



Corporate Plan

2021/22 – 2023/24

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 – 2023/24

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 2021 to 31 March 2024.
- 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

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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 2024 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."

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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 2021/22 is the final year in the current three year strategic planning period and the landscape for public sector pension schemes continues to be dominated by ongoing uncertainty as a result of a series of legal decisions. The biggest challenge to the funding and administration of public sector pensions continues to be the McCloud judgment, which, following a Court of Appeal decision in December 2018, found that transitional protection arrangements put in place in certain public sector pension schemes were discriminatory on the grounds of age. By way of background, the UK Government introduced reforms to public sector pensions in 2015, meaning that most public sector workers were moved across to new pension scheme arrangements. A certain cohort of members who were within ten years of retirement were protected from these changes through transitional protections. While the McCloud judgment related to a judicial scheme, the implications are significant for all public sector schemes including the Local Government Pension Scheme, which will be required to remedy any discrimination on the grounds of age. Around the same time, a new mechanism for assessing the value of pensions (the cost control mechanism) was also introduced by the Government. 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%. The implementation of the cost control mechanism scheme changes was paused in January 2019, pending the outcome of request by the UK Government to appeal the McCloud judgment at the Supreme Court. Permission to appeal was declined in June 2019. The precise nature of the remedy and the timing of its implementation has yet to be determined by the Government.

5.2 A further two legal judgments made during 2020 will result in further changes to scheme regulations and administration. Firstly, an employment tribunal issued what is referred

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to as the Goodwin judgment in June 2020, which relates to inequalities between survivor benefits paid in same-sex and opposite-sex relationships. While this case relates to the Teachers' Pension Scheme, it has implications for all public sector schemes including the Local Government Pension Scheme (LGPS) as regulatory amendments will be required to address the inequality in survivor benefits. In a separate case known as the Lloyds case, the UK High Court held in October 2018 that pension schemes have a duty to equalise Guaranteed Minimum Pension (GMP) benefits for males and females. Over two years on from its original decision, on 20 November 2020, the High Court handed down its judgment in respect of transfers, requiring the equalisation of GMPs on past transfers out. The application of these decisions to the LGPS, together with agreement on the necessary remedial action, has yet to be determined by the Government.

- 5.3 From a scheme administration perspective, the above legal judgments will have material implications on resourcing and service delivery and remain 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 which were to be effective from 1 April 2019 remain on hold, while the changes that will be required to rectify the discriminatory transitional provisions identified in the McCloud judgment are currently under consultation by the Department for Communities. What is apparent however is that the scheme changes arising from the various legal judgments and cost cap review 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 legislative reform. Retrospective scheme changes are particularly challenging as they require the recalculation of benefits paid or accrued since the effective date. This additional work will require an increase in both staffing and the overall administration budget, and the scale of the challenge will be determined by the time frame for implementation. At the time of writing, the timeframe for the cost cap changes and wider LGPS regulatory reform remains uncertain, however based on current discussions across the UK public sector, it is not expected to have a material impact during the 2021/22 business year as regulations will be required before NILGOSC can implement any of the changes. The complex nature of the LGPS means that not-insignificant software programming will also be required before NILGOSC can implement any regulatory changes and the pension software provider has confirmed they will not commence programming until regulations have been made. Historically NI specific legislation has lagged that in other regions of the UK, which again pushes out the timeframe for LGPS NI regulations being in place.
- 5.5 A limited additional staffing budget has been included for the latter half of the year to assist with the preliminary data collection process needed under McCloud, together with budget provision for communications on regulatory changes and software development. The proposed remedy for McCloud will require pension schemes to collect significant amounts of data dating back to 2015. This will require a considerable administration effort from both NILGOSC and scheme employers and may create challenges in retrieving older data, particularly in the case of members who may no longer be on the payroll. The business plan for 2021/22 includes an action with respect to the collection of this historical data and its upload on to individual member records.
- 5.6 An initial assessment of the expected impact of Goodwin and GMP equalisation on work volumes has indicated that any additional work will be relatively small in number and can

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be met alongside business-as-usual requirements. At the point in time where there is more visibility over any remedial action required by the LGPS, NILGOSC will undertake an assessment of the impact on its members, systems and overall resourcing requirements.

- 5.7 NILGOSC's mission statement is to operate the pension scheme efficiently and effectively while enhancing the quality of service provided to stakeholders and therefore a large proportion of the business plan for 2021/22 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.
- 5.8 The previous two years have seen NILGOSC invest in a range of technological solutions to help improve stakeholder experience and increase efficiency. A key focus for NILGOSC has been the roll-out of a 24-7 online self-service facility (Member Self-Service) for scheme members, which allows members to access and update their record at their convenience as well as run projections on their expected pension. The focus now shifts to increasing utilisation of the self-service facility and 2020/21 saw NILGOSC adopt a new approach to communication preferences. Historically members were issued with paper communications unless they specifically opted for electronic delivery. The intention is to move the default position for active and deferred members from paper to electronic delivery via Member Self-Service (MSS). Members will be given the opportunity to express their preference for paper communications prior to the change in the default position. 2020/21 saw the switch for deferred members with annual pension benefit statements being issued via MSS for the first time in August 2020. The process will be repeated for active members in 2021/22 whereby annual benefit statements will be issued electronically unless a member has specifically requested a paper version. The final stage of the plan will be to increase usage of MSS for pensioner members and, from April 2021, the intention is to move any new pensioners to MSS as the default delivery method for payslips and P60s. Again, members will be given the opportunity to request paper versions if desired. Existing pensioners will remain on the previous default setting of paper communications except where they have registered to use MSS.
- 5.9 The move towards greater use of electronic communication is designed not only to be more efficient and environmentally friendly, but also to help reduce the ever-increasing cost of postage which is met by the Fund. There is however a danger that there will be cohort of less engaged members who have ignored previous communication preference requests and are not using the self-service facility. To help address this, NILGOSC will be launching its reconnection programme in 2021/22 to try and re-engage with less engaged members. The intention is that this will be a rolling two-year programme which will focus on active and deferred members on an alternative year basis, starting with deferred members in 2021/22.
- 5.10 Improvements in stakeholder service delivery is not limited to scheme members and over the last two years NILGOSC had commenced work on a new data exchange facility which will ultimately 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 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 (i-Connect) 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 resulting reduction in manual

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intervention by both employers and NILGOSC is also 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. With the foundations in place, the i-Connect project was paused in 2020/21 to allow for the completion of a procurement exercise for the future provision of pension administration software. Now that this procurement exercise has concluded, the project will recommence in 2021/22 with the aim that the system will be operational by 31 March 2022. The system will require employers to create an extract file from their payroll software which will be submitted via i-Connect for verification and uploading. This will require both time and resource from scheme employers and it is acknowledged that the onboarding of all scheme employers, particularly the larger ones, will be phased over the next three-year corporate planning period.

