahead of fund target of CPI+3.5% by 4.5% 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	As at 31 March 2019 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.	Stock Lending income: £2,493,673 to 31 March 2019 Class actions income to 31 March 2019: £70,462	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.	Investment management costs monitored on an on-going basis. A report was presented to the Committee in November 2018 and a cost transparency report produced by KAS Bank was presented in March 2019.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – Actual Performance to 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		2.2.5 To implement the decisions from the Investment Strategy Review	Revised Investment Strategy implemented by 30 September 2019	£828m moved to Index Linked Gilts in March 2018. Two UK equity, a global equity and the fixed income mandate terminated March 2019. This plus a reduction in passive equities was used to fund 4 new ARB and MAC mandates. RLAM, PIMCO, T. Rowe Price and BlueBay mandates funded on 22 March 2019. The process to implement a Global Property mandate commenced in March 2019.	On Target
	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	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 Committee in November 2018 and a cost transparency report produced by KAS Bank was presented in March 2019.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – Actual Performance to 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		2.3.4 To collate standardised cost data across externally managed portfolios.	Standardised data collated for period ended 31 March	All investment managers and fund managers completed the LGPS Cost Transparency Template for 17/18.	Achieved
	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 in February 2018. Initial review of FSS underway ahead of 2019 valuation.	Achieved
		2.4.2 To monitor and manage employer covenants in line with Funding Strategy Statement	Review completed by 31 March 2019	Covenant Assessment exercise completed January 2019. Communication with all Employers considered to have a weak covenant in advance of 2019 Actuarial Valuation.	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.	Continued collaboration with Lothian Pension Fund on infrastructure with one co-investment during 18/19.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – Actual Performance to 31 March 2019

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.	In the year to 31 March 2019 NILGOSC was involved in the following initiatives: ~Along with other Climate Action 100+ supporters, co-filed a shareholder resolution proposed at the 2019 AGM of BP plc. ~CDP's 2019 non-discloser Campaign. ~CDP's 2019 Climate Change, Water and Forests Campaigns and the 2019 Investor Action Request. ~PRI engagement on water risks in agricultural supply chains Phase 2; ~Signed 2018 Global Investor Statement to Governments on Climate Change; ~Signed UNPRI facilitated letter to IOSCO on ESG disclosure; ~CDP's 2018 non-discloser campaign UK Pension Schemes RI Roundtable.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – Actual Performance to 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
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.	The number of active members at 31 March 2019 was 61,513, which is an increase of 8,637 from that at 31 March 2015.	Achieved
	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 Scheme regulation changes during the year. Literature reflects current regulations.	Achieved
		3.2.2 Provide employee and employer seminars	Employer satisfaction rating as measured through annual satisfaction survey	37 seminars and 5 Pension Information Clinics held during 18/19. Employer satisfaction measured in March 2019 and overall satisfaction (good or excellent) was 90%.	Achieved
		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 DfC.	Achieved
	3.2.4 To implement the Communications Strategy	Actions completed in line with target dates	Actions substantially complete at 31 March 2019.	Substantially Achieved	

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – Actual Performance to 31 March 2019

