



Corporate Plan 2017/18 - 2019/20

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 2017 to 31 March 2020.
- 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 2015, 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 our vision, mission and high level aims and objectives are future-proofed and therefore do not require revision for every new initiative or

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operational change.

2.5 The 2015 strategic review was undertaken within the context of a number of overarching themes and drivers. These six themes form the framework for strategic planning and decision making within NILGOSC.



- 2.6 The Plan is reviewed and revised annually. Progress in meeting the objectives will be reported quarterly to the Management Committee (the Committee) and Department for Communities, as well as annually in the Annual Report.
- 2.7 The Plan has been formulated by NILGOSC taking into account the views of the Committee, management and staff and understanding external factors such as government policy and stakeholder needs. Each business area undertakes a number of Operational Activities which fulfil NILGOSC's Business Objectives, and in turn are designed to satisfy the Corporate Aims. Annex B sets out the key objectives and performance targets for the next three years and the strategy for achieving them. Annex B also sets out the relationship between Corporate Aims, Business Objectives and Operational Activities in tabular format.
- 2.8 The plan for the three years to 31 March 2020 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

- While 2016/17 continued to be dominated by the bedding in of the new scheme and 5.1 wider government changes in local government pensions, the focus for 2017/18 will return once again to continuously improving the service provided to stakeholders. Information requirements, both in respect of the data required to administer the scheme and the provision of information to members, has increased significantly since the introduction of the new scheme in April 2015 and a key focus for 2017/18 and beyond is on improving data flows and service delivery methods. Changes in technology continue to move at a considerable pace and stakeholders of today expect to have convenient and efficient access to services. In December 2016, NILGOSC signed a new contract with its pension administration software provider which includes a number of additional software modules that, with the appropriate time and resource, have the potential to revolutionise how information is exchanged and services are delivered in the future. The corporate plan for 2017/18-2019/20 includes operational actions for the introduction of a 24/7 online direct access facility for members as well as an integrated data submission and exchange facility for scheme employers. The former is designed to allow members to directly access and update the information NILGOSC holds, as well as offering the facility to generate and model bespoke quotations. Longer term, this facility has the potential to offer alternative communication methods, subject to member preference, for the delivery of both personal and scheme information. While the primary beneficiary is the member, through enhanced service delivery options, there are potential financial benefits to NILGOSC through reduced administration costs including postage and printing expenditure.
- 5.2 Technological developments outside of pension administration also offer the potential to increase efficiency and enhance service delivery and the corporate plan for the year

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ahead includes actions around the next phase of NILGOSC's digitisation and records management project. Cyber threat management and information security remains a high priority and action continues to be taken to enhance existing systems to ensure NILGOSC maintains a robust control environment.

- 5.3 Collaboration is one of NILGOSC's six strategic themes and is an area where, provided interests are properly aligned, can offer increased efficiency through improved resource management as well as access to opportunities that may not otherwise be available. Procurement is perhaps the most obvious area for collaboration and NILGOSC will continue with it existing approach of utilising appropriate frameworks to reduce the time and associated costs of running individual tender exercises. Collaboration also offers potential benefits in other areas, including pension fund investment. In an economic climate of low returns and low appetite for risk, collaborative investments offer NILGOSC the opportunity to share both costs and expertise and open up access to investment opportunities that might not otherwise be available, whether that be due to size, expertise or existing relationships.
- 5.4 From a pension administration perspective, 2017/18 will be the third year for the CARE scheme and a key focus will be on re-attaining service delivery standards for all service related activities. The workload prioritisation system that was in operation during the unprecedented levels of demand in 2015 and 2016 has been phased out in conjunction with a backlog management approach implemented in the latter half of 2016/17. The latter has been extremely effective in reducing work queues to manageable levels by 31 March 2017 and work will continue to ensure that key performance indicators and statutory timeframes are met.
- 5.5 Although the spike in demand created by the introduction of the new scheme has settled down, public sector reform and financial constraint remains a challenge for both scheme employers and NILGOSC alike. Both issues have material implications for service delivery demands, membership and funding levels as well as employer stability and strength. The latest triennial valuation was undertaken at 31 March 2016, with the final report due by 31 March 2017. Whilst the overall funding position has improved, NILGOSC will be implementing a new approach to collecting deficit recovery contributions from employers from April 2017 onwards. The corresponding impact on cashflow, together with scheme maturity, has been included as a new operational action for 2017/18. NILGOSC will also be considering the outcome of its 2016 covenant review in the year ahead and will be exploring any additional action necessary to protect and manage the fund from the risk of individual employer default and ensuring long term scheme sustainability.
- 5.6 With respect to public sector reform and contraction, and specifically its impact on scheme administration, available information suggests that this process is not yet complete and will therefore impact on key service deliverables in 2017/18. Many of the employing authorities in the NILGOSC scheme continue to be affected by the implementation of reform within the Local Government and Education sectors and NILGOSC will continue to work closely with affected employers throughout the year ahead. Based on publicly released statistics on public sector contraction to date, NILGOSC anticipates a further increase in early retirement quotation requests, retirement and redundancy benefits payable over the next twelve months and will ensure that the necessary resources are in place in its administration team to meet the additional demand.
- 5.7 One positive consequence of the move to a CARE scheme is the increased awareness and engagement with members on their pension scheme. Stakeholder communication

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therefore remains a top priority for NILGOSC in the current corporate planning period and a number of objectives and operational actions relate to engaging with members to help ensure that they understand the scheme and the benefits available. The introduction of a direct member access facility as referred to in 5.1 above will be an important part of the strategy to avail of electronic communication methods and technological developments to facilitate increased automation and improved service delivery.

- 5.8 In addition to servicing the members of the pension scheme, NILGOSC's other primary stakeholders are the 180+ employing authorities that contribute to the scheme. Employer education and engagement continues to feature in the business plan for the year ahead, with a renewed focus on information exchange and data quality.
- 5.9 One significant administration activity which straddles multiple corporate planning periods is the reconciliation of Guaranteed Minimum Pension data between NILGOSC and HMRC. This project commenced in May 2016 and has an HMRC imposed deadline of October 2018. The additional resources necessary for the successful management and delivery of the project were put in place in 2016/17 and have been rolled forward and included in the administration budget for 2017/18. This is a UK wide exercise which has the potential to significantly impact on affected pensioners who may experience an adjustment to their existing NILGOSC pension as a result of updated GMP data provided by HMRC. The communication of the exercise and the minimisation of its impact on affected pensioners will remain high on the agenda throughout 2017/18.
- 5.10 Keeping with its strategic theme of long term scheme sustainability, the business plan for the year ahead also includes a number of investment related operational actions which focus on ensuring that the Fund is adequately protected, as well as achieving solid long term returns from a suitably diversified investment portfolio. One area of focus for 2017/18 will be on investment cost transparency and management as NILGOSC seeks to achieve its aim of undertaking its business in an effective, efficient and accountable manner.
- 5.11 One action rolled forward from the previous year's plan is a full office refurbishment cycle. Initial plans to commence works in 2016/17 were placed on hold to facilitate the recruitment of additional project teams to assist with additional demand created by public sector early exits and the resourcing of the GMP reconciliation project. An assessment of longer term needs will be undertaken in 2017/18 with a view to meeting a revised deadline for the refurbishment of 31 March 2020.
- 5.12 In order to achieve its corporate vision of providing an excellent and sustainable pension scheme, NILGOSC recognises that its staff are its key business asset. Attracting and retaining suitably skilled personnel is critical to achieving operational excellence and the 2017/18 business plan includes a number of operational actions to help achieve this aim. A dedicated staff training budget, together with individual development plans are the key factors in achieving this objective. As noted above, the staff budget for 2017/18 reflects the additional resources needed to manage the fixed term early exit and GMP projects.
- 5.13 Against this challenging backdrop, NILGOSC will continue to use its strengths to take advantage of opportunities such as stakeholder engagement, collaboration and investment opportunities. Long term scheme sustainability is the primary driver for future strategic and business plans, both in terms of business, financial and social sustainability, with the overriding aim to provide a pension service that is fit for

