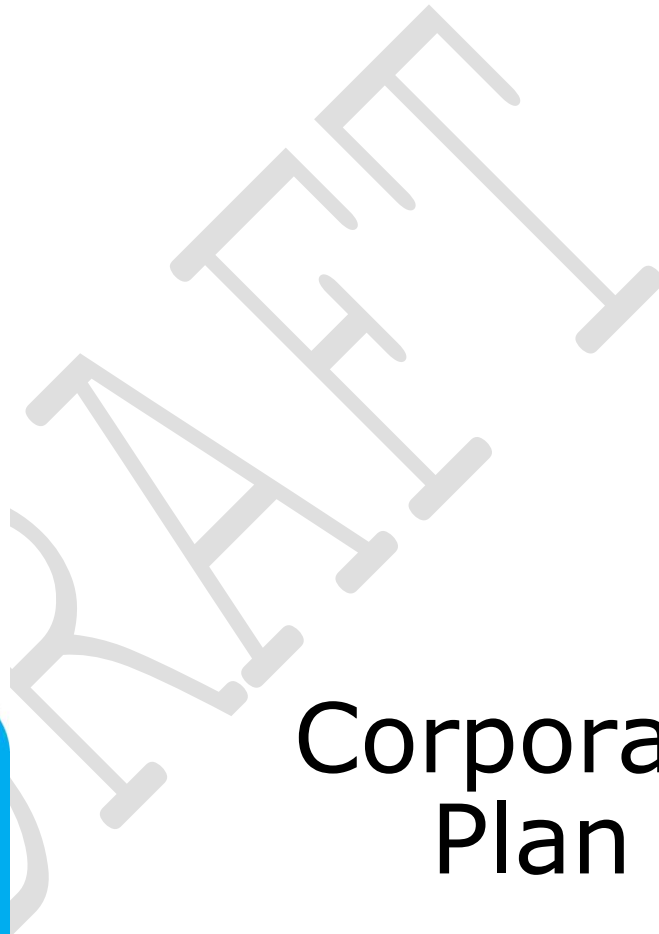
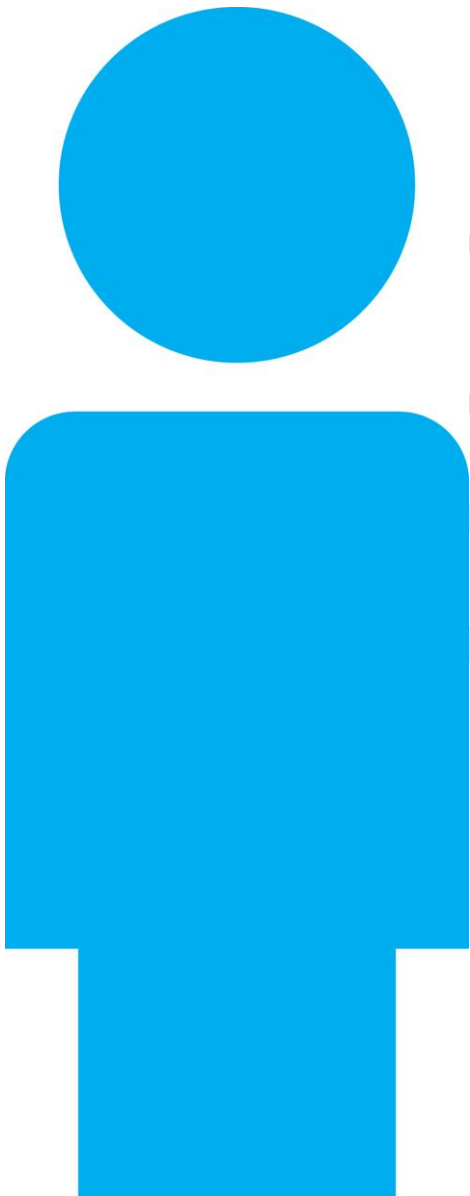