- 5.11 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. Preliminary investigations indicate that NILGOSC already holds the data that will need to be made available via the dashboard and instead challenges will be around the interface between NILGOSC and the dashboard, as well as the matching of individual members across different schemes. 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. The plan also includes an ongoing action in respect of data accuracy, as this will be a key requirement to ensure the success of the Dashboard project.
- 5.12 NILGOSC has a dual statutory purpose and, in addition to administering the LGPS NI, it is also responsible for maintaining an investment fund out of which pension benefits can be met. Accordingly, the business plan for the year ahead 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. NILGOSC will be undertaking its three-yearly review of its investment strategy during 2021. As part of this review, the ongoing effectiveness of NILGOSC's existing strategy will be assessed taking into account current economic conditions and expected future investment returns. An inherent part of the strategy review will ensure that NILGOSC's responsible investment policy remains embedded in decision making, with climate risk a key factor. NILGOSC has developed a Climate Risk Statement which acknowledges the importance of climate risk as an investment issue and sets out the steps which it plans to take to address it. In June 2020, NILGOSC became an official supporter of the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD), a global initiative designed to improve and increase reporting of climate-related financial information. NILGOSC will make its own TCFD disclosures for the first time for the financial year ended 31 March 2021. As an important next step, NILGOSC plans to undertake a specialist third party analysis of the carbon intensity of its investment portfolio during 2021. The findings of this analysis will be used to inform decisions and actions going forward.
- 5.13 The next triennial valuation of the Fund will take place on 31 March 2022, with a publication date of 31 March 2023. By way of preparation, work will commence in 2021/22 with respect to pre-valuation data cleansing and a thorough review of employer covenant. An employer's covenant refers to that employer's legal obligation and financial ability to meet pension scheme liabilities now and in the future. This is effectively a review of each employer's financial strength and is an important part of NILGOSC's risk management process. The employer covenant assessment is therefore an important

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control to help mitigate the risk of one employer's pension liabilities being spread across other employers in the scheme in the event of default.

- 5.14 The start of this section focused on the administrative impact of McCloud and other legislative change however the proposed changes also have a material impact on the investment and funding side. Given the current economic environment, any increase in employer costs will further stretch the already strained budgets of scheme employers and potentially impact on longer term sustainability of scheme membership. In addition to the formal covenant review process, NILGOSC will continue to engage with employers to help identify and address any issues in advance of potential default. NILGOSC will also monitor closely requests for early retirement or redundancies for any indication of a declining workforce.
- 5.15 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 LGPS and public sector frameworks to reduce the time and associated costs of running individual tender exercises. Collaboration 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 2021/22 business plan reflects the intention to continue with this collaborative approach.
- 5.16 From a governance perspective, 2020/21 saw a refresh of the Committee with eight new members joining during the year. A further two members will reach the end of their term of office on 31 March 2021 and the business plan for the year ahead includes a specific action to provide tailored induction training and support to the new members during the year ahead.
- 5.17 2020/21 was dominated by the impact of the Covid-19 global pandemic and NILGOSC was no exception, both with respect to movements in financial markets and adjustments to service delivery. Following a number of initial actions and mitigations, NILGOSC has been operating a full service to members and employers since June 2020, with the exception of face-to-face meetings. Work volumes have been noticeably lower throughout 2020/21 and it remains to be seen whether this trend will continue into 2021/22. Member and employer services have been adapted to virtual equivalents were required, with a similar experience on the governance side and virtual Committee meetings. At the time of writing, many restrictions remain in place and, while visibility is limited with respect to a return to normality, NILGOSC expects to be able to deliver its 2021/22 business plan as detailed below. There is provision for some additional expenditure on Covid-19 related adaptations and mitigations included within the 2021/22 administration budget. As noted at 5.13 above, the covenant review will assess individual employer financial strength and a key part of the review will consider the impact of Covid-19 on scheme employers, both from an ongoing ability to pay contributions and a workforce stability perspective. On a positive note, global financial markets have rebounded sharply from falls at the start of the pandemic and the Fund started the 2021 calendar year at its highest level ever. The move to a more diversified investment strategy in 2018 appears to have paid off and the overall funding level remains in positive territory, with only a small reduction from that calculated at the 2019 valuation.

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- 5.18 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 2021/22 business plan includes a number of operational actions to help achieve this aim. Staff wellbeing is an important issue, never more so given the past twelve months, and unfortunately the planned launch of NILGOSC's wellbeing programme in 2020 had to be scaled back given social distancing restrictions. A virtual programme was rolled out at the start of the pandemic to offer additional support to staff, particularly those working remotely, however in-person events and training opportunities have been rolled over to 2021/22 when it is hoped a return to the office can be safely accommodated for all staff. Like many organisations, NILGOSC has adapted to remote working for certain business areas as a necessity, however it is clear that collaboration, communication and idea generation works best when staff are able to interact in an office environment.
- 5.19 Looking at the office environment, ongoing plans to refurbish the office were severely disrupted in 2020/21 as a result of social distancing restrictions and the operation of the furlough scheme by contractors. Continuing Covid-19 restrictions and mitigations have necessitated a pause in plans for a wider office refurbishment while the longer term implications for office space and remote working requirements can be determined. The operational action to complete full office refurbishment has been pushed out to March 2024 in the current corporate plan, subject to any additional government guidance or restrictions.
- 5.20 Finally, 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 2019/20 and 2020/21

- 6.1 A review of NILGOSC's performance in the preceding full financial year, together with an estimate of performance for 2020/21, is attached at Annex C and Annex D respectively.
- 6.2 With respect to the 2020/21 year, a significant proportion of the annual plan is expected to be complete or on schedule as at 31 March 2021, with some longer-term projects and activities rolling forward into future periods. The following projects or activities are not expected to be complete by the end of 2020/21 and have been carried forward to this year's corporate plan:
- Implementation of the retention and disposal schedule for electronic records
 - Implementation of an automated receipt and straight through processing of data from employers (i-Connect)
 - Implementation of a cloud-based hosting solution
 - Identification and implementation of a replacement financial management system
 - Roll-out of staff wellbeing programme
 - Full office refurbishment.
- 6.3 The first four bullet points above relate to planned IT system developments that have been rolled forward in the 2021/22 plan with a revised target date of 31 March 2022.