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purpose for today's stakeholders as well as those for years to come. In addition to its core business and service related objectives, NILGOSC recognises the 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 2015/16 and 2016/17

- 6.1 A review of NILGOSC's performance in the preceding financial year, together with an estimate of performance for 2016/17, is attached at Annex C and Annex D respectively.
- 6.2 With respect to the 2016/17 year, a significant proportion of the annual plan is expected to be complete as at 31 March 2017, although some longer term projects and activities will roll forward into future periods. The following projects or activities are not expected to be complete or have a completion date which falls outwith the 2016/17 planning period and have been carried forward to this year's corporate plan:
 - Reconciliation of member Guaranteed Minimum Pension values
 - Review of staff structure and capacity
 - Review of fund sustainability and future funding mechanisms
 - Triennial strategic review
 - Development of direct access facility for key scheme stakeholders
 - Implementation of an electronic document records management system
 - Full office refurbishment cycle
- 6.3 The first six bullet points above have a planned completion date beyond 31 March 2017. The final two bullets relate to operational actions which are unlikely to be completed in line with the original performance indicator. Both actions have been revised to reflect current circumstances and have been included in the 2017/18-2019/20 Plan with revised operational actions and/or performance indicators.
- The move to a CARE scheme on 1 April 2015 had a material impact on service 6.4 delivery in its first year of inception as NILGOSC and scheme employers adapted the systems, processes and procedures needed to meet the additional information requirements of the new scheme. While the implementation of Freedom and Choice and the continued roll out of early exit schemes across the public sector led to a significant increase in work volumes on the pension administration side, unexpected changes to the SCAPE discount rate in the 2016 Budget meant that any transfer related calculations with a relevant date on or after 16 March 2016 had to be suspended until updated guidance and GAD factors were issued. Software programming delays and a temporary increase in the need for manual intervention for certain processes as a result of all these changes continued to have an impact on NILGOSC's ability to meet all of its service standards in 2016/17. In particular, transfer related actions were impacted by the aforementioned delays and forced suspension period in early 2016/17 although performance has improved significantly in the latter half of the year.
- 6.5 Based on actual performance to 31 December 2016, there is only one administration service standard where performance is expected to be significantly behind target for 2016/17. The operational action to provide members leaving the scheme with option choices within 20 working days of notification is expected to fall short of target with 27% being completed within service standard. Following the implementation of the

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new scheme in April 2015, a number of work prioritisation decisions were taken whereby those actions involving the payment of benefits were given priority. The provision of option choices is a non-payment related action and accordingly performance in 2015/16 and 2016/17 fell short of the normal service standard.

- 6.6 Member and employer demand continued to increase during 2016/17 as all parties became more familiar with the operation of the new CARE scheme. The administration of benefits arising from public sector early exit schemes can also skew demand as requests can be both high in volume and short in turnaround time, creating a further challenge to effective resource management. Service delivery to both scheme members and employers remains a priority and, as noted above, a backlog management and work prioritisation system was in operation during 2016/17 to help focus resources on activities involving the payment of a benefit. NILGOSC continues to be an output focused organisation and service delivery remains a key priority in the 2017/18 Plan.
- 6.7 Full details of the progress made in implementing the Corporate Plan 2016/17 will be included in the Annual Report and Accounts for the Year Ended 31 March 2017.
- 7 Aims and Key Objectives for 2016/17 to 2018/19
- 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 trace members who have not informed NILGOSC of address changes
- 7.2 Aim 2: To deliver an effective investment strategy in line with the actuarial profile of the fund.

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7.2.1 Objectives

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

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

7.3.1 Objectives

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

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

7.4.1 Objectives

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

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 introduce IT developments and other procedures in order to improve efficiency
- To manage change in an effective and timely manner

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7.6 Aim 6: To be committed to the need to promote equality of opportunity, the desirability of promoting good relations and the fulfillment of its Section 75 obligations.

7.6.1 Objectives

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

8 Service Standards, Values and Targets

8.1 Values

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

- · responsiveness, taking action in a timely manner
- operational excellence through innovation
- · collaboration to achieve shared goals
- fairness, embracing equality in its widest sense
- honesty, integrity and openness in our engagement with stakeholders
- sustainability, both as an investor and as a pension scheme
- being economical, maximising returns and minimising expenditure
- 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	90%
	the receipt of the relevant details.	
	To notify the pensioner of the pension payable	90%
	within 10 working days of the receipt of the relevant	
	details.	
Death	To pay the death grant and notify any dependants	90%
	of the pension within 10 working days of the receipt	
	of the relevant proofs of title.	
Early Leaver	To provide a statement of benefit options within 20	90%
	working days of notification.	
Refund	To pay within 10 working days of receiving a valid	95%
	application.	

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Action	Service Standard*	Target
Transfer Out	To provide an estimate of the cash equivalent within 20 working days of request and receipt of relevant details.	90%
Transfer Out	To pay the each equivalent within 10 working days	90%
Transier Out	To pay the cash equivalent within 10 working days of receiving authority.	9070
Transfer In	To provide an estimate of the amount to be credited to the member's pension account within 10 working days of receipt of relevant details.	90%
	To provide confirmation of the amount credited to the member's pension account within 20 working days of receiving the transfer payment.	90%
Quotation	To provide quotation requests within 10 working days.	90%
New Entrants	To process new entrants within 20 working days of receipt.	95%
Correspondence	To reply to correspondence within 10 working days.	95%
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%

^{*} The Service Standards above are based on normal levels of activity. The impact of public sector reform and on-going regulatory change in the local government pensions sector has created additional challenges along with a significant increase in member demand. During periods of high demand such as that experienced in 2016/17 and anticipated in 2017/18, the above standards will apply on a best endeavours basis.

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 5% per annum, to be measured over a three and five year period.

8.4 NILGOSC's performance against 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.

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10 Costs of the Corporate Plan

10.1 The Corporate Plan for 2017/18 has been costed and a forecast of administration income and expenditure for the year ahead is attached at Annex A.



