



Corporate Plan

2016/17 - 2018/19

Northern Ireland Local Government Officers' Superannuation Committee

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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 of the Environment, 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 2016 to 31 March 2019.
- 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, starting with an assessment of the current operating environment. A Stakeholder Analysis was undertaken to identify current stakeholders and their needs and expectations, both at present and in the future. A SWOT analysis was also undertaken to identify and examine NILGOSC's Strengths and Weaknesses, Opportunities and Threats. This

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analysis also provided the opportunity to assess any current or anticipated changes to the operating environment in order that NILGOSC can proactively take advantage of opportunities and seek to eliminate any threats. The output from this analysis was followed by 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 instead 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 operational change.

- 2.5 The 2015 strategic review was undertaken within the context of a number of overarching themes and drivers. The diagram below shows these themes, with NILGOSC's stakeholders firmly at the centre of its strategic direction and decision making.



- 2.6 These six themes shown above form the framework for the revised vision, mission, values and strategic aims and objectives set out below. A 12 week consultation process was launched on 28 May 2015 seeking views from beneficiaries and stakeholders in the NILGOSC pension scheme. Scheme employers, staff and other representative groups and organisations were directly invited to take part in the consultation. The outcome of this strategic review and response to the subsequent consultation exercise has been incorporated into the Corporate Plan 2016/17-2018/19.
- 2.7 The Plan will be reviewed and revised annually. Progress in meeting the objectives will be reported quarterly to the Management Committee (the Committee) and Department of the Environment and annually in the Annual Report and Financial Statements.
- 2.8 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

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and Operational Activities in tabular format.

- 2.9 The plan for the three years to 31 March 2019 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."

4 Mission Statement

- 4.1 NILGOSC's mission statement is

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

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

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

5 Key Activities for the Year Ahead

- 5.1 Public sector reform and financial constraint remains the dominating backdrop for NILGOSC over the short and medium term. Both issues have material implications for service delivery demands, membership and funding levels as well as employer stability and strength. On-going legislative change within the pensions sector at a national level, combined with central government reform at a local level, also creates a degree of uncertainty and challenge over the medium to longer term. Against this backdrop, NILGOSC will continue to use its strengths to take advantage of opportunities such as stakeholder communication and engagement, collaboration and investment opportunities. Long term scheme sustainability will be a key 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 purpose for today's stakeholders as well as those for years to come.

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- 5.2 The preceding twelve months have been one of significant change for NILGOSC with the introduction of the new Local Government Pension Scheme on 1 April 2015. The move from a final salary defined benefit scheme to a Career Average Revaluated Earnings (CARE) defined benefit scheme saw a fundamental change in the way that scheme benefits are accrued and administered. New systems and processes have been brought in to allow NILGOSC to administer the new scheme effectively however operational challenges remain as scheme members and employers adapt to the new regime.
- 5.3 Perhaps the most significant operational challenge internally relates to the pension administration software, which is a bespoke system developed and supported by a third party provider. The absence of complete scheme regulations, together with the complexity of the transition to a CARE scheme, has created a number of challenges for NILGOSC and its software provider. Further software development and testing will be required in 2016/17 to reduce the need for manual intervention which is currently required in certain areas of work. The absence of full automation during 2015/16 impacted negatively on some aspects of service delivery during this period and a key focus for the year ahead will be on improving the service NILGOSC delivers to its stakeholders. Accordingly, the Corporate Plan 2016/17-2018/19 has a strong focus on service delivery and includes a number of objectives and operational actions relating to service standards and meeting stakeholder expectations.
- 5.4 The introduction of the CARE scheme has brought with it a new level of technical complexity for both scheme members and employers alike. This has manifested itself in a significant increase in queries from all stakeholder groups and this high volume is expected to continue into 2016/17 with the analysis of the first set of Employer year end returns and issuance of benefit statements under the new scheme. Despite the technical nature of pensions, one of NILGOSC's key aims is to ensure that its members and employers understand their pension scheme. Stakeholder communication 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 and employers on their pension scheme. Innovation and operational excellence featured heavily in the 2015 strategic review and the business plan includes various actions promoting efficiency, including the use of electronic communications and technological developments to facilitate increased automation and direct access to services.
- 5.5 In addition to servicing the members of the pension scheme, NILGOSC also provides a vital service to its other key stakeholder group, the 180+ employing authorities that contribute to the scheme. The implementation of the new scheme on 1 April 2015 not only affected the software that NILGOSC uses to administer the scheme, but also scheme employers, who have been required to make substantial software changes to their payroll and HR systems in order to provide NILGOSC with the information required. Many of the changes in information requirements will kick in following the end of the first CARE financial year, i.e. April 2016 onwards. Any failure by employers to meet the information requirements and deadlines set out under the new regime will have a detrimental impact on NILGOSC's ability to provide a service to members and administer the scheme in line with the regulations. Accordingly, employer education and engagement will remain a key activity for the year ahead.
- 5.6 The next triennial actuarial valuation of the pension scheme is due on 31 March 2016, resulting in a significant data collection and processing exercise, which culminates in the publication of the valuation by 31 March 2017. In conjunction with this exercise, NILGOSC continues to monitor and improve its data quality in line with regulatory requirements.