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The implementation of the retention and disposal schedule for electronic records is dependent on the roll-out of a corporate Electronic Document Records Management System (EDRMS). Changes in NILGOSC's procurement arrangements imposed by the Department for Communities in 2020/21, together with the impact of the pandemic and remote working on available staff resources, led to a delay of approximately three months in the EDRMS project timeline. The i-Connect project was paused in 2020/21 to allow for the completion of a procurement exercise for the future provision of pension administration software. This procurement exercise concluded in December 2020 and the project will recommence in 2021/22 with the aim that the system will be operational by 31 March 2022. The implementation of a cloud-based hosting solution progressed during 2021/22 with an approved business case and identification of a suitable platform, Azure. Reduced IT resources impacted progress in the latter part of the year and a revised approach and timeline is reflected in next year's business plan. Finally, the action to identify a suitable replacement financial management system was significantly impacted by Covid-19 and the prioritisation of core financial tasks during a period of reduced capacity and remote working. The change to NILGOSC's procurement arrangements noted above has resulted in further delays to the original timeline and the original implementation date of 31 March 2021 is no longer achievable. The project is proceeding however there is a need to align any system migration with the financial year end and accordingly the target implementation date has been delayed 12 months to 31 March 2022.

- 6.4 The fourth bullet relates to the staff wellbeing programme which was due for launch in April 2020. The programme was adapted to a virtual launch at this time to facilitate staff both in the office and working remotely. While this was an important resource for staff during the pandemic, there are a number of elements of the planned programme which require in-person attendance and full implementation has been given a revised target date of September 2022, in the expectation that social distancing restrictions on staff gatherings will be lifted by this time.
- 6.5 The final bullet point had a planned completion date of 31 March 2022 however the impact of Covid-19 on both NILGOSC and external contractors has resulted in a revised target date of 31 March 2024. At the outset of the pandemic, the contractors withdrew from the site for a five month period resulting in a significant delay to ongoing bathroom refurbishment. The final phase of the bathroom refurbishment has been deferred until 2021 as a result of ongoing social distancing restrictions. Initial plans for wider refurbishment of staff and public areas has also been put on hold, as the office has been repurposed to accommodate social distancing and other COVID-19 mitigations. Initial plans will also be reviewed after restrictions ease and some certainty can be achieved with regard to longer term office space requirements.
- 6.6 Based on actual results to 31 December 2020, service delivery performance falls within the range 90%-100% when measured against published in-house service standards. Work volumes have been noticeably lower during 2020/21 which has facilitated the strong performance throughout the challenging pandemic period.
- 6.7 Full details of the progress made in implementing the Corporate Plan 2020/21 will be included in the Annual Report and Accounts for the Year Ended 31 March 2021.

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7 Aims and Key Objectives for 2021/22 to 2023/24

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
- To work collaboratively on investment matters when suitable opportunities arise.

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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

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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%

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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 2021/22-2023/24.

- 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 2021/22 has been costed and a forecast of administration income and expenditure for the year ahead is attached at Annex A.

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Annex A

Budget 2021/22

	£
STAFF COSTS	
Salaries	2,593,340
Superannuation	503,733
National Insurance	234,436
Staff Training & Travel	100,045
Chairman's Allowance	15,301
Committee's Training Expenses	22,074
Committee's Travel & Expenses	57,144
	3,526,073
OFFICE OVERHEADS	
Rates & Insurance	89,029
Electricity	22,696
Office Rent	10,200
Property Expenses	15,000
Office Service Charges	143,928
Office Cleaning & Consumables	6,931
	287,784
COMPUTER RUNNING COSTS	
IT Maintenance	515,856
Materials	8,100
	523,956
DEPRECIATION AND HIRE	
Computers	157,908
Fixtures & Fittings	4,676
Templeton House	48,000
	210,584
ADMINISTRATION	
Printing, Advertising & Stationery	151,896
Telephone and Communications	32,312
Postage	150,936
	335,144
PROFESSIONAL FEES	
Medicals	84,800
Actuary	78,750
Local Government Auditor	35,500
Internal Audit	28,080
Professional Advice	191,561
	418,691
GENERAL EXPENSES	
Maintenance	12,644
Miscellaneous	28,124
	40,768
TOTAL EXPENDITURE	5,343,000
Recoverable Costs	(116,000)
NET EXPENDITURE	5,227,000

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 – 2023/24

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 short service members leaving the scheme with option choices	Provide a statement of options within 10 working days of notification

Northern Ireland Local Government Officers' Superannuation Committee

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Corporate Aim	Business Objective	Operational Action	Performance Indicator
		1.3.4 To provide members with benefit quotations on request.	Benefit quotations issued within 10 working days
		1.3.5 To provide members and deferred members with benefit statements	Benefit statements issued within 5 months of year end
		1.3.6 To provide members with annual allowance statements as applicable	Statements issued by 6 October
		1.3.7 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 9 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 9 months of regulations made

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 – 2023/24

Corporate Aim	Business Objective	Operational Action	Performance Indicator
		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
		1.5.8 To obtain and upload McCloud data requirements to the pension administration system	To upload McCloud data to individual member records by 31 March 2022
		1.5.9 To recalculate any benefits required as a result of changes in legislation due to the Goodwin decision	To complete necessary recalculations by agreed date
		1.5.10 To process any adjustments to benefits or transfer payments as a result of GMP equalisation	To process any adjustments by agreed date
	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 2022
	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 2023

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Corporate Plan 2021/22 – 2023/24

Corporate Aim	Business Objective	Operational Action	Performance Indicator
		1.7.6 To launch a staff wellbeing programme	Wellbeing programme rolled out by 30 September 2022
	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 2024
	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 15% relative to December 2020
		1.9.2 To monitor and improve data quality and ensure common data quality meets TPR standards	Data scores calculated in line with TPR guidance and action taken in line with data improvement plan
2. To deliver an effective investment strategy in line with the actuarial profile of the fund.	2.1 To value the scheme assets and liabilities and set contribution rates accordingly	2.1.1 Undertake Actuarial valuation every 3 years.	Publish valuation by 31 March 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

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 – 2023/24

Corporate Aim	Business Objective	Operational Action	Performance Indicator
		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 initial carbon intensity analysis of portfolio	Analysis completed by 31 December 2021
		2.2.6 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
	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	Covenant assessment completed by 31 March 2022
	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