NiLGOSC

NORTHERN IRELAND LOCAL GOVERNMENT OFFICERS'  
SUPERANNUATION COMMITTEE



# Corporate Plan

2018/19 - 2020/21

# Northern Ireland Local Government Officers' Superannuation Committee

## Corporate Plan 2018/19 – 2020/21

### 1 Introduction

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

### 2 The Corporate Plan

- 2.1 This rolling Corporate Plan ('the Plan') covers the three-year period from 1 April 2018 to 31 March 2021.
- 2.2 Its main purpose is to:-
- state the Vision and Mission of NILGOSC
  - state the aims of NILGOSC
  - set out the key objectives of NILGOSC
  - provide an administrative budget
  - state NILGOSC's values and service standards.
- 2.3 Like most organisations, NILGOSC has established a strategic planning process which allows it to identify and achieve its long term strategic objectives. A key part of this process is the triennial strategic review, during which the organisation's vision, mission, values and strategic aims are subjected to a thorough review and stakeholder consultation to ensure that they remain relevant and reflective of the current operating environment. In the intervening period between strategic reviews, NILGOSC reviews and updates its operational business plans annually to help plan resources and measure performance.
- 2.4 NILGOSC undertook its latest strategic review in April 2015, which included a comprehensive review of NILGOSC's Vision, Mission, Values and Strategic Aims and Objectives. Each of these components is set at a strategic level, with specific operational challenges and objectives identified at the detailed business plan level. This is intentional to ensure that our vision, mission and high level aims and objectives are future-proofed and therefore do not require revision for every new initiative or

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operational change.

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



- 2.6 The Plan is reviewed and revised annually. Progress in meeting the objectives will be reported quarterly to the Management Committee (the Committee) and Department for Communities, as well as annually in the Annual Report.
- 2.7 The Plan has been formulated by NILGOSC taking into account the views of the Committee, management and staff and understanding external factors such as government policy and stakeholder needs. Each business area undertakes a number of Operational Activities which fulfil NILGOSC's Business Objectives, and in turn are designed to satisfy the Corporate Aims. Annex B sets out the key objectives and performance targets for the next three years and the strategy for achieving them. Annex B also sets out the relationship between Corporate Aims, Business Objectives and Operational Activities in tabular format.
- 2.8 The plan for the three years to 31 March 2021 is driven by NILGOSC's desire to provide a level of service suitable for the stakeholders of today. In doing so NILGOSC aims to comply with government policy for public sector bodies and pension schemes.

### 3 Vision

- 3.1 NILGOSC's vision is

*"To provide an excellent and sustainable pension scheme."*

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#### 4 Mission Statement

4.1 NILGOSC's mission statement is

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

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

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

#### 5 Key Activities for the Year Ahead

5.1 2018/19 is the final year in the current three year strategic planning period. This particular three year period followed fundamental change to the Local Government Pension Scheme and, more widely, public sector pensions. The introduction of a new career average scheme in April 2015 had a material impact on administration systems and the previous two years have focused on process and system changes, stakeholder communication and maintaining service delivery. Information requirements increased significantly with the introduction of the new scheme and a key focus for is on improving data flows and service delivery methods to both members and scheme employers.

5.2 The Corporate Plan for 2017/18 set out a number of ambitious developments designed to utilise technology to meet stakeholder expectations with respect to convenient and efficient access to services. In December 2016, NILGOSC signed a new contract with its pension administration software provider which included additional software modules that could transform how information is exchanged and services are delivered in the future. From a member perspective, NILGOSC introduced a 24/7 online self-service facility in the final quarter of 2017/18 which allows members to directly access and update the information NILGOSC holds on them. The Corporate Plan for 2018/19 reflects the next stage in the roll-out process which will include the promotion of the facility to all membership groups, as well as enhancing the self-service offering to allow members to generate and model bespoke quotations. Attention will also shift towards the longer term objective to utilise this facility, subject to member preference, to communicate personal and generic scheme information. By encouraging take-up of the self-service facility, it is hoped the system will provide a dual benefit to both NILGOSC and the member. While the primary beneficiary is the member, through enhanced service delivery options, there are potential financial savings to be made through

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reduced postage and printing costs.