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- 5.7 The introduction by the Government of the new single-tier state pension in April 2016 also brings with it the end of contracting out for pension schemes such as NILGOSC. This means fundamental changes to the national insurance contributions payable by pension scheme members and employers and also triggers a requirement for NILGOSC to reconcile its member records relating to contracted out membership with those held by HMRC. This will be a significant administration exercise which will cover all types of scheme member, including those currently contributing, past scheme members and those currently in receipt of a NILGOSC pension. The reconciliation of data between NILGOSC and HMRC will focus on the Guaranteed Minimum Pension (GMP) element for members and has a Government imposed deadline of October 2018. Planning is already well underway for what will be a resource intensive data reconciliation exercise spanning back to 1978 and additional resources have been reflected in the 2016/17 administration budget to allow for the successful management and delivery of the project.
- 5.8 The on-going structural changes and contraction within the public sector continues to provide another challenge to scheme administration and is expected to impact on key service deliverables throughout 2016/17. Many of the employing authorities in the NILGOSC scheme have been, or will be, affected by the implementation of reform within the Local Government and Education sectors, specifically the roll-out of public sector redundancy/early exit schemes. NILGOSC will continue to work closely with affected employers throughout the year ahead and anticipates a further increase in early retirement quotation requests, retirement and redundancy benefits payable over the next twelve to eighteen months. Given this predicted spike in demand during 2016/17, NILGOSC has already taken steps to increase resources in its administration team.
- 5.9 Also related to the new era of public sector contraction and spending restraint is the additional financial pressure faced by public bodies, many of whom have experienced budget cuts over the last twelve months. A consequence of this is that the long term financial position of some scheme employers is less certain than say this time five years ago. Scheme affordability remains high on NILGOSC's agenda but alongside this sits a responsibility to ensure that the fund and its employers remain adequately protected against the risk of employer default. With this in mind, NILGOSC will be undertaking an employer covenant assessment in conjunction with the 2016 valuation, to help manage and mitigate the risk to both the Fund and other scheme employers.
- 5.10 Keeping with its strategic theme of scheme sustainability, the corporate plan 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.
- 5.11 A number of actions have been rolled forward from the previous business plan, including a number of IT related projects which are designed to improve efficiency and enhance service delivery. Progress will continue in respect of the planned introduction of an Electronic Document Records Management System as well the procurement and delivery of a pension administration software system for December 2017 onwards. Both of these are substantial, cross-functional projects which will require additional resources at relevant points in time and such requirements have been incorporated into the 2016/17 Budget. Also rolled forward is a full office refurbishment cycle which was included in the previous year's Plan, with work expected to commence in 2016/17.
- 5.12 NILGOSC recognises that its staff are its key business asset and continuously seeks to be an employer of choice within both the public and private sector. Attracting and

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retaining suitable personnel is critical to achieving operational excellence and the 2016/17 business plan includes a number of new operational actions to help achieve this aim. Staff training and development will continue to be a business priority as is the desire to continually improve internal communication channels. Accordingly a number of new operational actions have been added to the 2015/16 Plan. As noted above, the early exit schemes currently in operation in the public sector will undoubtedly lead to an increase in retirements and redundancies over a relatively condensed period of time. Additional staff will be required to manage this expected spike in demand for quotations and benefit payments and this has been factored into the 2016/17 Budget.

- 5.13 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.
- 5.14 A full report on the progress made in implementing the Corporate Plan 2015/16 will be included in the Annual Report and Accounts for the Year Ended 31 March 2016.

6 Review of the Annual Corporate Plan 2014/15 and 2015/16

- 6.1 A review of NILGOSC's performance in the preceding financial year, together with an estimate of performance for 2015/16, is attached at Annex C and Annex D respectively.
- 6.2 With respect to the 2015/16 year, a significant proportion of the annual plan is expected to be complete as at 31 March 2016, although some longer term projects 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 2015/16 planning period and have been carried forward to this year's corporate plan:
- Implementation of an electronic document records management system
 - Procurement and delivery of the pension administration software system
 - Development of direct access facility for key scheme stakeholders
 - Roll-out of electronic communication channels
 - Full office refurbishment cycle
- 6.3 The biggest threat to the achievement of the 2015/16 Corporate Plan relates to the first corporate aim and the ability to meet all administration service standards. The introduction of the new scheme brought with it a number of challenges not least a relatively short timeframe to have all administration systems and software updated and all necessary procedures in place to administer the scheme. With final scheme regulations issued on 27 and 30 June 2014, NILGOSC had a nine month window for the development, testing and delivery of bespoke pension administration software. This proved to be very challenging for NILGOSC's third party supplier of its pension administration software, Heywood, and software relating to the new scheme was only made available in March 2015, less than one month before the effective start date of the new scheme. Given the scale of the changes to the LGPS which were effective from 1 April 2015, service delivery was affected during the first half of the 2015/16 as NILGOSC and scheme employers adapted the systems, processes and procedures needed to meet the additional information requirements of the CARE scheme.
- 6.4 The processing of transfer payments has been significantly impacted during 2015/16 as a result of both the introduction of Freedom and Choice by the Government and

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difficulties with software programming. Issues have been identified with the current Altair software release for the new CARE scheme and the calculation element relating to transfers remains not functional. This has resulted in the need for an in-house calculation tool, which took time to develop and test, and has resulted in an increase in processing time due to the level of manual intervention now required for this type of work. The introduction of Freedom and Choice legislation, effective from 6 April 2015, brought with it an increase in member queries and a corresponding increase in checks and confirmations required for members seeking to transfer out of the LGPS. This further increased the processing time for transfer out payments and is reflected in the performance reported against service standards for 2015/16.

- 6.5 The second external event which has had a material impact on service delivery is public sector reform and the roll-out of a variety of early exit schemes across a number of scheme employers. From a NILGOSC perspective, this manifested itself by way of a significant increase in demand for retirement benefit quotations during the year ended 31 March 2016. By way of comparison, the administration teams processed 2,908 quotes during the first six months of 2015/16, which is almost double that processed in the same period in the previous year (1,472 quotes).
- 6.6 Member and employer demand has increased across the board with the implementation of the new CARE scheme. There has been a significant increase in telephone calls during 2015/16 which, together with the external challenges noted in the preceding paragraphs, has adversely impacted on processing times and efficiencies. Service delivery to both scheme members and employers remains a priority and a number of actions and resources have been incorporated into the 2016/17 business plan accordingly.
- 6.7 Full details of the progress made in implementing the Corporate Plan 2015/16 will be included in the Annual Report and Accounts for the Year Ended 31 March 2016.

7 Aims and Key Objectives for 2015/16 to 2017/18

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

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- 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.

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

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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

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

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8.2 Service Standards

Action	Service Standard*	Target
Retirement	To pay any lump sum due within 10 working days of the receipt of the relevant details.	90%
	To notify the pensioner of the pension payable within 10 working days of the receipt of the relevant details.	90%
Death	To pay the death grant and notify any dependants of the pension within 10 working days of the receipt of the relevant proofs of title.	90%
Early Leaver	To provide a statement of benefit options within 20 working days of notification.	90%
Refund	To pay within 10 working days of receiving a valid application.	95%
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 cash equivalent within 10 working days of receiving authority.	90%
Transfer In	To provide an estimate of the amount to be credited to the member's pension account within 10 working days of receipt of relevant details.	90%
	To provide confirmation of the amount credited to the member's pension account within 20 working days of receiving the transfer payment.	90%
Quotation	To provide quotation requests within 10 working days.	90%
New Entrants	To process new entrants within 20 working days of receipt.	95%
Correspondence	To reply to correspondence within 10 working days.	95%
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 resulted in significant increases in member demand. During periods of unprecedented demand such as that experienced in 2015/16 and anticipated in 2016/17, 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.