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 – 2023/24

Corporate Aim	Business Objective	Operational Action	Performance Indicator
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 Workplan	Actions completed in line with target dates
	3.3 To provide members and employers with specific details of regulation changes and relevant tax legislation changes	3.3.1 Communication of any relevant regulation and tax changes	Within 3 months of regulations or changes being made
3.3.2 To advise all new members of the benefits of the pension scheme		Issue information to new scheme members and membership certificates within 20 working days of receipt	
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

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 – 2023/24

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

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 – 2023/24

Corporate Aim	Business Objective	Operational Action	Performance Indicator
		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 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 To implement automated receipt and straight through processing of data from employers.	System operational by 31 March 2022
		5.2.2 To promote the take-up for Member Self Service across scheme membership	To achieve a 30% registration level for members by 31 March 2022
		5.2.3 To issue 2020/21 active member pension benefit statements via Member Self Service	Statements issued online by 31 August 2021
		5.2.4 To implement a cloud-based hosting solution for non-essential servers	Proof of concept completed by 31 March 2022.
		5.2.5 To launch a reconnection programme for members not utilising the Member Self Service facility	To write to non-registered deferred members by 31 March 2022 and actives by 31 March 2023
		5.2.6 To utilise functionality on Member Self Service for pensioner members	Issuance of 20/21 P60s via Member Self Service for registered pensioners To change default setting for new pensioners to electronic delivery of pay slips and P60s from April 2021

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Corporate Plan 2021/22 – 2023/24

Corporate Aim	Business Objective	Operational Action	Performance Indicator
		5.2.7 To purchase, install and commission a suitable replacement finance system	System implemented by 31 March 2022
		5.2.8 To facilitate the exchange of data with the pension dashboard	To be compliant with legislative requirements and timeframes
	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	Screening and/or EQIA completed during the policy development or review process
	6.2 To ensure NILGOSC personnel policies promote equality of opportunity	6.2.1 To prepare s55 Report for Equality Commission	Report prepared by April 2023
		6.2.2 To record annual recruitment monitoring information	Report submitted by 1 May each year
	6.3 To ensure that NILGOSC meets or exceeds best practice as set out by the Equality Commission	6.3.1 To implement the Equality Scheme Action Plan 2018/19-2020/21	Actions completed in line with plan
		6.3.2 To submit s75 Annual Progress Report to include publication of EQIA monitoring information	Submission to Equality Scheme by 31 August 2021
		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 2021/22 to 2023/24 – Actual Performance to 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	452,752 pensioners paid 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	2,511 pension lumpsums paid 98% 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	2,141 refunds paid 99% within target Average time taken 8 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	112 transfer outs paid 94% within target Average time taken 8 days	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 2019/20. 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 179 posted within the July deadline	Achieved
		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	360 transfer in confirmations provided 99% within target Average time taken 7 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	Actioned within prescribed timescales	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Actual Performance to 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	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	6,146 items of correspondence 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	2,723 early leaver notifications provided 96% within target Average time taken 12 days	Achieved
		1.3.3 To provide members with benefit quotations on request	Benefit quotations issued within 10 working days	4,062 quotations provided 95% 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	Benefit statements were issued ahead of the statutory deadlines. 89.2% of deferred statements were issued and 99.7% of active member benefit 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
		1.3.6 To provide an estimate of a CETV	Within 20 working days of receipt of relevant details	732 transfer out quotations provided 99% within target Average time taken 7 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	116 dependants' pensions paid 99% within target Average time taken 4 days	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Actual Performance to 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.4.2 To pay death grants promptly	Within 10 working days of receipt of relevant proof of title	1,009 death grants paid 99% within target Average time taken 3 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	The Local Government Pension Scheme (Amendment) Regulations (Northern Ireland) 2019 were made on 23 October 2019 and The Marriage (Same-sex Couples) and Civil Partnership (Opposite-sex Couples) (Northern Ireland) Regulations 2019 were made on 19 December 2019. The changes introduced by these amending regulations were implemented within 3 months of them being made.	Achieved
		1.5.2 To train relevant staff on any regulation changes	Relevant staff trained on new regulations within 3 months of regulations made	Staff were trained on the new regulations within timescales	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	Administration systems were updated within timescales	Achieved
		1.5.4 To update processes to reflect scheme changes arising from cost cap breach	Processes updated within 6 months of regulations made	The Cost Cap changes were postponed pending changes as a result of the McCloud case. Possible changes relating to both matters are still awaited	On Target

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Corporate Plan 2021/22 to 2023/24 – Actual Performance to 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		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	The Cost Cap changes were postponed pending changes as a result of the McCloud case. Possible changes relating to both matters are still awaited	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	The Cost Cap changes were postponed pending changes as a result of the McCloud case. Possible changes relating to both matters are still awaited	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	28 SARs received and responded to within timescales; 19 FOI requests received and responded to within timescales	Achieved
		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 adopted and the Discovery phase commenced in late 2019; The Alpha phase will be undertaken in 2020/21; The implementation of Office 365, which is required to support the development of SharePoint for EDRMS, was completed in 2019	Not Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Actual Performance to 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	In 2019/20 a total of 1,036 hours of training was completed and annual training plans agreed for all staff	Achieved
		1.7.2 To utilise e-learning packages for mandatory corporate training, where appropriate	All staff have successfully completed e-learning modules issued	All new staff members completed Equality and Diversity, GDPR and Freedom of Information e-learning modules as required	Achieved
		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 16.8% which reduces to 10.8% if fixed term contracts and placements are excluded	Achieved
		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 2021/22 to 2023/24 – Actual Performance to 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 has been pushed out a further 12 months in 2020/21 corporate plan to spread Phase 4 costs across two budget periods. Phase 3 bathroom refurbishment commenced in February 2020 but has been delayed as a result of the government's coronavirus restrictions	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 Common data 98.1% (2018 94.7%) 2019 Scheme specific 96.6% (2018 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	The 31 March 2019 triennial valuation report was published on 31 March 2020	Achieved
		2.1.2 To provide necessary information to GAD for cyclical cost cap valuations	Information provided by due date	Data provided to Scheme Actuary and to GAD within agreed timescales	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Actual Performance to 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 contributions and deficit recovery streams collected as set out in Rates & Adjustment certificate. Outstanding deficit recovery amounts collected with March 2020 contributions in April 2020	Achieved
	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 2020 was behind the fund target of <u>CPI+3.5%</u> by -2.58% and -0.14% respectively	Not 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 2020 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: £2,066.8k to 31 March 2020; Class actions income to 31 March 2020: £39.6k	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	Up to 31 March 2020; votes were cast at 224 meetings for 228 companies; 56 engagement letters were issued: 30 to UK companies and 26 to European companies; £39,585.31 recovered through class actions to 31 March 2020	Achieved