- 5.3 From a scheme employer perspective, 2018/19 will see NILGOSC start to roll-out a new data exchange facility which will eliminate the need for the manual and time consuming provision of member information. Under the Regulations, employers are required to provide a range of information on scheme members including on joining, leaving and by way of annual returns. This information is provided primarily through spreadsheets and in many cases via data collection forms which is often labour intensive for employers and NILGOSC alike. The planned introduction of an integrated data collection and verification system which feeds directly into NILGOSC's pension administration system should make a significant difference to all and, once operational, will negate the need for what is a resource intensive annual return exercise. A small number of employers have indicated their willingness to be involved in a pilot exercise for the i-Connect system which will see employers create extract files from their payroll software which they will submit directly to NILGOSC's pension software system for verification and updating. The reduction in manual intervention is also expected to yield significant benefits from a data accuracy and information security perspective as all data will be remitted directly from employers payroll systems to NILGOSC by way of a secure portal.
- 5.4 The actions referred to in 5.2 and 5.3 are designed to utilise available technologies to improve efficiency and enhance service delivery to all stakeholders. Considerable efforts were made in 2017/18 to eliminate the pension administration backlogs that had arisen following the implementation of the new CARE scheme and the final stage is to review existing procedures and workflows to ensure that tasks are processed on a timely basis. This particular project kicked off in late 2017 and will continue into the 2018/19 business plan, where the focus will be on attaining key performance indicators and statutory timeframes.
- 5.5 Collaboration is one of NILGOSC's six strategic themes and has been an area of focus over the current strategic planning period. Provided interests are properly aligned, NILGOSC will continue to seek out collaborative opportunities which offer increased efficiencies as well as access to contracts or opportunities that may not otherwise be available. From a procurement perspective, NILGOSC will continue to utilise national and public sector frameworks to reduce the time and associated costs of running individual tender exercises. Collaboration also offers significant benefits from an investment perspective, including the potential to share costs and expertise and access to investment opportunities that might not otherwise be available. The previous twelve months saw NILGOSC establish a collaborative working arrangement with other UK LGPS funds which, to date, has seen it invest in 5 infrastructure opportunities which it would otherwise have not been able to access. 2018/19 will see NILGOSC continue to develop this important joint working relationship to help build up its infrastructure portfolio and bring about additional fee savings.
- 5.6 Following the last actuarial valuation, NILGOSC implemented a new approach to collecting deficit recovery contributions from employers from April 2017. The next triennial valuation is due as at 31 March 2019 and the business plan for 2018/19 includes a number of preparatory actions in advance of this exercise. During 2018/19 NILGOSC will undertake a full review of employer covenants to help assess ongoing financial strength. This action will form an important part of the debate on NILGOSC's Funding Strategy going forward as it looks to protect the fund, and therefore scheme employers, from the risk of individual employer default. This is a key part of NILGOSC's strategic aim to ensure longer term scheme sustainability.

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- 5.7 One uncertainty that exists at the time of writing is in respect to public sector reform and the impact of additional redundancies on resourcing and service delivery timescales. In the 33 months since the introduction of early exit schemes with the public sector in Northern Ireland, NILGOSC has processed just under 6,800 additional retirement quotations and over 1,700 retirement benefits. The nature of this demand is such that requests from employers tend to be concentrated around particular times of the year and often with very short turnaround times. Given the ongoing political uncertainty in Northern Ireland, scheme employers have been unable to confirm with any degree of certainty whether or not they intend to proceed with further redundancies in 2018/19. Given the impact any material increase in redundancies would have on meeting key service deliverables, NILGOSC will ensure that the necessary resources are in place in its administration team to meet the potential additional demand.
- 5.8 Stakeholder communication continues to feature heavily in the corporate plan for the year ahead with a number of actions around member and employer engagement. Member Self Service will be a key activity during 2018/19 however this is only one strand of NILGOSC's communication strategy, which seeks to continually improve awareness and understanding of members of their pension scheme and the important benefits available. From a scheme employer perspective, education seminars and engagement events continue to feature in the business plan for the year ahead. In particular, 2018/19 will see additional employer engagement on key issues such as scheme funding and financial strength, as well as the exchange of scheme information via i-Connect and data quality.
- 5.9 One activity which has straddled the last two corporate planning periods is the reconciliation of Guaranteed Minimum Pension data between NILGOSC and HMRC. This project commenced in May 2016 and has an HMRC imposed deadline of December 2018, which means the project will conclude in the 2018/19 planning year. The additional resources necessary for the successful management and delivery of the project were put in place in 2016/17 and have been rolled forward and included in the administration budget for 2018/19. This is a UK wide exercise which has the potential to significantly impact on affected pensioners who may experience an adjustment to their existing NILGOSC pension as a result of updated GMP data provided by HMRC. To date the Government has not provided direction on the treatment of past overpayments which has created a degree of uncertainty and distress for many pensioners. The communication of the ultimate decision by Government and the minimisation of its impact on affected pensioners will remain high on the agenda during 2018.
- 5.10 The business plan for the year ahead also includes a number of investment related operational actions which focus on ensuring that the Fund is adequately protected, as well as achieving solid long term returns from a suitably diversified investment portfolio. In late 2017/18, NILGOSC completed a review of its Investment Strategy and set a revised asset allocation going forward. Primarily designed to reduce risk going forward, the new strategy will be phased in over a period of approximately 21 months and will involve a number of asset and manager transitions that will require careful management and governance.
- 5.11 From a governance and compliance perspective, 25 May 2018 will see the effective start date for the GDPR EU Directive. This new legislation, which has been enshrined in UK law, brings with it a number of important changes in how personal data is processed and managed. Given the large volumes of member data held by pension schemes such as NILGOSC, there are a number of preparatory actions which need to