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	No relevant changes during the year	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	14,647 new member packs issued YTD 99% within target	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 and attendance as required	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	Considered monthly by way of separate agenda item at SMT. Future challenges incorporated into staffing review.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – Actual Performance to 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
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	Circulars 08/2018 and 11/2018 issued to advise employers and Trade Unions of Government announcement on public service pension schemes, DoF and DfC consultations.	Achieved
		4.1.2 To respond to relevant Government consultation exercises	By consultation reply date	Responded to DoF Directions consultation, Pensions Ombudsman and DWP Pensions Dashboard	Achieved
		4.1.3 To respond to parent Department consultation exercises	By consultation reply date	Responded to all DfC LGPS consultations	Achieved
		4.1.4 To contribute to consultee groups eg PLSA, LGPC etc	To have representation on all groups	Representation continued.	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	No significant issues for NILGOSC but communicated with employers and Trade Unions on Cost-Cap implications	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – Actual Performance to 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	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 DfC on implications of Cost-Cap and of a number of options for improving benefits.	Achieved
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 audit. 17/18 report confirmed 16/17 recommendation fully addressed and no new recommendations.	Achieved
		5.1.2 Review of NILGOSC Internal Controls	Annually by 31 March	Governance statement published for 17/18.	Achieved
		5.1.3 Participate in data matching exercises as appropriate	Identify invalid payments and recoup losses.	NILGOSC is continuing to pursue the recovery of overpayments identified through previous NFI data matching exercises. Data submitted for 2018 NFI data matching exercise in October 2018.	Achieved
		5.1.4 To test Business Continuity procedures and ensure effective	Annual test of Business Continuity Plan	The annual Business Continuity Plan test for 18/19 was successfully completed.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – Actual Performance to 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 2018/19 Risk Register was agreed by SMT, ARAC and Management Committee in June 2018. Quarterly reviews were undertaken throughout the year.	Achieved
		5.1.6 To undertake a triennial review of the Organisation's Strategic Objectives	Review undertaken by 31 December 2018	Consultation launched in May 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	Updated contracts management policy and procedures introduced Q1 2019. Contracts register maintained and procurement schedules adhered to.	Achieved
		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 in 2018. Founder member of LGPS legal services and pensions software frameworks and transition to NICS collaborative framework for banking services commenced in 2018/19.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – Actual Performance to 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		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.	The Committee exceeded its collective training target for 18/19 however one member did not achieve the individual target of 40 hours pa, with 23.5 hours of training recorded for the period.	Not Achieved
		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.	There were no new Committee members appointed during 18/19.	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	This project was delayed due to the implementation of a member self service facility and to allow for the recruitment of an IT Manager during the year. Scoping has commenced for the project and a revised target date included in Corporate Plan 2019/20.	Not Achieved
		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 is in place. Revised operational action included in Corporate Plan 2019/20-2021/22.	Not Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – Actual Performance to 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		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%	Increase in members electing for email communications of 64%, primarily due to the roll-out of the new member online service.	Achieved
		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	The system was rolled out on a phased basis between November 2018 and March 2019. At 31 March 2019 10% membership had registered to use the facility.	Achieved
		5.2.5 To review and redesign key pension administration processes.	Review completed by September 2018.	All processes reviewed by Mar 2019 and recommendations for redesign made where necessary. Redesign aspect of project included in Corporate Plan for 19/20.	Substantially Achieved
		5.2.6 To establish a bespoke specification of NILGOSC's pension administration software needs	Specification prepared by 31 December 2018	NILGOSC is a founding partner of the National LGPS Framework for Pensions Administration software. This development negates the requirement to prepare a bespoke specification as NILGOSC's requirements will be reflected in the framework documentation.	Not Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – Actual Performance to 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	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 quarterly.	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.	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.	Achieved
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	Four policies were equality screened during 18/19. There were no significant equality impacts identified from the screening exercise and no EQIAs required.	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 2020	Report not due in 18/19.	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 January 2018 was submitted on 26 April 2018.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2018/19 – Actual Performance to 31 March 2019

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	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.	The 2018-2021 Action Plan was published following a consultation exercise. Progress against actions is reviewed on a biannual basis	Achieved
		6.3.2 To submit s75 Annual Progress Report to include publication of EQIA monitoring information	Submission to Equality Scheme by 31 August 2018	The s75 Annual Progress Report was submitted to the Equality Commission by the deadline of 31 August 2018	Achieved
		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 2017/18 Annual Report and 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 2019/20 – Estimate of Performance at 31 March 2020

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	337,566 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	1,949 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	1,735 refunds paid YTD. Average time taken 7 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	80 transfer outs paid YTD. Average time taken 7 days	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	No concerns with regular contribution payments. A few minor breaches recorded but no patterns or repeated breaches that would give any cause for concern up to the end of Q3.	On Target
		1.2.2 To update member records on receipt of annual returns from employers	For 100% of employers by 31 July	All 179 posted within the July deadline.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – Estimate of Performance at 31 March 2020