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Corporate Plan 2021/22 to 2023/24 – Actual Performance to 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 fixed income assets was completed in 2018/19 and CBRE GIP was appointed in February 2020 to manage a Global Property mandate; The process to implement the final change, an active emerging markets equity manager, commenced in August 2019 with the mandate due to be funded during 2020	Moderately Behind 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	Achieved
		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

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Actual Performance to 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		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 and reported to the Committee. Cost transparency data was obtained and collated for all investment managers and fund managers for 2018/19 and presented to the Committee. The 2019/20 exercise will commence shortly after year end when the data becomes available.	Achieved
		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 2018/19 and have committed to completing it again for 2019/20 once the data becomes available	Achieved
	2.4 To understand and adopt good practice in Public	2.4.1 Review Statement of Investment Principles and Funding Strategy Statement	Revise FSS and revise SIP when necessary	Updated SIP approved by the Committee in March 2020. FSS approved by the Committee in August 2019.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Actual Performance to 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	Sector fund management	2.4.2 To monitor and manage employer covenants in line with Funding Strategy Statement	Review completed by 31 March 2020	2019 Funding Strategy Statement issued for consultation in June 2019, approved by Committee and circulated to employers in September 2019; Annual employer covenant exercise conducted in Q3 2020	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	Ongoing consideration of opportunities via Lothian collaboration; Three co-investments made during 2019/20	Achieved
		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 2020 NILGOSC lent its support to 4 CDP Campaigns on Climate Change Water, Forests and Non-disclosure; supported 8 global initiatives/engagements; and joined the Institutional Investors Group on Climate Change (IIGCC)	Achieved
3. To promote the scheme and inform members and employers of their pension options.	3.1 To actively encourage retention in, and new membership of, the Scheme	3.1.1 To monitor the level of members opting-out of the Scheme, understand the reasons and market the Scheme to non-members	Maintain active membership levels at March 2015 levels	The number of active members at 31 March 2020 was 68,153, an increase of 29% from that at March 2015	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Actual Performance to 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	3.2 To provide general scheme information to scheme employers, their employees, members, Trade Unions and pensioners through active engagement	3.2.1 Publish comprehensive scheme literature and guidance	Within 3 months of Scheme changes	Literature, guidance and the website were updated within timescales	Achieved
		3.2.2 Provide employee and employer seminars	Employer satisfaction rating as measured through annual satisfaction survey	55 seminars were carried out. Satisfaction survey results show that 100% of respondents rated presenters, content, structure and length as good or excellent; 96.4% were content with the location of events.	Achieved
		3.2.3 To lay the annual report in the NI Assembly	In accordance with date agreed with Department	Annual report laid in the NI Assembly on 10 September 2019 as agreed with DfC	Achieved
		3.2.4 To implement the Communications Workplan	Actions completed in line with target dates	Actions within the Communications Workplan prioritised due to staff illness resulting in some items such as videos being carried forward into the next year. Software changes delayed actions relating to the recording of communication preferences.	Moderately Behind Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Actual Performance to 31 March 2020

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	Active members were advised of relevant changes within timescales. The notification of the first set of amending regulations to deferred members and pensioners were issued 18 days outside of the 3 month timeframe.	Moderately Behind Target
		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	18,567 new members processed within 20 days of receipt of information from employer 100% 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.	Advice was provided where 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 at monthly SMT meetings as part of public sector redundancies project	Achieved
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 were issued when required to advise of any changes	Achieved
		4.1.2 To respond to relevant Government consultation exercises	By consultation reply date	Responded to DWP and TPR consultations to date	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Actual Performance to 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		4.1.3 To respond to parent Department consultation exercises	By consultation reply date	Responded to DfC LGPS consultation	Achieved
		4.1.4 To contribute to consultee groups eg PLSA, LGPC etc	To have representation on all groups	Representation on groups continued	Achieved
		4.1.5 To contribute to industry discussions around scheme simplification	To be represented at LGPS simplification discussions	Represented on the Scheme Advisory Board for England and Wales which is overseeing a simplification project	Achieved
	4.2 To engage with, and inform, interested parties and relevant decision makers	4.2.1 To identify interested parties and decision makers for relevant issues and ensure they are adequately briefed on the consequences for NILGOSC	Evidence of engagement	Engaged with NILGA executive, Fermanagh & Omagh DC and Ards and North Down BC on investment issues. Engaged with Scheme Advisory Board on McCloud remedy.	Achieved
	4.3 To improve the Scheme Regulations for the benefit of employers and members	4.3.1 Identify potential changes to the existing regulations or draft regulations and lobby the Department to make the changes	Formal notification of amendments to the Department	Latest draft amendments reviewed	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Actual Performance to 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
5. To undertake business in an efficient, effective and accountable manner as required of a public body.	5.1 To enhance corporate governance arrangements appropriate for a public body	5.1.1 Respond to External Auditor letters	Within 10 working days	All audit requests responded to in a timely fashion and formal 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	Achieved
		5.1.3 Participate in data matching exercises as appropriate	Identify invalid payments and recoup losses	661 data matches were released on 10/01/19 across eight reports in respect of the 2018/19 NFI exercise. Five overpayments totalling approximately £3.2k have been identified. As at 31 December 2020, one has been repaid and recovery of the remaining overpayments of £2.6k is being pursued.	Achieved
		5.1.4 To test Business Continuity procedures and ensure effective	Annual test of Business Continuity Plan	Annual BCP test successfully carried out in March 2020 to assess the ability to access all servers applications and to generate files to enable payment of pensions and salaries based on various scenarios	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Actual Performance to 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.1.5 Maintain a Risk Register and take actions to mitigate identified risks	The Risk Register is compiled, reviewed quarterly and action identified is completed	The annual review of the risk register for 2019/20 was completed by SMT on 1 May 2019; The updated Risk Register was approved by the ARAC and Management Committee in June 2019; Quarterly reviews took place during the 2019/20 year	Achieved
		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
		5.1.7 To undertake the retendering of goods and services	Tenders completed in line with procurement schedule	All procurement activity conducted in line with 2019/20 procurement schedule	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	Continue to identify collaborative/framework contracts to ensure best value for NILGOSC. Utilised Education Authority CoPE contract for capital works; NICS contract for banking services; and LGPS frameworks for Actuarial Services, Legal services and Member Data Tracing in 2019/20.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Actual Performance to 31 March 2020