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be taken in advance of the effective date and these have been incorporated into the 2018/19 corporate plan.

- 5.12 In order to achieve its corporate vision of providing an excellent and sustainable pension scheme, NILGOSC recognises that its staff remain its key business asset. Pensions are a niche area of technical expertise and attracting and retaining suitably skilled personnel is critical to achieving operational excellence and the 2018/19 business plan includes a number of operational actions to help achieve this aim. As noted above, the corporate plan includes a number of projects and developments and the staff budget for 2018/19 reflects the additional resources needed to manage them and ensure their successful completion.
- 5.13 Finally, as part of its core business and service related objectives, NILGOSC recognises the ongoing importance of promoting equality of opportunity and fulfilling its Section 75 statutory obligations. Accordingly, the Corporate Plan includes a number of actions which relate specifically to NILGOSC's Equality Scheme and Action Plan.

## **6 Review of the Annual Corporate Plan 2016/17 and 2017/18**

- 6.1 A review of NILGOSC's performance in the preceding full financial year, together with an estimate of performance for 2017/18, is attached at Annex C and Annex D respectively.
- 6.2 With respect to the 2017/18 year, a significant proportion of the annual plan is expected to be complete or on schedule as at 31 March 2018, with some longer term projects and activities rolling forward into future periods. The following projects or activities are not expected to be complete or have a completion date which falls outwith the 2017/18 planning period and have been carried forward to this year's corporate plan:
- Reconciliation of member Guaranteed Minimum Pension values
  - Development of direct access facility for key scheme stakeholders
  - Implementation of an electronic document records management system
  - To review and redesign key pension administration processes.
  - To establish a bespoke specification of NILGOSC's pension administration software needs
  - To implement automated receipt and straight through processing of data from employers.
  - Full office refurbishment
  - To implement the retention and disposal schedule
  - To provide tailored induction training and support for new Chair and Committee members.
- 6.3 The first seven bullet points above have a planned completion date beyond 31 March 2018 and have been carried forward in the 2018/19 operational plan. The final two bullets relate to operational actions which are unlikely to be completed by 31 March 2018 as originally intended. The retention and disposal schedule has been implemented for all paper records however its full execution for electronic records is dependent on the implementation of an electronic document records management system, which has a target date of 31 March 2019. This performance indicator anomaly has been corrected in the 2018/19 Corporate Plan. Similarly, the operational actions associated with the planned change in Committee composition in

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June 2017 has been deferred into the subsequent corporate planning period to reflect the decision by the Department for Communities not to proceed with a public appointments exercise in the absence of a Minister.