Corporate Plan 2017/18 – 2019/20			
Budget 2017/18		Annex A	
STAFF COSTS	£		
Salaries	2,294,408		
Pension Deficit Contributions	27,000		
Superannuation	392,715		
National Insurance	195,346		
Staff Training & Travel	127,685		
Chairman's Allowance	13,314		
National Insurance	711		
Committee's Training Expenses	19,640		
Committee's Travel & Expenses	60,878		
·	3,131,696		
OFFICE OVERHEADS			
Rates & Insurance	89,784		
Electricity	19,305		
Office Rent	8,400		
Property Expenses	4,438		
Office Service Charges	111,053		
Office Cleaning & Consumables	26,159		
	259,139		
COMPUTER RUNNING COSTS			
Maintenance	247,251		
Materials	11,000		
	258,251		
DEPRECIATION AND HIRE			
Computers	194,263		
Fixtures & Fittings	17,882		
Refurbishment	21,021		
Templeton House	46,000		
Software Amendment Income	(7,869)		
	271,296		
ADMINISTRATION	454.074		
Printing, Advertising & Stationery	151,061		
Telephone and Communications	40,459		
Postage	185,350		
PROFESSIONAL FEES	376,870		
Medicals	68,814		
Actuary	39,180		
Local Government Auditor	26,500		
Internal Audit	28,080		
Professional Advice	78,873		
Back-scanning	70,073		
back-scarring	241,447		
GENERAL EXPENSES	241,447		
Bank Charges	9,000		
Maintenance	15,582		
Miscellaneous	16,759		
Missoliulicous	41,341		
TOTAL EXPENDITURE	4,580,040		
Recoverable Costs	103,040		
NET EXPENDITURE	4,477,000		
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Annex B

Relationship between Corporate Aims, Business Objectives and Operational Action

Corporate Aim	Business Objective	Operational Action	Performance Indicator
	1.1 To pay members' pension benefits, refunds and transfers promptly and	1.1.1 To pay monthly pensions promptly and accurately	Paid by last banking day of the month
regulations, good practice,		1.1.2 To pay pension lump sums promptly and accurately	Within 10 working days of the receipt of the relevant details
other legislation and stakeholder expectations.		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
		1.1.5 To reconcile member GMP data with those held by HMRC	Reconciliation completed by 31 March 2018
	1.2 To credit pension contributions, transfers and other employer liabilities	1.2.1 To collect monthly contributions and invest in scheme fund promptly	Within 10 working days of following month
rece		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	1.3.1 To respond to member queries	Within 10 working days
	information needed to make pension decisions promptly	1.3.2 To provide members leaving the scheme with option choices	Provide a statement of benefit options within 20 working days of notification
		1.3.3 To provide members with benefit quotations on request.	Benefit quotations issued within 10 working days

Corporate Aim	Business Objective	Operational Action	Performance Indicator
		1.3.4 To provide members and deferred members with benefit statements	Benefit statements issued within 5 months of year end
		1.3.5 To provide members with annual allowance statements as applicable	Statements issued by 6 October
		1.3.6 To provide an estimate of a cetv	Within 20 working days of receipt of relevant details
	1.4 To pay death benefits promptly and accurately	1.4.1 To notify dependants of pensions payable	Within 10 working days of receipt of the relevant proof of title
		1.4.2 To pay death grants promptly	Within 10 working days of receipt of relevant proof of title
	1.5 To ensure that all necessary action is taken on any change to scheme	1.5.1 Ensure that processes change to reflect regulation changes	Complete changes within 3 months of regulations made
	rules.	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 monitor and improve data quality and ensure common data quality meets TPR standards	100% accuracy for post June 2010 data 95% legacy data deemed adequate
	1.6 To ensure that systems and procedures comply with relevant	1.6.1 To respond to Data Protection and Freedom of Information requests	Within 40 days (DPA) or 20 days (FOI) of request
	legislation	1.6.2 To implement the Retention and Disposal Schedule	To dispose of records in accordance with the Schedule
	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.

Corporate Aim	Business Objective	Operational Action	Performance Indicator
		1.7.2 To continue to roll out e-learning packages for mandatory corporate training, where appropriate.	All staff have successfully completed e-learning modules issued.
		1.7.3 To undertake a review of the staff structure and capacity.	Review completed by 31 March 2019
		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 2019
	1.8 To ensure that the office environment meets the growing needs of stakeholders and staff.	1.8.1 To maintain and improve office facilities to meet the ongoing needs of stakeholders and staff	Full office refurbishment completed by 31 March 2020
	1.9 To trace members who have not informed NILGOSC of address changes	1.9.1 To use external databases/tracing services to track down members with missing address information	To update address information within 10 working days.
2. To deliver an effective investment strategy in	2.1 To value the scheme assets and liabilities and set contribution rates	2.1.1 Undertake Actuarial valuation every 3 years.	Publish valuation by 31 March 2020
profile of the fund. 2.2 To invaccordance Investment	accordingly	for 2017/18 implemented and deficit	Collect minimum contributions due under current Rates & Adjustment certificate.
	2.2 To invest scheme funds in accordance with the Statement of	2.2.1 To achieve investment performance in line with targets	NILGOSC fund target
	Investment Principles and the Statement of Responsible Investment	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.

Corporate Aim	Business Objective	Operational Action	Performance Indicator
		2.2.4 Implement the Statement of Responsible Investment	Vote in as many company meetings as possible, recoup earnings through class actions and to engage with companies to improve governance.
	2.3 To review investment performance regularly	2.3.1 To undertake a balanced scorecard review of investment managers on a quarterly basis	Quarterly scorecard report completed
		2.3.2 To benchmark investment performance against LGPS peers	Annual benchmark report produced by 30 September
		2.3.3 To monitor investment management costs	Annual investment management fee report by 31 December
		2.3.4 To implement standardised cost data collation across externally managed portfolios.	Standardised data collated for period ended 31 March 2018.
	2.4 To understand and adopt good practice in Public Sector fund management	2.4.1 To undertake a review of the sustainability of the fund including future funding mechanisms	Review complete by March 2018
		2.4.2 Review Statement of Investment Principles and Funding Strategy Statement	Revise FSS and revise SIP when necessary
		2.4.3 To monitor and manage employer covenants in line with Funding Strategy Statement	Mid-cycle review completed by 31 December 2017.
		2.4.4 To model fund cashflows to inform future funding and investment strategies.	To undertake cashflow modeling by 31 March 2018
	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.

Corporate Aim	Business Objective	Operational Action	Performance Indicator
		2.5.2 To collaborate with like-minded investors on environmental, social and governance matters to support common goals.	To join collaborative initiatives and share knowledge and expertise where appropriate.
3. To promote the scheme and inform members and employers of their pension options.	3.1 To actively encourage retention in, and new membership of, the Scheme	3.1.1 To monitor the level of members opting-out of the scheme, understand the reasons and market the Scheme to nonmembers.	Maintain active membership levels at March 2015 levels.
	3.2 To provide general scheme information to scheme employers, their	3.2.1 Publish comprehensive scheme literature and guidance	Within 3 months of Scheme changes
	employees, members, Trade Unions and pensioners through active engagement	3.2.2 Provide employee and employer seminars	Employer satisfaction rating as measured through annual satisfaction survey
		3.2.3 To lay the annual report in the NI Assembly.	In accordance with date agreed with Department
		3.2.4 To implement the Communications Strategy	Actions completed in line with target dates
	3.3 To provide members and employers with specific details of regulation changes and relevant tax legislation changes	3.3.1 Communication of any relevant regulation and tax changes	Within 3 months of regulations or changes being made
		3.3.2 To advise all new members of the benefits of the pension scheme	Issue information to new scheme members and membership certificates within 20 working days of receipt
	3.4 To provide advice on the pensions implication of other changes such as public sector reorganisation	3.4.1 Continue to work with affected bodies and staff to explain pension implications	Meetings with bodies, advice given to members, satisfaction with NILGOSC service. Representation on working groups
		3.4.2 Continue to monitor the implications of reorganisation on the ability to deliver a pension service.	Monitored quarterly by the senior management team