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 annual Committee training event was held on 2 April 2019. In the year to date, Committee members have completed 574.5 training hours. Two Committee members did not meet their individual target.	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 2 new appointments to the Management Committee during 2019/20 with inductions completed in the same quarter	Achieved
	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	The electronic disposal of records is pending implementation of an EDRMS; An Agile approach to the project has been adopted and the Discovery phase commenced in late 2019; The Alpha phase will be undertaken in 2020/21; The implementation of Office 365, which is required to support the development of SharePoint for EDRMS, was completed in 2019	Not Achieved

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Corporate Plan 2021/22 to 2023/24 – Actual Performance to 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.2.2 To implement automated receipt and straight through processing of data from employers	System operational by 31 March 2020	This project was scaled back pending the completion of the National LGPS Framework for Pension Software which is expected in April 2020. Testing was successfully undertaken for some small employers and NILGOSC.	Not Achieved
		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. 18% of members registered for MSS at 31 March 2020.	Achieved
		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 March 2020, 19,324 members had registered for MSS representing 18% of individuals participating in the Scheme	Achieved
		5.2.5 To implement redesign of key pension administration processes	To implement redesigned processes by 31 March 2020	52 workflows have been redesigned and Live from 1 April 2020. New workflows for two processes are due for completion in Q1 2020/21.	Substantially Achieved

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Corporate Plan 2021/22 to 2023/24 – Actual Performance to 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 transition of staff within the IT Team over the last 12 months, it has not been possible to scope, plan and implement a hosting solution by 31 March 2020. A new Infrastructure Manager joined in August 2019 and a new IT Manager in February 2020. A plan to take this action forward on a phased basis will be developed in 2020/21. The first phase was completed in 2019 with the migration of MS Exchange to Office 365.	Not Achieved
		5.2.7 To undertake a website refresh	Website refresh completed by 31 March 2021	An Accessibility audit was completed and the results reviewed; As structural changes are required to the website, a decision has been taken to proceed with procurement of a new website; As an interim solution, amendments have been made to the current website	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Actual Performance to 31 March 2020

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	Issued quarterly	Substantially Achieved
		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 and Agile methodology. Current projects include, EDRMS, Refurbishment of Templeton House and Public Sector Accessibility Regulations 2018.	Achieved
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 were required to be equality screened in the year	Achieved
	6.2 To ensure NILGOSC personnel policies promote	6.2.1 To prepare s55 Report for Equality Commission	Report prepared by April 2020	Not due in current reporting period	On Target

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Corporate Plan 2021/22 to 2023/24 – Actual Performance to 31 March 2020

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	equality of opportunity	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.	Achieved
		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	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	Scheme publicised in annual newsletters and Annual Report	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 2021/22 to 2023/24 – Estimate of Performance at 31 March 2021

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	351,724 pensioners paid YTD. 100% 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	1,762 pension lumpsums paid YTD. Average time taken 6 days. 97% achievement.	On Target
		1.1.3 To pay refunds of contributions promptly and accurately	Within 10 working days of receiving a valid application	1,618 refunds paid YTD. Average time taken 3 days. 99% achievement.	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	63 transfer outs paid YTD. Average time taken 6 days. 91% achievement.	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	Contributions being collected largely within targets despite the impact of COVID-19 restrictions on Employers' operations. Slight increase in late contributions but none indicative of any longer term concern for employer covenants.	On Target
		1.2.2 To update member records on receipt of annual returns from employers	For 100% of employers by 31 July	176/176 returns posted by the deadline.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Estimate of Performance at 31 March 2021

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	163 transfer in confirmations provided YTD. Average time taken 4 days. 98% achievement.	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	Any requests dealt with inside 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	4,029 items of correspondence YTD. Average time taken 2 days. 98 achievement.	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	1,731 early leaver notifications provided YTD. Average time taken 8 days. 97% achievement.	On Target
		1.3.3 To provide members with benefit quotations on request.	Benefit quotations issued within 10 working days	2,393 quotations provided YTD. Average time taken 3 days. 98% achievement.	On Target
		1.3.4 To provide members and deferred members with benefit statements	Benefit statements issued within 5 months of year end	Deferred benefit statements were issued online at the beginning of June 2020 to 92.2% of members. Active member statements were issued in August to 99.5% of members. Overall 92,701 statements, representing 97.2% of members, issued before the statutory deadline.	Substantially Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Estimate of Performance at 31 March 2021

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	Annual allowance pension savings statements were issued to 169 members ahead of 6 October. Two statements missed the deadline.	Substantially Achieved
		1.3.6 To provide an estimate of a cetv	Within 20 working days of receipt of relevant details	423 transfer out quotations provided YTD. Average time taken 5 days. 98% achievement.	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	89 dependants paid YTD. Average time taken 3 days. 97% achievement.	On Target
		1.4.2 To pay death grants promptly	Within 10 working days of receipt of relevant proof of title	825 death grants paid YTD. Average time taken 3 days. 97% achievement.	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	Amending regulations came into effect on 31 May 2020. These were minor amendments and required no process changes.	On Target
		1.5.2 To train relevant staff on any regulation changes	Relevant staff trained on new regulations within 3 months of regulations made	Staff were advised within timescales of the new regulations and that these did not impact on current practice.	On Target
		1.5.3 To have administration systems updated for any new or amended regulations	To have administration systems in place within 3 months of regulations made	No updates to the administration systems were required.	On Target
		1.5.4 To update processes to reflect scheme changes arising from McCloud/cost cap breach.	Processes updated within 6 months of regulations made	No regulations made	On Target

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Corporate Plan 2021/22 to 2023/24 – Estimate of Performance at 31 March 2021

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		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	No regulations made	On Target
		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	Work has commenced with the pensions software provider to automate uploading of information and identifying records that may need amended. Participation in the SAB software group for McCloud.	On Target
		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	Participation in the SAB data collection group for McCloud/cost cap legislation.	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	There have been 19 SAR requests in the reporting period to date; all requests have been met within the one month limit and none are live as at 31 December 2020. There have been 16 FoI requests in the same period; all were replied to within the 20 day limit.	On Target

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Corporate Plan 2021/22 to 2023/24 – Estimate of Performance at 31 March 2021