- 6.4 The move to a CARE scheme on 1 April 2015 had a material impact on service delivery in its first two years of operation as NILGOSC and scheme employers adapted the systems, processes and procedures needed to meet the additional information requirements of the new scheme. Additional external challenges such as the implementation of Freedom and Choice, pension related Budget announcements, software programming and public sector early exit schemes led to a further increase in work volumes on the pension administration side. These changes continued to have an impact on NILGOSC's ability to meet all of its service standards in 2017/18, although it is pleasing to note that all New-Scheme related backlogs have been cleared by 31 March 2018. The elimination of these backlogs has however resulted in a minority of actions being completed outside of service standards during 2017/18. In particular, three actions were impacted by the aforementioned delays and are expected to fall short of their respective service standards for the year.
- 6.5 Based on actual performance to 31 December 2017, there is only one administration service standard where performance is expected to be significantly behind target for 2017/18. The operational action to provide members leaving the scheme with option choices within 20 working days of notification is expected to fall short of target with 48% being completed within service standard at the nine month stage. The provision of option choices is a non-payment related action and, as a result of the prioritisation of payment related actions, performance in 2016/17 and 2017/18 fell short of the normal service standard. Performance improved significantly in the latter half of 2017/18 following the elimination of the backlog and the processing times have returned to within standard for the final quarter of the year.
- 6.6 The administration of benefits arising from public sector early exit schemes has created a further challenge to resource management as requests tend to be both high in volume and short in turnaround time. Despite this, service delivery to both scheme members and employers remained a priority throughout 2017/18 and will continue to drive planning and decision making going forward.
- 6.7 Full details of the progress made in implementing the Corporate Plan 2017/18 will be included in the Annual Report and Accounts for the Year Ended 31 March 2018.

## 7 Aims and Key Objectives for 2018/19 to 2020/21

### 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



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- To provide members with information needed to make pension decisions promptly
- To pay death benefits promptly and accurately
- To ensure that all necessary action is taken on any change to scheme rules
- To ensure that systems and procedures comply with relevant legislation
- To ensure NILGOSC attracts and retains well trained personnel
- To ensure that the office environment meets the growing needs of stakeholders and staff

#### 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

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

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

##### 7.5.1 Objectives

- To enhance corporate governance arrangements appropriate for a public body
- To introduce IT developments and other procedures in order to improve efficiency
- To manage change in an effective and timely manner

#### 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

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- being economical, maximising returns and minimising expenditure
- being understandable, providing simple, clear and complete information

#### 8.2 Service Standards

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

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

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#### **8.3 Other Targets - Investment**

NILGOSC has set an investment performance target at an overall Fund level. The target is to exceed the rate of increase in the Consumer Price Index (CPI) by 3.5% per annum, to be measured over a three and five year period. This target is reflected in the Corporate Plan 2018/19-2020/21.

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

#### **9 Freedom of Information**

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

#### **10 Costs of the Corporate Plan**

- 10.1 The Corporate Plan for 2018/19 has been costed and a forecast of administration income and expenditure for the year ahead is attached at Annex A.

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## Corporate Plan 2018/19 – 2020/21

### Annex A

#### Budget 2018/19

	£
<b>STAFF COSTS</b>	
Salaries	2,325,554
Superannuation	449,429
National Insurance	209,794
Staff Training & Travel	118,400
Chairman's Allowance	13,580
National Insurance	712
Committee's Training Expenses	21,696
Committee's Travel & Expenses	59,566
	<b>3,198,731</b>
<b>OFFICE OVERHEADS</b>	
Rates & Insurance	91,515
Electricity	24,150
Office Rent	8,505
Property Expenses	1,200
Office Service Charges	130,715
Office Cleaning & Consumables	9,334
	<b>265,419</b>
<b>COMPUTER RUNNING COSTS</b>	
Maintenance	332,730
Materials	11,000
	<b>343,730</b>
<b>DEPRECIATION AND HIRE</b>	
Computers	127,573
Fixtures & Fittings	17,875
Refurbishment	29,177
Templeton House	49,000
Software Amendment Income	(7,869)
	<b>215,756</b>
<b>ADMINISTRATION</b>	
Printing, Advertising & Stationery	179,737
Telephone and Communications	40,437
Postage	218,350
	<b>438,524</b>
<b>PROFESSIONAL FEES</b>	
Medicals	72,233
Actuary	57,130
Local Government Auditor	25,000
Internal Audit	30,888
Professional Advice	77,344
Back-scanning	-
	<b>262,595</b>
<b>GENERAL EXPENSES</b>	
Bank Charges	9,000
Maintenance	13,508
Miscellaneous	16,809
	<b>39,317</b>
<b>TOTAL EXPENDITURE</b>	<b>4,764,072</b>
Recoverable Costs	104,072
<b>NET EXPENDITURE</b>	<b>4,660,000</b>