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	275 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	All dealt with 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	3,695 items of correspondence YTD. Average time taken 3 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	2,056 early leaver notifications provided YTD. Average time taken 13 days	On Target
		1.3.3 To provide members with benefit quotations on request.	Benefit quotations issued within 10 working days	2,949 quotations provided YTD. Average time taken 5 days	On Target
		1.3.4 To provide members and deferred members with benefit statements	Benefit statements issued within 5 months of year end	96.3% benefit statements issued ahead of the statutory deadlines consisting of 89.2% of deferred statements and 99.7% of active member statements.	Substantially Achieved
		1.3.5 To provide members with annual allowance statements as applicable	Statements issued by 6 October	187 pension savings statements were issued by 6 October.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – Estimate of Performance at 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.3.6 To provide an estimate of a cetv	Within 20 working days of receipt of relevant details	547 transfer out quotations provided YTD. Average time taken 7 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	96 dependants' pensions paid YTD. Average time taken 4 days	On Target
		1.4.2 To pay death grants promptly	Within 10 working days of receipt of relevant proof of title	745 death grants paid YTD. Average time taken 3 days	On Target
	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	The Local Government Pension Scheme (Amendment) Regulations (Northern Ireland) 2019 were made on 23 October 2019. Process changes are underway.	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	The Local Government Pension Scheme (Amendment) Regulations (Northern Ireland) 2019 were made on 23 October 2019. Staff have been trained on any 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	The Local Government Pension Scheme (Amendment) Regulations (Northern Ireland) 2019 were made on 23 October 2019. Revised factors have been received and implemented into the pensions software system	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – Estimate of Performance at 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.5.4 To update processes to reflect scheme changes arising from cost cap breach.	Processes updated within 6 months of regulations made	Cost Cap remedy paused pending outcome of McCloud case	On Target
		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	Cost Cap remedy paused pending outcome of McCloud case	On Target
		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	Cost Cap remedy paused pending outcome of McCloud case	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	23 SARs received and responded to within timescales. 14 FOI requests received and responded to within timescales.	On Target
		1.6.2 To implement the Retention and Disposal Schedule	To complete implementation for electronic records by March 2020	The electronic disposal of records is pending implementation of an EDRMS. An Agile approach to the project has been agreed, the Discovery scoping phase has commenced and a revised target for the system being operational set as March 2021	Not Achievable

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – Estimate of Performance at 31 March 2020

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.	Staff completed a total of 912 hours of training in the nine months to December 2019. Training plans were agreed during the appraisals process completed in Q2.	On Target
		1.7.2 To utilise e-learning packages for mandatory corporate training, where appropriate.	All staff have successfully completed e-learning modules issued.	In the nine months to date all new staff have completed mandatory e-learning modules on Freedom of Information; Equality and Diversity and GDPR.	On Target
		1.7.3 To undertake a review of the staff structure and capacity.	Review completed by 31 March 2023	Not 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%.	Staff turnover for rolling 12 months is 17.8% which reduces to 9.5% if FTCs and placements are excluded.	On Target
		1.7.5 To undertake a biennial staff satisfaction survey and address any issues identified	Staff survey completed by 31 March 2021	Not due in current reporting period	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – Estimate of Performance at 31 March 2020

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	Phase 3 completed by 31 March 2020. Full office refurbishment completed by 31 March 2021	Completion date pushed out a further 12 months in 2020/21 corporate plan to spread Phase 4 costs across two budget periods. Committee approval for Phase 3 bathroom refurbishment spend approved in December 2019 and work scheduled to commence February 2020.	Moderately Behind Target
	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%	Address tracing exercise completed during Q3 and missing addresses reduced by 53.8%.	Achieved
		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.	2019 scores for Common data 98.1% and Scheme specific data 96.6% v 2018 scores for Common 94.7% and Scheme Specific 91.3%	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	Employer seminars held October 2019 to discuss provisional results and employer contributions for the main group. All employers advised of their proposed contribution rates for the next three years.	On Target
		2.1.2 To provide necessary information to GAD for cyclical cost cap valuations	Information provided by due date.	Data provided to GAD in December 2019.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – Estimate of Performance at 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		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.	All employers have been contacted and 30% have paid in full by the end of Q1. The balance of employers are paying per agreed schedule.	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 September 2019 was ahead of fund target of CPI+3.5% by 2.06% and 3.55% 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 2019 no known fund manager breaches of investment guidelines and underperformance was addressed through the scorecard process.	On Target
		2.2.3 To maximise income from scheme assets	Amount of income earned.	Stock Lending income: £1,419,402 to 31 December 2019 Class actions income to 31 December 2019: £28,357	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 2019; votes cast at 221 meetings for 209 companies. 47 engagement letters issued: 25 to UK companies and 22 to European companies. 11 responses have been received to date. £28,357 recovered through class actions to 31 December 2019	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – Estimate of Performance at 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		2.2.5 To implement the decisions from the Investment Strategy Review	Revised Investment Strategy implemented by 31 January 2020	The move to ILG, ARB and MAC was completed in 2018/19. The process to implement a Global Property mandate commenced in March 2019 and the process to implement an active emerging markets equity manager commenced in June 2019. Both mandates are expected to be in place during 2020.	On Target
	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 noted at relevant Management Committee meetings.	On Target
		2.3.2 To benchmark investment performance against LGPS peers	Annual benchmark report produced by 30 September	Annual benchmarking report presented to Committee in August 2019	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. Annual fees report presented in November 2019.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – Estimate of Performance at 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		2.3.4 To collate standardised cost data across externally managed portfolios.	Standardised data collated for period ended 31 March	All investment managers and fund managers have been asked to complete the LGPS Cost Transparency Template for 18/19. Cost transparency data collated by ClearGlass and reported in January 2020.	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 approved by the Committee in February 2018. FSS approved by the Committee in August 2019.	On Target
		2.4.2 To monitor and manage employer covenants in line with Funding Strategy Statement	Review completed by 31 March 2020	Two new departmental guarantees secured. Annual Interim Covenant assessment conducted in Q3.	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.	Ongoing consideration of opportunities via Lothian collaboration. Two co-investments made YTD.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – Estimate of Performance at 31 March 2020