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.6.2 To implement the Retention and Disposal Schedule	To complete implementation for electronic records by March 2021	The electronic disposal of records is pending implementation of an EDRMS. An Agile approach to the project has been adopted and the Discovery phase completed early 2020, setting out a longer timeframe than originally anticipated. The Alpha phase commenced January 2021 with a phased implementation scheduled for February 2021. Full electronic retention and disposal will not be achieved until the roll-out is complete.	Not Achievable
	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.	There was a total of 337.25 hours of training completed to date. (Training hours will remain below average due to the ongoing impact of Covid-19).	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.	10 new members of staff and 8 Committee members successfully completed e-learning modules on Diversity and Inclusion and Data Protection to date. All NILGOSC staff have also completed annual refresher training on Data Protection in this period.	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

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Corporate Plan 2021/22 to 2023/24 – Estimate of Performance at 31 March 2021

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%.	Staff turnover for rolling 12 months is 11.8%	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 quarter	On Target
		1.7.6 To launch a staff wellbeing programme	Wellbeing programme rolled out by 31 March 2021	A scaled back pre-launch of the wellbeing year was rolled out in April 2020 and continues to be promoted through regular COVID-19 updates.	On Target
	1.8 To ensure that the office environment meets the growing needs of stakeholders and staff.	1.8.1 To maintain and improve office facilities to meet the ongoing needs of stakeholders and staff	Phase 4 completed by 31 March 2021. Full office refurbishment completed by 31 March 2022	Phase 3 (Bathroom refurbishment) delayed significantly as a result of Covid-19. Stage 1 of bathrooms completed September 2020. Social distancing restrictions have required repurposing of existing office space and remaining refurbishment plans have been put on hold.	Not Achievable
	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 31 December 2019	Missing addresses held reduced by 34% on 31 December 2019.	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.	Data analysed and scores received. Improvement from previous year- Common 99.1% (98.1%) scheme specific 98.5% (96.6%)	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Estimate of Performance at 31 March 2021

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
2. To deliver an effective investment strategy in line with the actuarial profile of the fund.	2.1 To value the scheme assets and liabilities and set contribution rates accordingly	2.1.1 Undertake Actuarial valuation every 3 years.	Publish valuation by 31 March 2023	Not due in current reporting period	On Target
		2.1.2 To provide necessary information to GAD for cyclical cost cap valuations	Information provided by due date.	Due to provide GAD with 2020 valuation data by 31 January 2021.	On Target
		2.1.3 To ensure employer contribution rates for 2020/21 implemented and deficit recovery contribution streams collected.	Collect minimum contributions due under current Rates & Adjustment certificate.	Of the 8 deficit recovery invoices issued in Q1, 5 have been paid in full. The remaining 3 have commenced paying by instalments as agreed.	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	Performance to 30 Sept 2020 was ahead of the fund target of CPI+3.5% by 0.96% on a 3-year basis, but behind by -0.35% on a 5-year basis.	Caution
		2.2.2 To monitor and regulate investment management	That no manager breaches investment guidelines and that under performance is promptly addressed	During the quarter ended 31 December 2020, no active breaches were reported. Underperformance is addressed through the scorecard process.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Estimate of Performance at 31 March 2021

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		2.2.3 To maximise income from scheme assets	Amount of income earned.	Stock Lending income: £350,850.49 to 30 November 2020 Class actions income to 31 December 2020: £67,046.46	On Target
		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.	Up to 31 December 2020; votes were cast at 198 meetings for 183 companies. 61 engagement letters were issued: 41 to UK companies and 20 to European companies. £67,046.46 recovered through class actions to 31 December 2020	On Target
		2.2.5 To undertake the triennial Investment Strategy Review	To complete the strategy review by December 2021	The remaining phase of the previous strategy review, to appoint an active emerging markets equity manager, has been delayed as a result of the pandemic and the mandate is due to be funded in Q4. The next strategy review will take place in 2021.	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

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Estimate of Performance at 31 March 2021

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		2.3.2 To benchmark investment performance against LGPS peers	Annual benchmark report produced by 30 September	Report presented to August Committee meeting.	Achieved
		2.3.3 To monitor and report on investment costs using standard industry templates	Annual investment costs report by 31 August	Investment management costs monitored on an on-going basis and reported to the Committee. CTI template issued to and collected from all investment managers and fund managers for 2019/20. The data was collated and finalised prior to 31 August 2020. Presented at the September 2020 Committee meeting due to scheduling.	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	Updated SIP approved by the Committee in March 2020. 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	Interim monitoring completed by 31 March 2021	Not due in current quarter	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.	Potential collaborative investments identified in Q2 and Q3 did not proceed due to external circumstances.	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Estimate of Performance at 31 March 2021

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 2020 NILGOSC joined other businesses and Investors in signing letters to the UK Government and to EU heads of state and government, calling for a sustainable resilient recovery from the Covid-19 pandemic. NILGOSC also became an official supporter of the TCFD recommendations.	On Target
3. To promote the scheme and inform members and employers of their pension options.	3.1 To actively encourage retention in, and new membership of, the Scheme	3.1.1 To monitor the level of members opting-out of the scheme, understand the reasons and market the Scheme to non-members.	Maintain active membership levels at March 2019 levels.	At 31 December 2020 the Scheme had 68,864 active members, an increase of 12% on the March 2019 figure of 61,513 active members.	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 updated for new tax year	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Estimate of Performance at 31 March 2021

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		3.2.2 Provide employee and employer seminars	Employer satisfaction rating as measured through annual satisfaction survey	An employer seminar was held in conjunction with LGA on the impact of COVID-19 and a further in-house event was held for employers on the McCloud consultation and data collection requirements. Employee and general employer training seminars were suspended due to COVID-19 but restarted virtually in Q3 covering redundancy, members' benefits, leaving the Scheme and employer discretions.	On Target
		3.2.3 To lay the annual report in the NI Assembly.	In accordance with date agreed with Department	2019/20 Annual Report and Accounts certified with an unqualified opinion and laid before the NI Assembly 8 September 2020 as agreed with DfC	Achieved
		3.2.4 To implement the Communications Workplan	Actions completed in line with target dates	Actions completed within timescales	On Target
	3.3 To provide members and employers with specific details of regulation changes and relevant tax legislation changes	3.3.1 Communication of any relevant regulation and tax changes	Within 3 months of regulations or changes being made	No regulation or tax changes in Q3	On Target

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Estimate of Performance at 31 March 2021