Corporate Aim	Business Objective	Operational Action	Performance Indicator
4. To influence and inform the debate on the	ate on the and actively contribute to relevant	4.1.1 To ensure that employers are aware of potential scheme changes	All employers informed of key potential scheme changes
future of the Local Government Pension	consultations	4.1.2 To respond to relevant Government consultation exercises	By consultation reply date
Scheme		4.1.3 To respond to parent Department consultation exercises	By consultation reply date
		4.1.4 To contribute to consultee groups eg NAPF, LGPC, LAPFF etc	To have representation on all groups
	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	5.1 To enhance corporate governance arrangements appropriate for a public	5.1.1 Respond to External Auditor letters	Within 10 working days
and accountable manner	body	5.1.2 Review of NILGOSC Internal Controls	Annually by 31 March
as required of a public body		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 2018

Corporate Aim	Business Objective	Operational Action	Performance Indicator
		5.1.7 To undertake the retendering of goods and services	Tenders completed in line with procurement schedule
		5.1.8 To utilise relevant procurement frameworks to minimise costs and increase efficiency.	Frameworks utilised where they offer value for money and meet business needs.
		5.1.9 To ensure that all Committee members undertake appropriate training in line with good practice, guidance and legislation.	Each member has undertaken 40 hours of training/development per annum.
		5.1.10 To provide tailored induction training and support for new Chair and Committee members.	Induction completed within 2 months of appointment to Committee and relevant subcommittees.
	5.2 To introduce IT developments and other procedures in order to improve efficiency	5.2.1 Implementation of an Electronic Document Records Management System	System installed and operational iby 31 March 2019
		5.2.2 To implement automated receipt and straight through processing of data from employers.	System operational for all large employers by 31 December 2018
	5.2.3 To continue to collect member email addresses, automate email address updating and preferencing, and use email for publications if desired by the member	Increase members opting for electronic publications by March 2018 by 10%	
		5.2.4 To implement an integrated system to allow for direct access to services by members.	System operational by December 2017
		5.2.5 To review and redesign key pension administration processes.	Review completed by September 2018.

Corporate Aim	Business Objective	Operational Action	Performance Indicator
		5.2.6 To establish a bespoke specification of NILGOSC's pension administration software needs	
	5 5	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 PRINCE 2 methodology and in line with project timetable.
need to promote equality	policies on the promotion of equality of	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
good relations and the	•	6.2.1 To prepare s55 Report for Equality Commission	Report prepared by April 2017
fulfillment of the Section 75 obligations	opportunity	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 2015/16-2017/18	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 2017
		6.3.3 To publicise Equality Scheme in routine publications	Equality Scheme publicised in Annual Report, Members' News, Deferred Members' News and Pensioners' News.

Annex C

Northern Ireland Local Government Officers' Superannuation Committee Corporate Plan 2013/14 – 2015/16 – Actual Performance at 31 March 2016

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
provide a level of service needed to comply with the pension scheme promptly a	1.1 To pay members' pension benefits, refunds	1.1.1 To pay monthly pensions promptly and accurately	Paid by last banking day of the month	100% pensions paid by last banking day of the month	Achieved
	and transfers promptly and accurately	1.1.2 To pay pension lump sums promptly and accurately	Within 10 working days of the receipt of the relevant details	93% pension lump sums paid within target Average time taken - 8 days	Achieved
legislation and stakeholder expectations.		1.1.3 To pay refunds of contributions promptly and accurately	Within 10 working days of receiving a valid application	93% refunds paid within target Average time taken - 7 days	Substantially Achieved
		1.1.4 To pay transfer payments promptly and accurately	Pay the cash equivalent within 10 working days of receiving authority	68% transfer out payments within target Average time taken - 14 days	Moderately Behind Target
		1.1.5 To reconcile member GMP values with those held by HMRC	Reconciliation completed by 31 March 2016	Preliminary data analysis and pilot exercise completed and project team recruitment ongoing. Performance indicator updated in 2016/2017 Corporate Plan to reflect revised HMRC timeframe for project completion.	On Target
	1.2 To credit pension contributions, transfers and other Employer liabilities received promptly	1.2.1 To collect monthly contributions and invest in scheme fund promptly	Within 10 working days of following month	Average of 4 employing authorities paid late per month. Credit Control Policy and Procedures applied and letters/late payment invoices issued as required.	Substantially Achieved
	and accurately	1.2.2 To reconcile contributions received and pension accrued annually	For 100% of employers by 31 December	217 of the 217 annual returns reconciled	Achieved

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	84% transfer in confirmations processed within target Average time taken - 13 days	Substantially 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	Payment Schedule agreed for UDF, all other reports issued within timescales	Achieved
	1.3 To provide members with information needed to make	1.3.1 To respond to member queries	Within 10 working days	81% of correspondence responded to within target Average time taken - 11 days	Moderately Behind Target
	pension decisions promptly	1.3.2 To provide members leaving the scheme with option choices	Provide a statement of benefit options within 20 working days of notification	36% early leaver notifications processed within target Average time taken - 60 days	Significantly Behind Target
		1.3.3 To provide members with benefit quotations on request.	Benefit quotations issued within 10 working days	86% benefit quotations processed within target Average time taken - 6 days	Substantially Achieved
		1.3.4 To provide members and deferred members with benefit statements	Benefit statements issued within 6 months of year end	Benefit statements were issued to all members where valid pay information was available by 30 September 2015.	Achieved

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 statements were issued to all members who were identified as exceeding the annual allowance by 6 October	Achieved
		1.3.6 To provide an estimate of a cetv	Within 20 working days of receipt of relevant details	58% transfer out quotations processed within target Average time taken - 26 days	Significantly Behind Target
	1.4 To pay death benefits promptly and accurately	1.4.1 To notify dependants of pensions payable	Within 10 working days of receipt of the relevant proof of title	96% dependants' pensions paid within target Average time taken - 5 days	Achieved
		1.4.2 To pay death grants promptly	Within 10 working days of receipt relevant proof of title	97% death grants paid within target Average time taken - 2 days	Achieved
	1.5 To ensure that all necessary action is taken on	1.5.1 Ensure that processes change to reflect regulation changes	Complete changes within 3 months of regulations made	New processes put in place for Freedom and Choice.	Achieved
	any change to pension scheme rules.	1.5.2 To train relevant staff on any regulation changes	Relevant staff trained on new regulations within 3 months of regulations made	Staff trained on transfers and Freedom and Choice and briefed on the amending regulations	Achieved

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.5.3 To have administration systems updated for any new or amended regulations	To have software tested and installed and to have new forms and procedures developed within 3 months of regulations made	Heywood advised of software amendments needed for SRNI 2015 No 272 amendments. Regulations made 11 June 2015 and operational from 7 July 2015 however programming completed in February 2016.	Not Achieved
		1.5.4 To monitor and improve data quality and ensure common data quality meets TPR standards	100% accuracy for post June 2010 data 95% legacy data deemed adequate	Post June 2010 data accuracy – 99.66% Legacy record data accuracy - 99.49%	Substantially Achieved
	1.6 To ensure that systems and procedures comply with relevant legislation	1.6.1 To respond to Data Protection and Freedom of Information requests	Within 40 days (DPA) or 20 days (FOI) of request	6 FOI request and 53 subject access requests (SARs) have been received in the period to 31 March 2016. All requests were responded to within the deadline.	Achieved
		1.6.2 To implement the Retention and Disposal Schedule	Schedule effective by 31 December 2015	A Disposal Database, to record disposals and link with the Retention and Disposal Schedule, and accompanying procedure was developed during the period. The testing of the database and procedure has been delayed due to staff departures and will be reviewed in 2016/17.	Not Achieved