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- 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 Information Officer.

9 Freedom of Information

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

10 Costs of the Corporate Plan

- 10.1 The Corporate Plan for 2016/17 has been costed and a forecast of administration income and expenditure for the year ahead is attached at Annex A.

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Annex A

Budget 2016/17

£

STAFF COSTS

Salaries	2,159,731
Superannuation	407,067
National Insurance	191,681
Staff Training & Travel	131,415
Chairman's Allowance	13,182
National Insurance	700
Committee's Training Expenses	17,615
Committee's Travel & Expenses	57,311
	2,978,702

OFFICE OVERHEADS

Rates & Insurance	87,947
Electricity	19,220
Office Rent	8,400
Property Expenses	3,088
Office Service Charges	110,051
Office Cleaning & Consumables	29,540
	258,246

COMPUTER RUNNING COSTS

Maintenance	263,292
Materials	11,000
	274,292

DEPRECIATION AND HIRE

Computers	274,452
Fixtures & Fittings	17,556
Refurbishment	30,853
Templeton House	40,000
	362,861

ADMINISTRATION

Printing, Advertising & Stationery	139,234
Telephone and Communications	39,193
Postage	177,966
	356,393

PROFESSIONAL FEES

Medicals	66,976
Actuary	95,265
Local Government Auditor	25,000
Internal Audit	28,080
Professional Advice	167,750
Back-scanning	35,172
	418,243

GENERAL EXPENSES

Bank Charges	9,000
Maintenance	20,382
Miscellaneous	18,121
	47,503

TOTAL EXPENDITURE

4,696,240

Recoverable Costs

105,240

NET EXPENDITURE

4,591,000

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Annex B

Relationship between Corporate Aims, Business Objectives and Operational Action

Corporate Aim	Business Objective	Operational Action	Performance Indicator
1. To provide an effective service complying with the pension scheme regulations, good practice, other legislation and stakeholder expectations.	1.1 To pay members' pension benefits, refunds and transfers promptly and accurately	1.1.1 To pay monthly pensions promptly and accurately	Paid by last banking day of the month
		1.1.2 To pay pension lump sums promptly and accurately	Within 10 working days of the receipt of the relevant details
		1.1.3 To pay refunds of contributions promptly and accurately	Within 10 working days of receiving a valid application
		1.1.4 To pay transfer payments promptly and accurately	Pay the cash equivalent within 10 working days of receipt of required information
		1.1.5 To reconcile member GMP values with those held by HMRC	Reconciliation completed by 31 March 2018
	1.2 To credit pension contributions, transfers and other employer liabilities received promptly and accurately	1.2.1 To collect monthly contributions and invest in scheme fund promptly	Within 10 working days of following month
		1.2.2 To update member records on receipt of annual returns from employers	For 100% of employers by 31 July
		1.2.3 To credit pension account on receipt of transfers into the scheme promptly	Provide confirmation within 20 working days of receiving the transfer payment
		1.2.4 To obtain and advise employers of actuarial costs and agree payment schedule promptly	Within 20 working days of receipt of information
	1.3 To provide members with information needed to make pension decisions promptly	1.3.1 To respond to member queries	Within 10 working days
		1.3.2 To provide members leaving the scheme with option choices	Provide a statement of benefit options within 20 working days of notification
		1.3.3 To provide members with benefit quotations on request.	Benefit quotations issued within 10 working days

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Corporate Aim	Business Objective	Operational Action	Performance Indicator
		1.3.4 To provide members and deferred members with benefit statements	Benefit statements issued within 5 months of year end
		1.3.5 To provide members with annual allowance statements as applicable	Statements issued by 6 October
		1.3.6 To provide an estimate of a cetv	Within 20 working days of receipt of relevant details
	1.4 To pay death benefits promptly and accurately	1.4.1 To notify dependants of pensions payable	Within 10 working days of receipt of the relevant proof of title
		1.4.2 To pay death grants promptly	Within 10 working days of receipt of relevant proof of title
	1.5 To ensure that all necessary action is taken on any change to scheme rules.	1.5.1 Ensure that processes change to reflect regulation changes	Complete changes within 3 months of regulations made
		1.5.2 To train relevant staff on any regulation changes	Relevant staff trained on new regulations within 3 months of regulations made
		1.5.3 To have administration systems updated for any new or amended regulations	To have software tested and installed and to have new forms and procedures developed 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 legislation	1.6.1 To respond to Data Protection and Freedom of Information requests	Within 40 days (DPA) or 20 days (FOI) of request
		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.

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Corporate Aim	Business Objective	Operational Action	Performance Indicator
		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.
		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%. Issues identified at exit interview are addressed by senior management team.
		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.
		1.7.6 To undertake a biennial staff satisfaction survey and address any issues identified	Staff survey completed by 31 March 2017
		1.7.7 To introduce a student placement programme.	Placement programme operational by 31 March 2017.
		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
		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
2. To deliver an effective investment strategy in line with the actuarial profile of the fund.	2.1 To value the scheme assets and liabilities and set contribution rates accordingly	2.1.1 Undertake Actuarial valuation every 3 years.	Publish valuation by 31 March 2017
		2.1.2 To ensure employer contribution rates for 2016/17 implemented.	Collect minimum contributions due under current Rates & Adjustment certificate.

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Corporate Aim	Business Objective	Operational Action	Performance Indicator	
	2.2 To invest scheme funds in accordance with the Statement of Investment Principles and the Statement of Responsible Investment	2.2.1 To achieve investment performance in line with targets	NILGOSC fund target	
		2.2.2 To monitor and regulate investment management	That no manager breaches investment guidelines and that under performance is promptly addressed	
		2.2.3 To maximise income from scheme assets	Amount of income earned.	
		2.2.4 Implement the Statement of Responsible Investment	Vote in as many company meetings as possible, recoup earnings through class actions and to engage with companies to improve governance.	
	2.3 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	
	2.4 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 employer covenants in line with Funding Strategy Statement	2016 review completed by 31 August 2016.	
	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.