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		3.3.2 To advise all new members of the benefits of the pension scheme	Issue information to new scheme members and membership certificates within 20 working days of receipt	9,259 new members processed within 20 days of receipt of information from employer. 97% achievement.	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 and recognised Trade Unions informed of key potential scheme changes	Circulars issued as required.	On Target
		4.1.2 To respond to relevant Government consultation exercises	By consultation reply date	Responded to consultations on the Pensions Dashboard, Pensions Tax Relief Administration, and GMP Indexation.	On Target
		4.1.3 To respond to parent Department consultation exercises	By consultation reply date	Responded to the Underpin consultation	On Target
		4.1.4 To contribute to consultee groups eg PLSA, LGPC etc	To have representation on all groups	Representation has continued on all established groups and new ad-hoc Covid groups.	On Target
		4.1.5 To contribute to industry discussions around scheme simplification	To be represented at LGPS simplification discussions	Currently represented on industry groups exploring the McCloud remedy	On Target

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Corporate Plan 2021/22 to 2023/24 – Estimate of Performance at 31 March 2021

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	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 issues arising in quarter	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	Recommendations made to DfC for further improvements to the scheme regulations	On Target
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	Responses to all external audit requests prior to or during audit provided promptly. Level 3 audit recommendation implemented October 2021.	On Target
		5.1.2 Review of NILGOSC Internal Controls	Annually by 31 March	Governance statement published	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2021/22 to 2023/24 – Estimate of Performance at 31 March 2021

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.1.3 Participate in data matching exercises as appropriate	Identify invalid payments and recoup losses.	NILGOSC continues to participate in the NFI Data Matching Exercise. NILGOSC is continuing to pursue the recovery of overpayments identified through previous NFI data matching and mortality tracing exercises. Uploads for the NFI 2020-21 exercise took place in October 2020 and matches are expected to be released w/c 18 January 2021.	On Target
		5.1.4 To test Business Continuity procedures and ensure effective	Annual test of Business Continuity Plan	The annual Business Continuity test will be scheduled in Q4.	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.	The Annual Risk Review took place on 28 April 2020. The Risk Register 2020/21 and a separate COVID-19 Risk Register were approved by ARAC and Management Committee in June 2020. Quarterly risk reviews were undertaken by the SMT on 27 July and 26 October 2020. The Q3 risk review by SMT is scheduled for 25 January 2021.	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

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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	Potential impact on schedule as a result of imposition of new CoPE arrangements and additional CPD timeframes.	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.	NILGOSC continues to exploit opportunities to use public sector collaborative frameworks and contracts.	On Target
			Each member has undertaken 40 hours of training/development per annum.	The Management Committee have undertaken 435 hours of training in the reporting period since 1 April 2020.	On Target
		5.1.9 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.	Four Committee members commenced their term of appointment on 1 April 2020 with induction on 20 May 2020. On Board and Effective ARAC training for these members took place in August. An additional four Committee members were appointed on 1 October 2020. Their induction training took place on 2 October 2020 and On Board training occurred 12 January 2021.	On Target

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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 2021	An Agile approach to the project has been adopted and the Discovery phase completed early 2020, setting out a longer timeframe than originally anticipated. The Alpha phase commenced January 2021 with a phased implementation scheduled for February 2021. The implementation of Office 365, which is required to support the development of SharePoint for EDRMS, was completed in 2019 and One Drive was rolled out to SMT in December 2020.	On Target
		5.2.2 To implement automated receipt and straight through processing of data from employers.	System operational for large employers by 31 March 2022	Project paused pending completion of pensions software procurement exercise but will recommence in Q4.	On Target
		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	At 31 December 2020, the Scheme had 24,962 individuals registered on MSS, representing 22.8% of individuals in the Scheme.	On Target
		5.2.4 To issue 2019/20 deferred member pension benefit statements via Member Self Service	Statements issued online by 31 August 2020	The majority of deferred member statements were issued online on 1 June 2020. 1,018 were posted to those members who have chosen to receive their communications by post.	Achieved

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Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.2.5 To implement a cloud-based hosting solution for non-pension software related IT infrastructure	Migration completed by 31 March 2021	Microsoft Azure has been identified as a suitable cloud-based hosting platform. Business case has been drafted. Project is behind schedule and impacted by reduced resources in the IT team. Further scoping required in Q4.	Not Achievable
		5.2.6 To redevelop the website to ensure compliance with accessibility legislation.	Website compliant by 30 September 2020	The website procurement went live on the Digital Marketplace on 18 June 2020. The contract commenced on 8 September 2020 with completion due January 2021.	Not Achievable
		5.2.7 To scope and identify a suitable financial management system	System implemented by 31 March 2021	Project is behind schedule due to the complexity of sourcing, procuring, verifying and installation, given the broadened scope identified during the Discovery phase. The pandemic and a sustained period of remote working and sub-optimal efficiency has also impacted on available project resource.	Not Achievable
		5.2.8 To scope and identify a suitable HR system	System implemented by 31 March 2021	A suitable Workforce Management System has been identified and a business case approved in Q3. System is on schedule to be implemented in Q4..	On Target

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Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.2.9 To facilitate the exchange of data with the pension dashboard	To be compliant with legislative requirements and timeframes	Responded to information requests from PLSA	On Target
		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	Call off tender issued using National LGPS Framework and new contract awarded which goes live January 2023.	Achieved
	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.	Projects managed in line with Prince 2 methodology or Agile methodology, depending on the nature of the project. where appropriate. The Project Co-ordinator has completed Agile training and provides advice on this for project management.	On Target
6. To promote equality of opportunity, good relations to fulfil Section 75 obligations	6.1 To assess the likely impact of policies on the promotion of equality of opportunity and good relations	6.1.1 Use the tools of screening and EQIA to determine the likely impact of any new policy	Screening and/or EQIA completed during the policy development or review process	There were no policies due for screening in Q1 or Q2. In Q3 the AVC policy and the Information Risk policy were screened using new accessible format.	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 completed by 31 March 2020	Achieved

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Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		6.2.2 To record annual recruitment monitoring information	Report submitted by 1 May each year	Completed and submitted to ECNI in February 2020.	Achieved
6. To promote equality of opportunity, good relations to fulfil Section 75 obligations	6.3 To ensure that NILGOSC meets or exceeds best practice as set out by the Equality Commission	6.3.1 To implement the Equality Scheme Action Plan 2018/19-2020/21	Actions completed in line with plan.	Progress against implementation of actions set out in the Equality Action Plan continue to be reviewed by SMT on a bi-annual basis. Progress at 30 September 2020 reviewed at October meeting.	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 2020	For 2020 the deadline for submission was extended to 31 December, however the return was completed and submitted on 15 September.	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 all stakeholder group newsletters and in Annual Report.	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