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.	All appraisal discussions and identification of training and development needs were completed. In the year to 31/03/16, 1663 hours of training was completed - 31% of this relates to specific training needs identified during appraisal.	Achieved
		1.7.2 To undertake a review of effectiveness of revised structure and job evaluation exercise.	Review completed by 30 September 2015	Review completed and paper presented to staffing committee in October 2015. Budgetary approval for changes obtained in November 2015.	Achieved
		1.7.3 To review the factors affecting staff retention and identify any areas for improvement.	Review completed by 31 March 2016	Internal review of existing pay scales completed Q3. Retention metrics included in review demonstrated a reduction in staff turnover over previous 3 years.	Achieved
	1.8 To ensure that the office environment is adequate to meet the growing needs of stakeholders and staff.	1.8.1 To maintain and improve office facilities to meet the on-going needs of stakeholders and staff	Full office refurbishment completed by 31 December 2016	Plans for ground and first floor being reworked to accommodate changes arising from the 2015 staffing review. Completion date has been rolled forward in 2016/17 Corporate Plan.	Moderately Behind Target

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	1.9 To update address information of those members who have not informed NILGOSC of address changes	1.9.1 To use external databases/tracing services to track down members with missing address information	To update address information within 10 working days.	96% address changes processed within target Average time taken - 3 days	Achieved
2. To maintain an effective investment strategy in line	2.1 To value the scheme assets and liabilities and set contribution rates	2.1.1 Undertake Actuarial valuation every 3 years.	Publish valuation by 31 March 2017	A timetable has been drafted and agreed with the actuary. Preliminary data cleansing has commenced.	On Target
with the actuarial profile of the fund.	accordingly	2.1.2 To ensure employer contribution rates for 2015/16 implemented.	Collect minimum contributions due under current Rates & Adjustment certificate.	All employers with a change in contribution rate in 2015/16 have confirmed they are paying the correct rate.	Achieved
	2.2 To invest scheme funds in accordance with the Statement of 2.2.1 To achieve investment performance in line with targets	NILGOSC fund target	3 year and 5 year return to 31 March 2016 was ahead of fund target of CPI+5% by 1.7% and 1.1% respectively.	Achieved	
	Investment Principles	2.2.2 To monitor and regulate investment management	That no manager breaches investment guidelines and that under performance is promptly addressed	At 31 March 2016 no fund manager had breached investment guidelines and underperformance was addressed through the scorecard process.	Achieved

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		2.2.3 To maximise income from scheme assets	Amount of income earned.	Commission Recap £4,951 and Stock Lending £955,095 to 28/2/16; Class Actions £76,222 to 31/3/16	Achieved
	2.3 To understand and adopt good practice in Public Sector fund management	2.3.1 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.	To 31 March 2016, votes were cast at all 532 meetings where research allowed an informed decision to be made. 181 engagement letters issued to UK and European companies and 57 responses received to date £76,221.63 recovered through class actions.	Achieved
		2.3.2 To undertake a review of the sustainability of the fund including future funding mechanisms	Review complete by March 2016	Workshops held with Committee in April and November 2015 and discussed in May, September and December 2015 meetings.	Achieved
		2.3.3 Review Statement of Investment Principles and Funding Strategy Statement	Revise FSS and revise SIP when necessary	The FSS was last updated in March 2015 and is currently being reviewed in advance of triennial valuation. The SIP was last updated and approved by the Committee on 29 April 2014.	Achieved

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		2.3.4 To monitor employer covenants in line with Funding Strategy Statement	Review complete by 31 March 2016	An employer circular was issued in December 2015 to request the information required to perform a full review of employer covenants. A full review will be completed by 30 June 2016 in advance of the triennial valuation.	Moderately Behind Target
3. To promote the scheme and inform members and employers of their pension options.	3.1 To actively encourage retention in, and new membership of, the Scheme	3.1.1 To monitor the level of members opting-out of the scheme, understand the reasons and market the Scheme to non- members	Maintain active membership levels at March 2015 levels.	Active members at 31 March 2015 - 52,876. Active members at 31 March 2016 - 53,724. This is a net increase of 848 members.	Achieved
	3.2 To provide general scheme information to	3.2.1 Publish comprehensive scheme literature and guidance	Within 3 months of Scheme changes	Published where necessary	Achieved
	information to scheme employers, their employees, members and pensioners through active	3.2.2 Provide employee and employer seminars	Employer satisfaction rating as measured through annual satisfaction survey	14 seminars provided. 7 on the 2015 Scheme and administration, 2 on retirement, 4 on redundancy, 1 workshop on annual and lifetime allowance.	Achieved
	engagement	3.2.3 To lay the annual report in the NI Assembly.	In accordance with date agreed with Department	The Annual Report and Accounts 2014/15 was laid with the NI Assembly on the agreed date of 8 September 2015.	Achieved

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		3.2.4 To implement the Communications Strategy	Actions completed in line with target dates	Actions completed in line with target dates	Achieved
	3.3 To provide members and employers with	3.3.1 Communication of any regulation changes	Within 3 months of regulations being made	All communications within timescales	Achieved
	specific details of regulation changes	3.3.2 To advise all new members of the benefits of the pension scheme	Issue guidance to new scheme members and membership certificates within 20 working days of receipt	99% new members processed within target Average time taken - 1 day	Achieved
	3.4 To provide advice on the pensions implication of other changes such as public sector	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	Met with Education Authority to discuss bringing forward its staging date. Meetings with several employers to assist with the pensions aspect of their severance schemes.	Achieved
	reorganisation	3.4.2 Determine the implications of reorganisation on the ability to deliver a pension service.	Undertake staffing needs assessment by June 2015	Redundancy team in place in June 2015 to provide additional support for additional work arising due to public sector redundancies. Requirement for additional resources identified in review at 1.7.2 and will continue to be monitored in line with employer demands.	Achieved

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
4. To influence the future of the Local Government	4.1 To respond to consultation on changes to the LGPS and actively	4.1.1 To ensure that employers are aware of potential scheme changes	All employers informed of key potential scheme changes	Circulars issued and all employer seminars carried out to advise of potential scheme changes.	Achieved
Pension Scheme	contribute to consultee groups	4.1.2 To respond to relevant Government consultation exercises	By consultation reply date	Responded when relevant.	Achieved
		4.1.3 To respond to Department of the Environment consultation exercises	By consultation reply date	Responded when relevant.	Achieved
		4.1.4 To contribute to consultee groups eg NAPF, LGPC, LAPFF etc	To have representation on all groups	Representation continues on all groups	Achieved
with, and in interested p and relevan decision ma 4.3 To improve the Scheme Regulations benefit of	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	Alerted employers to Government plans to cap Exit payments.	Achieved
	employers and	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	DOE made Amendment Regulations in March 2016	Achieved

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
5. To undertake business in an efficient,		5.1.1 Respond to External Auditor letters	Within 10 working days	External Auditor letter responded to within 3 working days.	Achieved
effective and accountable manner as	arrangements appropriate for a public body	5.1.2 Review of NILGOSC Internal Controls	Annually by 31 March	Annual governance statement prepared in June 2015	Achieved
required of a public body	public body	5.1.3 Participate in data matching exercises as appropriate	Identify invalid payments and recoup losses.	All 1,376 matches identified through 2014/15 NFI exercise have been processed - potential overpayments of £10,204 identified. 14 overpayments confirmed and repaid and 12 are still being investigated. NILGOSC also participates in a monthly data sharing exercise with the GRO to identify deaths on a more timely basis.	Achieved
		5.1.4 To test Business Continuity procedures and ensure effective	Annual test of Business Continuity Plan	The 2015/16 annual test took place on 2/3/16 and tested NILGOSC's ability to run the monthly pensioner payroll in the absence of key staff. The test was successful and any areas for improvement were noted in an action plan for implementation by 30/6/16.	Achieved