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2016/17 – 2018/19

Corporate Aim	Business Objective	Operational Action	Performance Indicator	
	3.2 To provide general scheme information to scheme employers, their employees, members, Trade Unions and pensioners through active engagement	3.2.1 Publish comprehensive scheme literature and guidance	Within 3 months of Scheme changes	
		3.2.2 Provide employee and employer seminars	Employer satisfaction rating as measured through annual satisfaction survey	
		3.2.3 To lay the annual report in the NI Assembly.	In accordance with date agreed with Department	
		3.2.4 To implement the Communications Strategy	Actions completed in line with target dates	
	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	
		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	
	3.4 To provide advice on the pensions implication of other changes such as public sector reorganisation	3.4.1 Continue to work with affected bodies and staff to explain pension implications	Meetings with bodies, advice given to members, satisfaction with NILGOSC service. Representation on working groups	
		3.4.2 Continue to monitor the implications of reorganisation on the ability to deliver a pension service.	Monitored quarterly by the senior management team	
	4. To influence and inform the debate on the future of the Local Government Pension Scheme	4.1 To influence changes to the LGPS and actively contribute to relevant consultations	4.1.1 To ensure that employers are aware of potential scheme changes	All employers informed of key potential scheme changes
			4.1.2 To respond to relevant Government consultation exercises	By consultation reply date
4.1.3 To respond to parent Department consultation exercises			By consultation reply date	
4.1.4 To contribute to consultee groups eg NAPF, LGPC, LAPFF etc			To have representation on all groups	

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2016/17 – 2018/19

Corporate Aim	Business Objective	Operational Action	Performance Indicator
	4.2 To engage with, and inform, interested parties and relevant decision makers	4.2.1 To identify interested parties and decision makers for relevant issues and ensure they are adequately briefed on the consequences for NILGOSC	Evidence of engagement
	4.3 To improve the Scheme Regulations for the benefit of employers and members	4.3.1 Identify potential changes to the existing regulations or draft regulations and lobby the Department to make the changes.	Formal notification of amendments to the Department
5. To undertake business in an efficient, effective and accountable manner as required of a public body	5.1 To enhance corporate governance arrangements appropriate for a public body	5.1.1 Respond to External Auditor letters	Within 10 working days
		5.1.2 Review of NILGOSC Internal Controls	Annually by 31 March
		5.1.3 Participate in data matching exercises as appropriate	Identify invalid payments and recoup losses.
		5.1.4 To test Business Continuity procedures and ensure effective	Annual test of Business Continuity Plan
		5.1.5 Maintain a Risk Register and take actions to mitigate identified risks	The Risk Register is compiled, reviewed quarterly and action identified is completed.
		5.1.6 To undertake a triennial review of the Organisation's Strategic Objectives	Review undertaken by 31 December 2018
		5.1.7 To undertake the retendering of goods and services	Tenders completed in line with procurement schedule
		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.

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2016/17 – 2018/19

Corporate Aim	Business Objective	Operational Action	Performance Indicator
	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.
		5.2.2 To prepare specification and procure pension administration software to be operational by 31 December 2017	Software operational by 31 December 2017
		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%
		5.2.4 To implement a system to allow for direct access to services by members.	System operational by December 2017
		5.2.5 To undertake a business process review of key systems.	Review undertaken by September 2016.
	5.3 To manage change in an effective and timely manner	5.3.1 To issue an internal newsletter to improve and promote staff communication	Newsletter issued quarterly.
		5.3.2 To establish project groups to manage projects on a timely and effective manner.	Projects managed in accordance with PRINCE 2 methodology and in line with project timetable.
	6. To be committed to the need to promote equality of opportunity, the desirability of promoting good relations and the fulfillment of the Section 75 obligations	6.1 To assess the likely impact of policies on the promotion of equality of opportunity and good relations	6.1.1 Use the tools of screening and EQIA to determine the likely impact of any new policy
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 2016
		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.

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2016/17 – 2018/19

Corporate Aim	Business Objective	Operational Action	Performance Indicator
		6.3.2 To submit s75 Annual Progress Report to include publication of EQIA monitoring information	Submission to Equality Scheme by 31 August 2016
		6.3.3 To publicise Equality Scheme in routine publications	Equality Scheme publicised in Annual Report, Members' News, Deferred Members' News and Pensioners' News.

Northern Ireland Local Government Officers' Superannuation Committee

Annex C

Corporate Plan 2012/13 – 2014/15 – Actual Performance at 31 March 2015

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
1. To continue to provide a level of service needed to comply with the pension scheme regulations, good practice, other legislation and stakeholder expectations.	1.1 To pay members' pension benefits, refunds and transfers promptly	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	Achieved
		1.1.2 To pay pension lump sums promptly and accurately	Within 10 working days of the receipt of the relevant details	87% pension lump sums paid within target Average time taken - 8 days	Substantially Achieved
		1.1.3 To pay refunds of contributions promptly and accurately	Within 10 working days of receiving a valid application	87% refunds paid within target Average time taken - 9 days	Substantially Achieved
		1.1.4 To pay transfer payments promptly and accurately	Pay the cash equivalent within 10 working days of receiving authority	84% transfer out payments within target Average time taken - 7 days	Substantially Achieved
	1.2 To credit pension contributions, transfers and other Employer liabilities received promptly and accurately	1.2.1 To collect monthly contributions and invest in scheme fund promptly	Within 10 working days of following month	Average of 6 employing authorities paid late per month. Credit Control Policy and Procedures applied and letters/late payment invoices issued as required.	Substantially Achieved
		1.2.2 To reconcile contributions received and service credited annually	For 100% of employers by 31 December	204 out of 204 annual returns queried	Achieved
		1.2.3 To credit service on receipt of transfers into the scheme promptly	Provide confirmation within 20 working days of receiving the transfer payment	95% transfer in confirmations processed within target Average time taken - 11 days	Achieved
		1.2.4 To obtain and advise employers of actuarial costs and agree payment schedule promptly	Within 20 working days of receipt of information	100% carried out within 20 working days.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2012/13 – 2014/15 – Actual Performance at 31 March 2015