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**Annex B**

**Relationship between Corporate Aims, Business Objectives and Operational Action**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>
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 data with those held by HMRC	Reconciliation completed by 31 December 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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<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>
		1.3.4 To provide members and deferred members with benefit statements	Benefit statements issued within 5 months of year end
		1.3.5 To provide members with annual allowance statements as applicable	Statements issued by 6 October
		1.3.6 To provide an estimate of a cetv	Within 20 working days of receipt of relevant details
	1.4 To pay death benefits promptly and accurately	1.4.1 To notify dependants of pensions payable	Within 10 working days of receipt of the relevant proof of title
		1.4.2 To pay death grants promptly	Within 10 working days of receipt of relevant proof of title
	1.5 To ensure that all necessary action is taken on any change to scheme rules.	1.5.1 Ensure that processes change to reflect regulation changes	Complete changes within 3 months of regulations made
		1.5.2 To train relevant staff on any regulation changes	Relevant staff trained on new regulations within 3 months of regulations made
		1.5.3 To have administration systems updated for any new or amended regulations	To have administration systems in place within 3 months of regulations made
		1.5.4 To monitor and improve data quality and ensure common data quality meets TPR standards	Data scores calculated in line with TPR guidance and action taken in line with data improvement plan.
	1.6 To ensure that systems and procedures comply with relevant legislation	1.6.1 To respond to Data Protection and Freedom of Information requests	Within 1 month (GDPR) or 20 days (FOI) of request
		1.6.2 To update policies, procedures and literature to ensure compliance with GDPR	All documentation updated by 25 May 2018
		1.6.3 To train staff on GDPR requirements	Staff training complete by 30 April 2018
		1.6.4 To implement the Retention and Disposal Schedule	To complete implementation for electronic records by March 2020

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<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>
	1.7 To ensure NILGOSC attracts and retains well trained personnel	1.7.1 To ensure all staff complete training plans and undertake appropriate training.	That all staff complete plans and that training is received.
		1.7.2 To utilise e-learning packages for mandatory corporate training, where appropriate.	All staff have successfully completed e-learning modules issued.
		1.7.3 To undertake a review of the staff structure and capacity.	Review completed by 31 March 2019
		1.7.4 To monitor staff retention and address any issues identified.	Staff turnover level maintained below 20%.
		1.7.5 To undertake a biennial staff satisfaction survey and address any issues identified	Staff survey completed by 31 March 2019
		1.8 To ensure that the office environment meets the growing needs of stakeholders and staff.	1.8.1 To maintain and improve office facilities to meet the ongoing needs of stakeholders and staff
2. To deliver an effective investment strategy in line with the actuarial profile of the fund.	2.1 To value the scheme assets and liabilities and set contribution rates accordingly	2.1.1 Undertake Actuarial valuation every 3 years.	Publish valuation by 31 March 2020
		2.1.2 To ensure employer contribution rates for 2018/19 implemented and deficit recovery contribution streams collected.	Collect minimum contributions due under current Rates & Adjustment certificate.
	2.2 To invest scheme funds in accordance with the Statement of Investment Principles and the Statement of Responsible Investment	2.2.1 To achieve investment performance in line with targets	NILGOSC fund target
		2.2.2 To monitor and regulate investment management	That no manager breaches investment guidelines and that under performance is promptly addressed
		2.2.3 To maximise income from scheme assets	Amount of income earned.