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 complied, reviewed quarterly and action identified is completed.	The 2015/16 risk register was agreed by SMT, Audit & Risk Assurance Committee and the Management Committee. Quarterly risk reviews have been undertaken by SMT during the year and reported to the ARAC and Management Committee, with the final review scheduled for 25/4/16.	Achieved
		5.1.6 To undertake a triennial review of the Organisation's Strategic Objectives	Review undertaken by 31 December 2015 to inform the 2016/17 Corporate Plan.	Committee workshop held in April 2015 and draft Vision, Mission, Values and Strategic Objectives issued for consultation in May 2015. Final Vision, Mission, Values and Strategic Objectives agreed by the Committee in September 2015.	Achieved
		5.1.7 To undertake the retendering of goods and services	Tenders completed in line with procurement schedule	Tenders were progressed in line with the procurement schedule for 2015/16.	Achieved
		5.1.8 To ensure that all Committee members undertake appropriate training, including induction training, in line with good practice, guidance and legislation.	Each member has undertaken 40 hours of training/ development per annum. Induction completed within 2 months of appointment.	As at 31/3/16, Committee members completed 795 hours of training collectively, resulting in the Committee as a whole meeting its target. One member did not meet their individual annual target.	Substantially Achieved

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	5.2 To introduce IT developments and other procedures in order to improve efficiency	5.2.1 Implementation of an Electronic Document Records Management System	System installed and operational in line with project plan.	Digitisation element of project achieved and 100% member records are held electronically. Alternative record management system being considered in 2016/17 and project plan to be revised accordingly.	Moderately Behind Target
		5.2.2 To prepare specification and procure pension administration software to be operational by 31 December 2017	Software operational by 31 December 2017	Revised procurement strategy adopted in 2016/17 which will ensure there is a software contract in place and operational by 31/12/17.	On Target
		5.2.3 To continue to collect member email addresses, automate email address updating and preferencing, and use email for publications if desired by the member	Increase members opting for electronic publications by March 2016 by 10%	Number of members electing for email at 31/3/15: 9,378 active members, 3,420 deferred members and 842 pensioners. Figures at 31/3/16: 10,289 active members, 4,247 deferred members and 1,534 pensioners representing an overall increase of 18%.	Achieved
		5.2.4 To implement a system to allow for direct access to services by members.	System operational by December 2017	Demonstrations have taken place from Heywood, Hymans (module now bought by Civica) and Equiniti. Data has been collected on the desirable features and a short comparison report prepared.	On Target

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.2.5 To undertake a business process review of key systems.	Review undertaken by September 2016.	BCS engaged in September 2015 to undertake a business process review within pension administration. Outcome of review expected in the first quarter of 2016/17.	On Target
	5.3 To manage change in an effective and timely manner	5.3.1 To issue an internal newsletter to improve and promote staff communication	Newsletter issued quarterly.	Issued in June, September, December and March	Achieved
		5.3.2 To establish project groups to manage projects on a timely and effective manner.	Projects managed in accordance with PRINCE 2 methodology and in line with project timetable.	EDRMS and Pension Software Project Board in place and operating effectively during 2015/16.	On Target
6. To be committed to the need to promote equality of opportunity, the desirability of promoting good relations and the fulfilment of the Section 75 obligations	6.1 To assess the likely impact of policies on the promotion of equality of opportunity and good relations	6.1.1 Use the tools of screening and EQIA to determine the likely impact of any new policy	Screening and/or EQIA completed during the policy development or review process	Eight policies have been screened in the period to 31 March 2016. No EQIAs were deemed necessary.	Achieved
	6.2 To ensure NILGOSC personnel policies promote equality of opportunity	6.2.1 To prepare s55 Report for Equality Commission	Report prepared by April 2015	Not due in current reporting period - next report due April 2017	On Target
		6.2.2 To record annual recruitment monitoring information	Report submitted by 1 May each year	Review completed and submitted in April 2015.	Achieved

Corporate Plan 2015/16 – 2017/18 – Actual Performance at 31 March 2016

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	6.3 To ensure that NILGOSC meets or exceeds best practice as set out by the Equality Commission	6.3.1 To implement the Equality Scheme Action Plan 2015/16-2017/18	Actions completed in line with plan.	The Equality Scheme Action Plan 2015-2018 was finalised and issued on 10 September 2015. The SMT formally reviewed progress against the action plan at its meeting in November 2015.	Achieved
		6.3.2 To submit s75 Annual Progress Report to include publication of EQIA monitoring information	Submission to Equality Scheme by 31 August 2015	The s75 Annual Progress Report was submitted to the Equality Commission for Northern Ireland on 3 August 2015.	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 Annual Report 2015/16 and all member newsletters issued in November 2015.	Achieved

<u>Key</u>

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	

Annex D

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
1. To continue to provide a level of service needed to	1.1 To pay members' pension benefits, refunds and transfers	1.1.1 To pay monthly pensions promptly and accurately	Paid by last banking day of the month	100% paid by last banking day of the month	On Target
comply with the pension scheme regulations, good practice, other	promptly and accurately	1.1.2 To pay pension lump sums promptly and accurately	Within 10 working days of the receipt of the relevant details	95% pension lump sums paid within target Average time taken - 7 days	On Target
legislation and stakeholder expectations.		1.1.3 To pay refunds of contributions promptly and accurately	Within 10 working days of receiving a valid application	96% refunds paid within target Average time taken - 5 days	On Target
		1.1.4 To pay transfer payments promptly and accurately	Pay the cash equivalent within 10 working days of receipt of required authority	85% transfer out payments made within target Average time taken - 7 days	On Target
		1.1.5 To reconcile member GMP values with those held by HMRC	Reconciliation completed by 31 March 2018	Project team in place and reconciliation on-going	On Target
and other Employer liabilities received	contributions, transfers and other Employer	1.2.1 To collect monthly contributions and invest in scheme fund promptly	Within 10 working days of following month	Average of 3 employing authorities paid late per month. Credit Control Policy and Procedures applied and letters/late payment invoices issued as required.	On Target
		1.2.2 To update member records on receipt of annual returns from employers	For 100% of employers by 31 July	All 186 annual returns received have been queried to date	Substantially Achieved

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	97% transfer in confirmations provided within target Average time taken - 8 days	On Target
		1.2.4 To obtain and advise employers of actuarial costs and agree payment schedule promptly	Within 20 working days of receipt of information	All dealt with within timescales	On Target
	1.3 To provide members with information needed to make pension	1.3.1 To respond to member queries	Within 10 working days	90% of correspondence answered within target Average time taken -10 days	On Target
	decisions promptly	1.3.2 To provide members leaving the scheme with option choices	Provide a statement of benefit options within 20 working days of notification	27% early leaver notifications provided within target Average time taken - 55 days	Behind Target
		1.3.3 To provide members with benefit quotations on request.	Benefit quotations issued within 10 working days	90% benefit quotations issued within target Average time taken - 6 days	On Target
		1.3.4 To provide members and deferred members with benefit statements	Benefit statements issued within 5 months of year end	22,427 deferred benefit statements and 47,734 active member statements were issued by 31 August 2016. 3,742 members (5%) did not receive statements by the deadline due to incomplete or missing data. 99.3% of active members had received their statement by 31 December 2016.	Substantially Achieved