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	1.3 To provide members with information needed to make pension decisions promptly	1.3.1 To respond to member queries	Within 10 working days	91% of correspondence responded to within target Average time taken - 4 days	Substantially Achieved
		1.3.2 To provide members leaving the scheme with option choices	Provide a statement of benefit options within 20 working days of notification	72% early leaver notifications processed within target Average time taken - 19 days	Moderately Behind Target
		1.3.3 To provide members with benefit quotations on request.	Benefit quotations issued within 10 working days	91% benefit quotations issued within target Average time taken - 5 days	Achieved
		1.3.4 To provide members and deferred members with benefit statements	Benefit statements issued within 6 months of year end unless relevant data unavailable	Deferred statements issued in July 2014. 45,228 active statements were issued in August/September.	Achieved
		1.3.5 To provide an estimate of a cetv	Within 20 working days of receipt of relevant details	88% transfer out quotations processed within target Average time taken - 12 days	Substantially Achieved
	1.4 To pay death benefits promptly and accurately	1.4.1 To notify dependants of pensions payable	Within 10 working days of receipt of the relevant proof of title	91% dependants' pensions paid within target Average time taken - 6 days	Achieved
		1.4.2 To pay death grants promptly	Within 10 working days of receipt of relevant proof of title	93% death grants paid within target Average time taken - 3 days	Achieved
	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	Shared Parental Leave and Statutory Shared Parental Pay (Consequential Amendments to Subordinate Legislation) Order (NI) 2015 made on 12 March 2015 and operational from 15 March 2015.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2012/13 – 2014/15 – Actual Performance at 31 March 2015

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		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 briefed on the Shared Parental Leave regulations. See 1.5.5 for action re LGPS 2015.	Achieved
		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	No amending regulations, apart from LGPS 2015 that required software, form and procedural amendments. See 1.5.5 for LGPS 2015 actions.	Achieved
		1.5.4 To train relevant staff on the LGPS 2015 scheme	Relevant staff trained on LGPS 2015 scheme within 3 months of regulations made	All staff had practitioner training on 9 & 10 October 2014 and refresher training on 10 March 2015.	Substantially Achieved
		1.5.5 To have administration systems updated for the LGPS 2015 scheme and all necessary procedures in place to administer the scheme	To have new software tested and installed, to have new forms and procedures developed within 3 months of regulations made	The new software was tested and installed by 10 March 2015 and all forms rewritten. Due to late receipt of GAD guidance and final software, procedures were updated according to priority. Further programming needed for transfer calculations and councillors.	Substantially Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2012/13 – 2014/15 – Actual Performance at 31 March 2015

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.5.6 To issue guidance to employers on the LGPS 2015 scheme including changes to the contribution rates where appropriate	To have prepared and distributed guidance on the LGPS 2015 scheme within 3 months of confirmation of the Department of Environment's intentions	Two circulars were issued to all employers advising of changes to the Scheme. Employers attended LGPS 2015 training sessions 24 & 30 October and 12 November. Further discretionary policy training was provided to employers in January 2015. HR, Payroll & Employers' Guides issued.	Achieved
		1.5.7 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 – 99.74% Legacy record data accuracy - 99.7%	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	8 FOI requests (plus 3 DoE inputs) and 38 subject access requests (SARs) received to 31 March 2015. All requests responded to within the deadline.	Achieved
	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.	100% of appraisals (including identification of training needs) were completed and returned by 30 June 2014. Approx 2,510 hrs of training was completed in the year, including over and above training identified through the appraisal process.	Substantially Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2012/13 – 2014/15 – Actual Performance at 31 March 2015

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.7.2 To undertake a review of effectiveness of revised structure and job evaluation exercise.	Review completed by 30 September 2015	Not due in current planning year	On Target
		1.7.3 To undertake a review of the existing recruitment process and documentation	Review completed by 31 March 2015	Documentation reviewed and a revised application form is being trialled for a number of recruitment exercises.	Achieved
		1.7.4 To introduce an employee assistance program	Program in place by 31 March 2015	EAP rolled out and operational from December 2014.	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 ongoing needs of stakeholders and staff	Full office refurbishment completed by 31 March 2016	Phase 1 completed in November 2014. Project Manager has taken ownership of this project and a revised completion date included in 2015/16 Corporate Plan. Progress is in line with revised date.	Moderately Behind Target
	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.	95% address changes processed within target Average time taken - 3 days	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2012/13 – 2014/15 – Actual Performance at 31 March 2015

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	Not due in current planning year	On Target
		2.1.2 To ensure employer contribution rates for 2014/15 implemented.	Collect minimum contributions due under current Rates & Adjustment certificate.	All employers with a change in contribution rate for 2014/15 have confirmed they are paying the correct rate.	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 31 March 2015 was ahead of fund target of CPI+5% by 6.08% and 2.62% respectively.	Achieved
		2.2.2 To monitor and regulate investment management	That no manager breaches investment guidelines and that under performance is promptly addressed	At 31 December 2014 no fund manager had breached investment guidelines and underperformance was addressed through the scorecard process.	Achieved
		2.2.3 To maximise income from scheme assets	Amount of income earned.	Commission Recap: £2,121.75 to 28 Feb 2015; Stock Lending: £281,105.58 to 28 Feb 2015; Class Actions: £19,333.94 to 31 March 2015.	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.	Votes cast at all 704 meetings where research allowed an informed decision to be made. 128 engagement letters issued to UK and European companies. £19,333.94 recovered through class actions.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee
Corporate Plan 2012/13 – 2014/15 – Actual Performance at 31 March 2015