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.	In the year to 31 December 2019 NILGOSC supported a Climate Action 100+ engagement with Anglo American which resulted in the company committing to better align its lobbying activity with the Paris agreement on climate change, signed Investor statements on deforestation and forest fires in the Amazon and on Climate Change for Airlines and Aerospace Companies, signed an IIGCC Open letter to EU leaders reflecting the core asks in the Global Investor Statement to Governments on Climate Change, was involved in the ongoing CDP 2019 non-discloser Campaign and a PRI facilitated engagement on water risks in agricultural supply chains, reconfirmed support of the Global Investor Statement to Governments on Climate Change on its 2019 relaunch, joined the Institutional Investors Group on Climate Change (IIGCC) and, with other supporters of Climate Action 100+, co-filed a Climate Change resolution which passed at BP's AGM in May 2019.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – Estimate of Performance at 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
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.	The number of active members at 31 December 2019 was 65,887, an increase of 13,011 from that at March 2015.	On Target
	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	Literature and guidance in the process of being updated for regulation changes.	On Target
		3.2.2 Provide employee and employer seminars	Employer satisfaction rating as measured through annual satisfaction survey	40 seminars were carried out. 18 were on Scheme Benefits, 1 on the 85 year rule, 1 on ill-health, 16 Employer Administration Training seminars, 1 Pensions Tax and 3 on the valuation were held at various venues in NI. Feedback very positive.	On Target
		3.2.3 To lay the annual report in the NI Assembly.	In accordance with date agreed with Department	Annual report and Accounts laid in the NI Assembly on 10 September 2019 as agreed with the Department	Achieved
		3.2.4 To implement the Communications Workplan	Actions completed in line with target dates	Work is ongoing in respect of Communication preference programming and implementation.	On Target
	3.3 To provide members and employers with specific details of	3.3.1 Communication of any relevant regulation and tax changes	Within 3 months of regulations or changes being made	A member newsletter advising of the recent changes is in the process of being designed.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – Estimate of Performance at 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	regulation changes and relevant tax legislation changes	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	14,042 new members processed within 20 days of receipt of information from employer.	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	No action required in current reporting period	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	Reviewed at SMT meetings	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 are aware of potential scheme changes	All employers informed of key potential scheme changes	Circulars issued when required to advise of any changes.	On Target
		4.1.2 To respond to relevant Government consultation exercises	By consultation reply date	Responded to DWP and TPR consultations to date.	On Target
		4.1.3 To respond to parent Department consultation exercises	By consultation reply date	Responded to DfC LGPS consultation	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – Estimate of Performance at 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		4.1.4 To contribute to consultee groups eg PLSA, LGPC etc	To have representation on all groups	Representation on groups continued	On Target
		4.1.5 To contribute to industry discussions around scheme simplification	To be represented at LGPS simplification discussions	Represented on SAB which is overseeing a simplification project	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	Engaged with NILGA executive and Fermanagh & Omagh DC on investment issues.	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	Latest draft amendments reviewed.	On Target
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 within 4 working days	Achieved
		5.1.2 Review of NILGOSC Internal Controls	Annually by 31 March	Governance statement 2018/19 completed	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – Estimate of Performance at 31 March 2020