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	60 annual allowance 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	88% transfer out quotations provided within target Average time taken - 10 days	On Target
	1.4 To pay death benefits promptly and accurately	1.4.1 To notify dependants of pensions payable	Within 10 working days of receipt of the relevant proof of title	93% dependants' pensions paid within target Average time taken - 6 days	On Target
		1.4.2 To pay death grants promptly	Within 10 working days of receipt of relevant proof of title	97% death grants paid within target Average time taken - 2 days	On Target
	1.5 To ensure that all necessary action is taken on any change to pension 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 (Nursery Assistants) (Amendment) Regulations (NI) 2016 were made on 16 September 2016 and come into operation on 16 October 2016.	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 of the implications of the new regulations in Q3.	On Target

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.5.3 To have administration systems updated for any new or amended regulations	To have software tested and installed and to have new forms and procedures developed within 3 months of regulations made	The pensions administration software is amended for the nursery assistants. Procedures were issued in Q3.	On Target
		1.5.4 To monitor and improve data quality and ensure common data quality meets TPR standards	100% accuracy for post June 2010 data 95% legacy data deemed adequate	Post June 2010 data accuracy – 99.83% Legacy record data accuracy - 99.63%	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 40 days (DPA) or 20 days (FOI) of request	5 FOI requests and 8 subject access requests (SARs) have been received in the period to 31 December 2016, all of which were responded to within the deadline.	On Target
		1.6.2 To implement the Retention and Disposal Schedule	To dispose of records in accordance with the Schedule	The exercise to review records in off site storage has been completed and records are to be disposed of in the next quarter, in line with the schedule. The business case for the secure shredding contract will be finalised in Q3, together with a review of the off-site storage contract.	On Target

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.	917 hours of training have been recorded as completed in the 9 month period to 31 December 2016. A new training database launched in December 2016 enabling all staff to individually record training received. Staff are now required to maintain their own training records on the database and will be reviewed by the Training Officer.	On Target
		1.7.2 To roll out a suite of e-learning packages for mandatory corporate training.	All staff have successfully completed e-learning modules issued.	In the period 1 April to 31 December 2016 staff have successfully completed the following e-learning modules: Data Protection, Freedom of Information, Equality & Diversity.	On Target
		1.7.3 To undertake a review of the staff structure and capacity.	Review completed by 31 March 2019	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%. Issues identified at exit interview are addressed by senior management team.	Turnover at 31 December 2016 - 0% for quarter and 15.7% on a 1 year basis. Exit interviews undertaken and summaries fed back to SMT.	On Target

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.7.5 To establish an employee working group to improve communication between staff and senior management.	Employee working group established and operational by 30 September 2016.	Employee forum established and operational in June 2016	Achieved
		1.7.6 To undertake a biennial staff satisfaction survey and address any issues identified	Staff survey completed by 31 March 2017	No action due in quarter	On Target
		1.7.7 To introduce a student placement programme.	Placement programme operational by 31 March 2017.	First student placement commenced in June 2016. Attendance at QUB Careers Fair in October 2016 for 2017 placements. Finance placement student identified for 2017.	Achieved
	1.8 To ensure that the office environment is adequate to meet the growing needs of stakeholders and staff.	1.8.1 To maintain and improve office facilities to meet the on-going needs of stakeholders and staff	Full office refurbishment completed by 31 December 2017	The project has been deprioritised and no further action is planned for 2016. The planned completion date is therefore no longer achievable and will be revised in the 2017/18 Corporate Plan.	Not Achievable
	1.9 To update address information of those members who have not informed NILGOSC of address changes	1.9.1 To use external databases/tracing services to track down members with missing address information	To update address information within 10 working days.	98% address changes processed within target Average time taken - 2 days	On Target

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
2. To maintain 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 2017	The valuation data was sent to the actuary on 11 August. The majority of employers were advised of their contribution rates by 31 December 2016. Employer seminars completed.	On Target
		2.1.2 To ensure employer contribution rates for 2016/17 implemented.	Collect minimum contributions due under current Rates & Adjustment certificate.	Contribution rate for 2016/17 for all employers has been confirmed as correct.	Achieved
	2.2 To invest scheme funds in accordance with the Statement of Investment Principles	2.2.1 To achieve investment performance in line with targets	NILGOSC fund target	3 year and 5 year return to 30 September 2016 was ahead of fund target of CPI+5% by 4.8% and 6.1% respectively.	On Target
		2.2.2 To monitor and regulate investment management	That no manager breaches investment guidelines and that under performance is promptly addressed	At 31 December 2016 no fund manager had breached investment guidelines and underperformance was addressed through the scorecard process.	On Target
		2.2.3 To maximise income from scheme assets	Amount of income earned.	Commission Recap: £3,754 to 30 November 2016; Stock Lending: £1,870,113 to 30 November 2016; Class Actions: £17,003 to 31 December 2016.	On Target

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		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.	To 31 December 2016, votes were cast at all 476 meetings where research allowed an informed decision to be made. 170 engagement letters were issued to UK and European companies (115 UK; 55 European) and 54 responses have been received to date (33 UK; 21 European). £17,003 recovered through class actions to 30 September 2016.	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 report for Q3 2016 was completed and approved at December Management Committee meeting.	On Target
		2.3.2 To benchmark investment performance against LGPS peers	Annual benchmark report produced by 30 September	Annual report for 2016 prepared and presented to August Committee meeting.	Achieved
		2.3.3 To monitor investment management costs	Annual investment management fee report by 31 December	Investment management costs are monitored on an on-going basis. A report was presented to the Management Committee at its meeting in November 2016.	On Target
	2.4 To understand and adopt good practice in Public Sector fund management	2.4.1 To undertake a review of the sustainability of the fund including future funding mechanisms	Review complete by March 2018	Employer strength a factor in setting employer contribution rates.	On Target

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		2.4.2 Review Statement of Investment Principles and Funding Strategy Statement	Revise FSS and revise SIP when necessary	Draft FSS issued for consultation in May 2016. Post consultation FSS circulated to the Committee in September 2016.	On Target
		2.4.3 To monitor employer covenants in line with Funding Strategy Statement	2016 review completed by 31 August 2016.	2016 review was completed by 30 August 2016.	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 3.2 To provide general scheme information to	3.1.1 To monitor the level of members opting-out of the scheme, understand the reasons and market the Scheme to nonmembers 3.2.1 Publish comprehensive scheme	Maintain active membership levels at March 2015 levels. Within 3 months of Scheme changes	Active membership at 31 December 2016 was 52,615, a decrease of 0.5% from the March 2015 level of 52,876. Active members decreased mid-2016 following a number of record status updates arising out of the 15/16 annual return exercise. The Local Government Pension Scheme (Nursery Assistants)	Substantially Achieved On Target
	scheme employers, their employees, members, Trade Unions and pensioners through active engagement	literature and guidance	J	(Amendment) Regulations (NI) 2016 were made on 16 September 2016 and come into operation on 16 October 2016. All nursery assistants were advised of the amendments.	
		3.2.2 Provide employee and employer seminars	Employer satisfaction rating as measured through annual satisfaction survey	15 employers seminars have been completed - 3 on the triennial valuation, 7 for administration training, 2 for annual allowance and lifetime allowance training, 1 cessation, 1 bulk transfer and 1 on employer discretions	On Target