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		2.3.2 To undertake a review of the sustainability of the fund including future funding mechanisms	Review complete by March 2016	Individual employer data gathered and covenant strength assessed. Initial discussion with Actuary took place in March 2015.	On Target
		2.3.3 Review Statement of Investment Principles and Funding Strategy Statement	Revise FSS and revise SIP when necessary	The SIP was last updated and approved by the Committee on 29 April 2014.	Achieved
		2.3.4 To review employer covenants and address weaknesses	Weaknesses addressed by March 2015.	Preliminary assessment of scheme employers completed in February 2015. Identified weaknesses to be addressed in early 2015/16.	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	Increase Scheme membership by 10% between April 2012 and March 2015	Membership at April 2012 was 44,030. Membership at 31 March 2015 was 52,876, representing an increase of 20%.	Achieved
	3.2 To provide general scheme information to scheme employers, their employees, members and pensioners through active engagement	3.2.1 Publish comprehensive scheme literature and guidance	Within 3 months of Scheme changes	All Scheme literature and guidance was published by 31 March 2015	Achieved
		3.2.2 Provide employee and employer seminars	Employer satisfaction rating as measured through annual satisfaction survey	26 seminars conducted - 3 for councillors, 10 retirement, 11 LGPS 2015 and automatic enrolment and 2 on RPA and Severance	Achieved
		3.2.3 To lay the annual report in the NI Assembly.	In accordance with date agreed with Department	2013/14 Annual Report and Accounts laid with the NI Assembly on 8 Sept 2014.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee
Corporate Plan 2012/13 – 2014/15 – Actual Performance at 31 March 2015

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	Pension Benefit Statements issued on time, videos added to the website, literature updated and circulated to employers.	Substantially Achieved
	3.3 To provide members and employers with specific details of regulation changes	3.3.1 Communication of any regulation changes	Within 3 months of regulations being made	See 3.3.3 for LGPS 2015 actions	Achieved
		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	82% new members processed within target Average time taken - 2 days	Moderately Behind Target
		3.3.3 To brief members and employers on the LGPS 2015.	Communications issued within 3 months of regulations made.	Two circulars were issued to all employers advising of the 2015 changes. Employer training seminars in Autumn 2014 had 306 attendees. Further employer training on discretions had 184 attendees.	Achieved
	3.4 To provide advice on the pensions implication of other changes such as public sector reorganisation	3.4.1 Continue to work with RPA affected bodies and staff to explain pension implications of RPA transfers.	Meetings with bodies, advice given to members, satisfaction with NILGOSC service. Representation on working groups	Meetings and communications ongoing with affected bodies and the Local Government Staff Commission.	Achieved
		3.4.2 Determine the implications of Local Government reorganisation on the ability to deliver a pension service.	Produce a staff plan within 3 months of RPA decisions being made	Under continuous review. The impact of public sector reorganisation on staffing levels has been assessed and recruitment for additional resources has commenced.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2012/13 – 2014/15 – Actual Performance at 31 March 2015

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
4. To influence the future of the Local Government Pension Scheme	4.1 To respond to consultation on changes to the LGPS and actively contribute to consultee groups	4.1.1 To ensure that employers are aware of potential scheme changes	All employers informed of key potential scheme changes	Employers informed of key potential scheme changes.	Achieved
		4.1.2 To respond to relevant Government consultation exercises	By consultation reply date	All relevant consultations responded to directly or indirectly.	Achieved
		4.1.3 To respond to Department of the Environment consultation exercises	By consultation reply date	All relevant consultations responded to directly.	Achieved
		4.1.4 To contribute to consultee groups eg NAPF, LGPC, LAPFF etc	To have representation on all groups	Representation has continued to date.	Achieved
	4.2 To engage with, and inform, interested parties and relevant decision makers	4.2.1 To identify interested parties and decision makers for relevant issues and ensure they are adequately briefed on the consequences for NILGOSC	Evidence of engagement	Major issue to date was HMRC registration which has been resolved.	Achieved
	4.3 To improve the Scheme Regulations for the benefit of employers and members	4.3.1 Identify potential changes to the existing regulations or draft regulations and lobby the Department to make the changes.	Formal notification of amendments to the Department	DOE made latest Regulations which reflected advice from NILGOSC. Further lobbying for improvements continuing.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2012/13 – 2014/15 – Actual Performance at 31 March 2015

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
5. To undertake business in an efficient, effective and accountable manner as required of a public body	5.1 To maintain 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 3 working days	Achieved
		5.1.2 Review of NILGOSC Internal Controls	Annually by 31 March	Governance statement published in September 2014	Achieved
		5.1.3 Participate in NFI exercise and biannual mortality tracing exercise	Identify invalid payments and recoup losses.	The 2012/13 NFI and mortality tracing exercises were closed in January 2015 with the recovery of outstanding amounts ongoing. The matches in respect of the 2014/15 NFI exercise were released in January 2015. Almost 50% of the matches were closed by 31 March 2015, investigation is ongoing in respect of the open cases.	Achieved
		5.1.4 To test Business Continuity procedures and ensure effective	Annual test of Business Continuity Plan	The annual test of the BCP was undertaken on 27 March 2015. One element failed and was rectified and retested on 3 April 2015.	Substantially Achieved
		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 2014/15 risk register was agreed by the SMT, the Audit & Risk Assurance Committee (ARAC) and the Management Committee. The risk register was reviewed each quarter and actions were taken to mitigate identified risks.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee
Corporate Plan 2012/13 – 2014/15 – Actual Performance at 31 March 2015

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 2015 to inform the 2016/17 Corporate Plan.	No action due in current planning period.	On Target
		5.1.7 To undertake the retendering of goods and services	Tenders completed in line with procurement schedule	A Procurement Schedule is in place and tenders were planned/completed in line with the Procurement Schedule during 2014/15.	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.	Committee members completed 520 hours of training, resulting in the Committee as a whole meeting its target. Twelve members met their full or pro-rata target and one member did not meet their target.	Substantially Achieved
	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.	Project plan kept under review to facilitate change in pension administration software and new scheme.	On Target
		5.2.2 To undertake a back scanning exercise for paper based records	100% members files and paper based records held electronically by December 2014	99.8% member files scanned as at 31 December 2014. Remaining 0.2% member files and certain corporate records scanned by 31 March 2015.	Substantially Achieved