**Northern Ireland Local Government Officers' Superannuation Committee**

**Corporate Plan 2018/19 – 2020/21**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>
		2.2.4 Implement the Statement of Responsible Investment	Vote in as many company meetings as possible, recoup earnings through class actions and to engage with companies to improve governance.
		2.2.5 To implement the decisions from the Investment Strategy Review	Revised Investment Strategy implemented by 30 September 2019
	2.3 To review investment performance regularly	2.3.1 To undertake a balanced scorecard review of investment managers on a quarterly basis	Quarterly scorecard report completed
		2.3.2 To benchmark investment performance against LGPS peers	Annual benchmark report produced by 30 September
		2.3.3 To monitor investment management costs	Annual investment management fee report by 31 December
		2.3.4 To collate standardised cost data across externally managed portfolios.	Standardised data collated for period ended 31 March
	2.4 To understand and adopt good practice in Public Sector fund management	2.4.1 Review Statement of Investment Principles and Funding Strategy Statement	Revise FSS and revise SIP when necessary
		2.4.2 To monitor and manage employer covenants in line with Funding Strategy Statement	Review completed by 31 March 2019
	2.5 To work collaboratively on investment matters when suitable opportunities arise.	2.5.1 To explore the benefits of scale investing and share knowledge and expertise on opportunities in alternative private markets.	Collaboration with like-minded investors where mutually beneficial.
		2.5.2 To collaborate with like-minded investors on environmental, social and governance matters to support common goals.	To join collaborative initiatives and share knowledge and expertise where appropriate.

**Northern Ireland Local Government Officers' Superannuation Committee**

**Corporate Plan 2018/19 – 2020/21**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>
3. To promote the scheme and inform members and employers of their pension options.	3.1 To actively encourage retention in, and new membership of, the Scheme	3.1.1 To monitor the level of members opting-out of the scheme, understand the reasons and market the Scheme to non-members.	Maintain active membership levels at March 2015 levels.
	3.2 To provide general scheme information to scheme employers, their employees, members, Trade Unions and pensioners through active engagement	3.2.1 Publish comprehensive scheme literature and guidance	Within 3 months of Scheme changes
		3.2.2 Provide employee and employer seminars	Employer satisfaction rating as measured through annual satisfaction survey
		3.2.3 To lay the annual report in the NI Assembly.	In accordance with date agreed with Department
		3.2.4 To implement the Communications Strategy	Actions completed in line with target dates
	3.3 To provide members and employers with specific details of regulation changes and relevant tax legislation changes	3.3.1 Communication of any relevant regulation and tax changes	Within 3 months of regulations or changes being made
		3.3.2 To advise all new members of the benefits of the pension scheme	Issue information to new scheme members and membership certificates within 20 working days of receipt
	3.4 To provide advice on the pensions implication of other changes such as public sector reorganisation	3.4.1 Continue to work with affected bodies and staff to explain pension implications	Meetings with bodies, advice given to members, satisfaction with NILGOSC service. Representation on working groups
		3.4.2 Continue to monitor the implications of reorganisation on the ability to deliver a pension service.	Monitored quarterly by the senior management team
	4. To influence and inform the debate on the future of the Local	4.1 To influence changes to the LGPS and actively contribute to relevant consultations	4.1.1 To ensure that employers and recognised trade unions are aware of potential scheme changes

**Northern Ireland Local Government Officers' Superannuation Committee**

**Corporate Plan 2018/19 – 2020/21**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>
Government Pension Scheme		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 PLSA, LGPC etc	To have representation on all groups
	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

**Northern Ireland Local Government Officers' Superannuation Committee**

**Corporate Plan 2018/19 – 2020/21**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>
		5.1.8 To utilise relevant procurement frameworks to minimise costs and increase efficiency.	Frameworks utilised where they offer value for money and meet business needs.
		5.1.9 To ensure that all Committee members undertake appropriate training in line with good practice, guidance and legislation.	Each member has undertaken 40 hours of training/development per annum.
		5.1.10 To provide tailored induction training and support for new Chair and Committee members.	Induction completed within 2 months of appointment to Committee and relevant sub-committees.
	5.2 To introduce IT developments and other procedures in order to improve efficiency	5.2.1 Implementation of an Electronic Document Records Management System	System installed and operational by 31 March 2019
		5.2.2 To implement automated receipt and straight through processing of data from employers.	System operational for large employers by 31 March 2019
		5.2.3 To continue to collect member email addresses, automate email address updating and preferencing, and use email for publications if desired by the member	Increase members opting for electronic publications by March 2019 by 5%
		5.2.4 To promote the take-up for Member Self Service across scheme membership	To achieve a 5% registration level for members by 31 March 2019
		5.2.5 To review and redesign key pension administration processes.	Review completed by September 2018.
		5.2.6 To establish a bespoke specification of NILGOSC's pension administration software needs	Specification prepared by 31 December 2018