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.	661 data matches were released under the 2018/19 NFI exercise. Five overpayments have been identified and as at 31 December 2019, one has been repaid and recovery of the remainder is being pursued.	On Target
		5.1.4 To test Business Continuity procedures and ensure effective	Annual test of Business Continuity Plan	Annual BCP test successfully carried out in April 2019 to assess the robustness of the IT infrastructure in place to protect NILGSOC's systems from an external attack. The next annual test will be scheduled for Q4 2019/20.	On Target
		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.	Annual review of the risk register was undertaken on 1 May 2019 and approved by ARAC and Management Committee on 3 June and 25 June respectively. Quarterly reviews undertaken in July and October and the next review is scheduled for 27 January 2020.	On Target
		5.1.6 To undertake a triennial review of the Organisation's Strategic Objectives	Review undertaken by 31 December 2021	Not due in current reporting period	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – Estimate of Performance at 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.1.7 To undertake the retendering of goods and services	Tenders completed in line with procurement schedule	Procurement activity remains aligned to 2019/20 schedule and is in compliance with revised NILGOSC procurement policy and procedures which reflect prevailing legislative and procurement guidance.	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.	Continue to identify collaborative/framework contracts to ensure best value for NILGOSC. Those used include CoPE contract for Capital works; banking services transfer to NICS contract with Danske; LGPS framework for Actuarial Services, Legal services and Member Data Tracing.	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.	The annual Committee training event was held on 2 April 2019. In the year to date, Committee members have completed 488.5 training hours and are on track to meet their collective and individual targets.	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.	There were 2 new appointments for the Management Committee on 1 May 2019. Induction training was completed on 17 and 24 May 2019.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – Estimate of Performance at 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	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	An Agile approach to the project has been agreed and the Discovery phase commenced. A revised target for the system being operational is March 2021.	Not Achievable
		5.2.2 To implement automated receipt and straight through processing of data from employers.	System operational by 31 March 2020	Project has been scaled back pending the completion of the National LGPS Framework for Pension Software, which is expected in April 2020.	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	To have 10% members electing for e-communications by 31 March 2020	Going forward, non-postal communications will be delivered via MSS. 17% of members registered for MSS at 31 December 2019.	On Target
		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	At 31 December 2019, 16,999 members had registered for MSS representing 17% of the entire membership.	On Target
		5.2.5 To implement redesign of key pension administration processes.	To implement redesigned processes by 31 March 2020	Progress continues with a view to new processes being implemented with effect from 1 April 2020.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – Estimate of Performance at 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.2.6 To implement a cloud-based hosting solution for IT infrastructure	Migration completed by 31 March 2020	Due to staff changes within the IT Team it has not been possible to implement a hosting solution in 2019/20. A new Infrastructure Manager joined in August 2019 and a new IT Manager will join the team in February 2020. They will consider options and develop a plan to take this forward on a phased basis. The MS Exchange to Office 365 was completed in 2019	Not Achievable
		5.2.7 To undertake a website refresh	Website refresh completed by 31 March 2021	Accessibility audit has been completed.	On Target
	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.	Issued quarterly	On Target
		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.	All projects are scoped by and supported by the Project Coordinator using tailored PRINCE2 methodology. Current projects include, EDRMS, Refurbishment of Templeton House, Banking Services and Public Sector Accessibility Regulations 2018.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – Estimate of Performance at 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
6. To promote equality of opportunity, good relations and 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	No policies required to be equality screened in the year to date.	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 2019/20.	On Target
		6.2.2 To record annual recruitment monitoring information	Report submitted by 1 May each year	Fair Employment Monitoring return was completed and submitted on 5 April 2019.	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.	Ongoing action continues to be taken in line with the Action Plan. Progress is reviewed by the SMT on a bi-annual basis.	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 2019	The Annual Progress Report was submitted to the Equality Scheme on 30 August 2019.	On Target
		6.3.3 To publicise Equality Scheme in routine publications	Equality Scheme publicised in Annual Report, Members' News, Deferred Members' News and Pensioners' News.	Scheme publicised in annual newsletters and Annual Report.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2019/20 – Estimate of Performance at 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
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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