Northern Ireland Local Government Officers' Superannuation Committee

Corporate Plan 2012/13 – 2014/15 – Actual Performance at 31 March 2015

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.2.3 To collect member email addresses, automate email address updating and preferencing, and use email for publications if desired by the member	To start using email addresses for bulk publications by March 2016	Email addresses collected for active members and existing email addresses validated for deferred members and pensioners. Currently hold email addresses for 9,378 active members, 3,420 deferred members and 842 pensioners. 12,177 members were emailed their annual newsletters in November 2014.	On Target
		5.2.4 To replace the existing telephone system	New system operational by 30 September 2014	New phone system installed and operational by July 2014.	Achieved
		5.2.5 To effectively manage the transition to an alternative pension administration system	Transition completed in line with project plan	Project completed in December 2014	Substantially Achieved
		5.2.6 To undertake an appraisal of requirements and subsequent implementation of system to allow for direct access to services by members.	Appraisal completed by 31 March 2015. Implementation complete by 31 March 2016.	An appraisal was completed and it recommended that this system should be sought as part of the procurement for pensions administration software.	Substantially achieved

Northern Ireland Local Government Officers' Superannuation Committee
Corporate Plan 2012/13 – 2014/15 – Actual Performance at 31 March 2015

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	5.3 To manage change in an effective and timely manner	5.3.1 To issue an internal newsletter to improve and promote staff communication	Newsletter issued quarterly.	Issued 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 Altair projects being managed in line with best practice. Altair migration successfully completed in December 2014.	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 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	Ten policies were screened during the year ended 31 March 2015. 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 2014	Report prepared by 16 April 2014	Achieved
		6.2.2 To record annual recruitment monitoring information	Report submitted by 1 May each year	Reported submitted 22 January 2014	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 2012/13-2014/15	Actions completed in line with plan.	Progress against the action plan was reviewed for the periods ended 30 September 2014 and 31 March 2015.	Achieved

Northern Ireland Local Government Officers' Superannuation Committee
Corporate Plan 2012/13 – 2014/15 – Actual Performance at 31 March 2015

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 2014	The s75 Annual Progress Report, including publication of EQIA monitoring information, was submitted (via post and e-mail) to the Equality Commission within deadline on 12 August 2014.	Achieved

Key:

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

Northern Ireland Local Government Officers' Superannuation Committee

Annex D

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

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
1. To continue to provide a level of service needed to comply with the pension scheme regulations, good practice, other legislation and stakeholder expectations.	1.1 To pay members' pension benefits, refunds and transfers promptly and accurately	1.1.1 To pay monthly pensions promptly and accurately	Paid by last banking day of the month	275,663 pensions paid YTD All paid by last banking day	On Target
		1.1.2 To pay pension lump sums promptly and accurately	Within 10 working days of the receipt of the relevant details	1,668 pension lump sums paid YTD Average time taken YTD - 8 days	On Target
		1.1.3 To pay refunds of contributions promptly and accurately	Within 10 working days of receiving a valid application	487 refunds paid YTD Average time taken YTD - 7 days	On Target
		1.1.4 To pay transfer payments promptly and accurately	Pay the cash equivalent within 10 working days of receiving authority	60 transfer out payments YTD Average time taken YTD - 18 days	Behind Target
		1.1.5 To reconcile member GMP values with those held by HMRC	Reconciliation completed by 31 March 2016	Preliminary analysis of data completed Q3. Recruitment of project team planned for Q4 and performance indicator updated in 2016/17 Plan to reflect revised HMRC timeframes.	On Target
	1.2 To credit pension contributions, transfers and other Employer liabilities received promptly and accurately	1.2.1 To collect monthly contributions and invest in scheme fund promptly	Within 10 working days of following month	Average of 4 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 reconcile contributions received and pension accrued annually	For 100% of employers by 31 December	217 of the 217 annual returns queried YTD	On Target

Northern Ireland Local Government Officers' Superannuation Committee

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

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	127 transfer in confirmations YTD Average time taken YTD - 16 days	Caution
		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	On Target
	1.3 To provide members with information needed to make pension decisions promptly	1.3.1 To respond to member queries	Within 10 working days	6,441 items of correspondence YTD	Behind Target
		1.3.2 To provide members leaving the scheme with option choices	Provide a statement of benefit options within 20 working days of notification	1,674 early leaver notifications YTD Average time taken YTD - 38 days	Behind Target
		1.3.3 To provide members with benefit quotations on request.	Benefit quotations issued within 10 working days	4,388 benefit quotations issued YTD	On Target
		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
		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

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Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.3.6 To provide an estimate of a cetv	Within 20 working days of receipt of relevant details	376 transfer out quotations YTD Average time taken YTD - 31 days	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	32 dependants' pensions YTD Average time taken YTD - 5 days	On Target
		1.4.2 To pay death grants promptly	Within 10 working days of receipt of relevant proof of title	751 death grants paid YTD	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	New processes put in place for Freedom and Choice. Some clarification is needed from Prudential re AVCs.	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 trained on transfers and Freedom and Choice	On Target
		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 that are needed for SRNI 2015 No 272 amendments (made 11 June 2015, operational from 7 July 2015) - reduction of CETVs. Programming will not be until early 2016.	Not Achieved

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Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.5.4 To monitor and improve data quality and ensure common data quality meets TPR standards	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%	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 request and 38 subject access requests (SARs) have been received in the period to 31 December 2015. All requests were responded to within the deadline.	On Target
		1.6.2 To implement the Retention and Disposal Schedule	Schedule effective by 31 December 2015	A Disposal Database, to record disposals and ensure linkage with the Retention and Disposal Schedule, has been developed by IT. A procedure has been drafted to align with the completed database. Records have been selected for destruction and the I&G Team is currently using these records to test the procedure and database prior to making the database available for general use.	On Target

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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 training and development needs) have taken place and the documentation returned. In the quarter to 31/12/15, 451 hours of training was completed, giving a year to date figure of 766 hours.	On Target
		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 in Q4 to accommodate changes arising from the 2015 staffing review. Completion date will be rolled forward in 2016/17 Corporate Plan.	Caution
	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.	2,373 address changes processed YTD Average time taken YTD - 6 days	On Target

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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	A preliminary timetable has been drafted.	On Target
		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 Investment Principles	2.2.1 To achieve investment performance in line with targets	NILGOSC fund target	3 year and 5 year return to 30 June 2015 was ahead of fund target of CPI+5% by 6.36% and 3.92% 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 2015 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: £2,783.59 to 30 Nov 2015 2015; Stock Lending: £620,700.94 to 30 Nov 2015 2015; Class Actions: £74,729.91 to 31 Dec 2015.	On Target