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		3.2.3 To lay the annual report in the NI Assembly.	In accordance with date agreed with Department	The Annual Report and Accounts 2015/16 was laid with the NI Assembly on the agreed date of 6 September 2016	Achieved
		3.2.4 To implement the Communications Strategy	Actions completed in line with target dates	The majority of actions were completed within target dates with the exception of finalising the videos.	Substantially Achieved
	3.3 To provide members and employers with specific details of regulation changes and relevant tax legislation changes	3.3.1 Communication of any regulation and relevant tax changes	Within 3 months of regulations or changes being made	Members were advised by interim newsletter of the amendments within the Local Government Pension Scheme (Amendment) Regulations (Northern Ireland) 2016, which were made on 8 March 2016 and came into operation on 1 April 2016. The nursery assistants were individually written to in Q3.	On Target
		3.3.2 To advise all new members of the benefits of the pension scheme	Issue guidance to new scheme members and membership certificates within 20 working days of receipt	93% new members created within target	On Target

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	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	Meetings have been held with NIHE and Fold/Helm Housing Associations. Representation has continued on working groups.	On Target
		3.4.2 Continue to monitor the implications of reorganisation on the ability to deliver a pension service.	Monitored quarterly by the senior management team	Additional resources recuited to boost redundancy team in June 2016.	On Target
4. To influence the future of the Local Government Pension Scheme	4.1 To influence changes to the LGPS and actively contribute to relevant	4.1.1 To ensure that employers are aware of potential scheme changes	All employers informed of key potential scheme changes	Circulars have been issued to advise employers of any changes.	On Target
	consultations	4.1.2 To respond to relevant Government consultation exercises	By consultation reply date	Contributed to initial SPA review.	On Target
		4.1.3 To respond to parent Department consultation exercises	By consultation reply date	None relevant in the period to date.	On Target
		4.1.4 To contribute to consultee groups eg NAPF, LGPC, LAPFF etc	To have representation on all groups	Relevant meetings attended and matters raised	On Target

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	DfC briefed on range of matters. Supported feedback from NI to the SPA review and briefed SAB on relevant matters. Briefed Local Councils, Housing NGO and Finance Minister on investment criteria.	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	Any matters identified referred to Department	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	External Auditor letter responded to within 1 working day	Achieved
		5.1.2 Review of NILGOSC Internal Controls	Annually by 31 March	Governance Statement reflects review of Internal Controls.	Achieved

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.	26 matches were identified through 2014/15 NFI exercise with potential overpayments of £10,203.90 identified. £6,966.79 has been repaid and 9 matches are still being investigated, totalling £3,224.68. Matches from the NFI 2016/17 exercise are expected to be made available on 23 January 2017. NILGOSC also participates in a monthly data sharing exercise with the General Register Office to identify deaths on a more timely basis.	On Target
		5.1.4 To test Business Continuity procedures and ensure effective	Annual test of Business Continuity Plan	The annual test for 2016/17 will be scheduled for Q4. Follow up actions from the 2015/16 test were all implemented by 31 August 2016.	On Target
		5.1.5 Maintain a Risk Register and take actions to mitigate identified risks	The Risk Register is complied, reviewed quarterly and action identified is completed.	Changes to the 2016/17 risk register were agreed by the SMT and subsequently approved by the ARAC and Management Committee during the quarter. The second quarterly risk review is due to be undertaken by SMT in January and reported to the ARAC and Management Committee on 20 February and 28 March 2017 respectively.	On Target

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.1.6 To undertake a triennial review of the Organisation's Strategic Objectives	Review undertaken by 31 December 2018	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	The progression of tenders is slightly behind the procurement schedule.	Caution
		5.1.8 To ensure that all Committee members undertake appropriate training, including induction training, in line with good practice, guidance and legislation.	Each member has undertaken 40 hours of training/developme nt per annum. Induction completed within 2 months of appointment.	As at 31 December 2016, Committee members completed 615.5 hours of training collectively, resulting in the Committee as a whole meeting its target. Two members have not met their pro-rata individual targets as at 31 December 2016.	On Target
	5.2 To introduce IT developments and other procedures in order to improve efficiency	5.2.1 Implementation of an Electronic Document Records Management System	System installed and operational in line with project plan.	Digitisation element of project achieved and 100% member records are held electronically. A review of the functionality of the Civica EDRMS was undertaken in Q1 2016/17 and an end to the contract was negotiated in July 2016 with no further cost incurred. A scoping exercise to identify other options for an EDRMS will be undertaken, including SharePoint and Altair Document Imaging.	Not Achievable

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.2.2 To prepare specification and procure pension administration software to be operational by 31 December 2017	Software operational by 31 December 2017	Committee approval obtained in April 2016 to utilise National Framework Agreement to procure new software contract. Contract signed during Q2.	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.	Increase members opting for electronic publications by March 2017 by 10%	17,266 valid email addresses were held at the end of Q3 (active 10,628, deferred 4,655, pensioner 1,915 and dependant 68). This was an increase of 7.4% from the 16,070 valid email addresses held at 31 March 2016.	On Target
		5.2.4 To implement a system to allow for direct access to services by members.	System operational by December 2017	No action due in quarter. Functionality will be incorporated under the new contract at 5.2.2	On Target
		5.2.5 To undertake a business process review of key systems.	Review undertaken by September 2016.	Findings from external BCS review presented in June 2016. Further action required to address areas identified and will be reflected in 2017/18 Corporate Plan.	On Target
	5.3 To manage change in an effective and timely manner	5.3.1 To issue an internal newsletter to improve and promote staff communication	Newsletter issued quarterly.	Templeton Times issued in June, October and December 2016	On Target

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.3.2 To establish project groups to manage projects on a timely and effective manner.	Projects managed in accordance with PRINCE 2 methodology and in line with project timetable.	No formal projects currently underway during quarter	On Target
6. To be committed to the need to promote equality of opportunity, the desirability of promoting good relations and the fulfillment of the	6.1 To assess the likely impact of policies on the promotion of equality of opportunity and good relations	6.1.1 Use the tools of screening and EQIA to determine the likely impact of any new policy	Screening and/or EQIA completed during the policy development or review process	Four policies have been screened in the period to 31 December 2016. No EQIAs were deemed necessary.	On Target
	6.2 To ensure NILGOSC personnel policies promote equality of	6.2.1 To prepare s55 Report for Equality Commission	Report prepared by April 2017	Not due in current reporting period	On Target
Section 75 obligations	opportunity	6.2.2 To record annual recruitment monitoring information	Report submitted by 1 May each year	Review completed and submitted in April 2016.	Achieved
	6.3 To ensure that NILGOSC meets or exceeds best practice as set out by the Equality Commission	6.3.1 To implement the Equality Scheme Action Plan 2015/16-2017/18	Actions completed in line with plan.	The Equality Scheme Action Plan 2015-2018 was finalised and issued on 10 September 2015. The SMT reviewed progress against the action plan at its meeting in October 2016 and some timescales for actions have been revised. Equality screening training has been arranged for new managers on 19 January 2017.	On Target

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Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		6.3.2 To submit s75 Annual Progress Report to include publication of EQIA monitoring information	Submission to Equality Scheme by 31 August 2016	The s75 Annual Progress Report was submitted on 11 August 2016.	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.	Equality Scheme publicised in Annual Report 2015/16. The Scheme was also reviewed, updated and published in Q3.	On Target
Key:	-	2			

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