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Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	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.	Votes cast at all 476 meetings where research allowed an informed decision to be made. 173 engagement letters issued to UK and European companies (109 UK; 64 European) and 48 responses received to date (30 UK; 18 European).	On Target
		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.	On Target
		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. The SIP was last updated and approved by the Committee on 29 April 2014.	On Target
		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 Q3 to request the information required to perform a full review of employer covenants. It is not expected that the full review will be completed by 31 March 2016. The revised target date for completion of the review is 30 June 2016.	Behind Target

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Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
3. To promote the scheme and inform members and employers of their pension options.	3.1 To actively encourage retention in, and new membership of, the Scheme	3.1.1 To monitor the level of members opting-out of the scheme, understand the reasons and market the Scheme to non-members	Maintain active membership levels at March 2015 levels.	Active members at 31 March 2015 - 52,876. Active members at 31 December 2015 - 52,794. This is a reduction of 82 members.	Caution
	3.2 To provide general scheme information to scheme employers, their employees, members and pensioners through active engagement	3.2.1 Publish comprehensive scheme literature and guidance	Within 3 months of Scheme changes	Published where necessary	On Target
		3.2.2 Provide employee and employer seminars	Employer satisfaction rating as measured through annual satisfaction survey	11 seminars provided. 3 on the 2015 Scheme, 1 on retirement, 2 on redundancy, 1 workshop on annual and lifetime allowance and 4 full employer administration seminars on the new Scheme.	On Target
		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
		3.2.4 To implement the Communications Strategy	Actions completed in line with target dates	Actions completed in line with target dates	On Target
	3.3 To provide members and employers with specific details of regulation changes	3.3.1 Communication of any regulation changes	Within 3 months of regulations being made	All communications within timescales	On Target

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Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		3.3.2 To advise all new members of the benefits of the pension scheme	Issue guidance to new scheme members and membership certificates within 20 working days of receipt	6,326 new members YTD	On Target
	3.4 To provide advice on the pensions implication of other changes such as public sector reorganisation	3.4.1 Continue to work with affected bodies and staff to explain pension implications	Meetings with bodies, advice given to members, satisfaction with NILGOSC service. Representation on working groups	Met with Education Authority to discuss bringing forward its staging date. Meetings with several employers to assist with the pension aspect of their severance schemes.	On Target
		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
4. To influence the future of the Local Government Pension Scheme	4.1 To respond to consultation on changes to the LGPS and actively contribute to consultee groups	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.	On Target
		4.1.2 To respond to relevant Government consultation exercises	By consultation reply date	Have responded when relevant.	On Target

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Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		4.1.3 To respond to Department of the Environment consultation exercises	By consultation reply date	Have responded when relevant.	On Target
		4.1.4 To contribute to consultee groups eg NAPF, LGPC, LAPFF etc	To have representation on all groups	Representation continues.	On Target
	4.2 To engage with, and inform, interested parties and relevant decision makers	4.2.1 To identify interested parties and decision makers for relevant issues and ensure they are adequately briefed on the consequences for NILGOSC	Evidence of engagement	Alerted employers to Government plans to cap Exit payments.	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	DOE making Amendment No3 Regulations soon.	On Target
5. To undertake business in an efficient, effective and accountable manner as required of a public body	5.1 To maintain 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 3 working days.	Achieved
		5.1.2 Review of NILGOSC Internal Controls	Annually by 31 March	Annual governance statement prepared in June 2015	On Target

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Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.1.3 Participate in data matching exercises as appropriate	Identify invalid payments and recoup losses.	NILGOSC is investigating the matches identified in the 2014/15 NFI exercise. Of the 1,376 matches identified, 1,349 have been closed (with no fraud identified) and NILGOSC is currently seeking recovery of £3,805.13 (re 12 cases under investigation). NILGOSC is also participating in a monthly data sharing exercise with the General Register Office to try 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 2015/16 annual test of the Business Continuity Plan is scheduled to take place on 2 March 2016. It will test NILGOSC's ability to run the monthly pensioner payroll in the absence of key staff, with reliance being placed on current procedures.	On Target

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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 the SMT, the Audit & Risk Assurance Committee (ARAC) and the Management Committee. The second quarterly review took place on 19 October 2015. The outcome of this review was reported to the ARAC on 23 November 2015 and to the Management Committee on 15 December 2015. The third quarterly review is scheduled for 28 January 2016.	On Target
		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 are being progressed in line with the procurement schedule. The print and postage tender is being prioritised as agreed by SMT which will result in the tender for the provision of legal services being scheduled later than initially planned.	On Target

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Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		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 December 2015, Committee members completed 511 hours of training collectively, resulting in the Committee as a whole meeting its pro-rata target. Four members have not met their individual pro-rata targets: Peter Caldwell completed 28 hours; David Jackson completed 20 hours; Peter McMurray completed 24.5 hours; and Joe Donaghy completed 27 hours.	Caution
	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.	Project has been placed on hold pending outcome of internal scoping exercise.	Caution
		5.2.2 To prepare specification and procure pension administration software to be operational by 31 December 2017	Software operational by 31 December 2017	Dedicated Project Manager in post and preliminary Gateway paperwork completed.	On Target

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Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		5.2.3 To continue to collect member email addresses, automate email address updating and preferencing, and use email for publications if desired by the member	Increase members opting for electronic publications by March 2016 by 10%	Current software problem is not permitting automatic update of email addresses. Addresses are being updated manually while awaiting fix from Heywood (due Winter 2015). No of members electing for email at 31 March 2015 was 9,378 active members, 3,420 deferred members and 842 pensioners. Figures at 19 January 2016 are 10,145 active members, 4,014 deferred members and 1,361 pensioners representing an overall increase of 14%.	On Target
		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.	On Target
		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 Q4.	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 and December 2015	On Target

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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.	EDRMS and Pension Software Project Board and Teams in place.	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 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	Seven policies have been screened in the period to 31 December 2015. No EQIAs were deemed necessary.	On Target
	6.2 To ensure NILGOSC personnel policies promote equality of opportunity	6.2.1 To prepare s55 Report for Equality Commission	Report prepared by April 2015	Not due in 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
	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.	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 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

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