**Northern Ireland Local Government Officers' Superannuation Committee**

**Corporate Plan 2018/19 – 2020/21**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	
	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	Screening and/or EQIA completed during the policy development or review process	
	6.2 To ensure NILGOSC personnel policies promote equality of opportunity	6.2.1 To prepare s55 Report for Equality Commission	Report prepared by April 2020	
		6.2.2 To record annual recruitment monitoring information	Report submitted by 1 May each year	
	6.3 To ensure that NILGOSC meets or exceeds best practice as set out by the Equality Commission		6.3.1 To implement the Equality Scheme Action Plan 2018/19-2020/21	Actions completed in line with plan.
			6.3.2 To submit s75 Annual Progress Report to include publication of EQIA monitoring information	Submission to Equality Scheme by 31 August 2018
			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**  
**Corporate Plan 2016/17 – 2018/19 – Actual Performance at 31 March 2017**

**Annex C**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
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	391,668 pensions paid 100% paid by last banking day of the month	Achieved
		1.1.2 To pay pension lump sums promptly and accurately	Within 10 working days of the receipt of the relevant details	2,595 pension lump sums paid 95% within target Average time taken - 7 days	Achieved
		1.1.3 To pay refunds of contributions promptly and accurately	Within 10 working days of receiving a valid application	1,123 refunds paid 95% within target Average time taken - 5 days	Achieved
		1.1.4 To pay transfer payments promptly and accurately	Pay the cash equivalent within 10 working days of receipt of required authority	87 transfer out payments made 87% within target Average time taken - 7 days	Substantially Achieved

**Northern Ireland Local Government Officers' Superannuation Committee**  
**Corporate Plan 2016/17 – 2018/19 – Actual Performance at 31 March 2017**

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
		1.1.5 To reconcile member GMP values with those held by HMRC	Reconciliation completed by 31 March 2018	Project team in place and reconciliation on-going	On Target
	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 3 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 update member records on receipt of annual returns from employers	For 100% of employers by 31 July	All 186 annual returns received have been reconciled	Substantially Achieved

**Northern Ireland Local Government Officers' Superannuation Committee**  
**Corporate Plan 2016/17 – 2018/19 – Actual Performance at 31 March 2017**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		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	185 transfer in confirmations provided 97% within target Average time taken - 8 days	Achieved
		1.2.4 To obtain and advise employers of actuarial costs and agree payment schedule promptly	Within 20 working days of receipt of information	All dealt with within timescales	Achieved
	1.3 To provide members with information needed to make pension decisions promptly	1.3.1 To respond to member queries	Within 10 working days	8,418 items of correspondence answered 90% within target Average time taken -9 days	Substantially Achieved
		1.3.2 To provide members leaving the scheme with option choices	Provide a statement of benefit options within 20 working days of notification	2,691 early leaver notifications provided 34% within target Average time taken - 56 days	Not Achieved
		1.3.3 To provide members with benefit quotations on request.	Benefit quotations issued within 10 working days	5,274 benefit quotations issued 89% within target Average time taken - 6 days	Substantially Achieved



**Northern Ireland Local Government Officers' Superannuation Committee**  
**Corporate Plan 2016/17 – 2018/19 – Actual Performance at 31 March 2017**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		1.3.4 To provide members and deferred members with benefit statements	Benefit statements issued within 5 months of year end	22,427 deferred benefit statements and 47,734 active member statements were issued by 31 August 2016. 3,742 members (5%) did not receive statements by the deadline due to incomplete or missing data. 99.3% of active members had received their statement by 31 December 2016.	Substantially Achieved
		1.3.5 To provide members with annual allowance statements as applicable	Statements issued by 6 October	60 annual allowance statements were issued by 6 October	Achieved
		1.3.6 To provide an estimate of a cetv	Within 20 working days of receipt of relevant details	577 transfer out quotations provided 84% 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	74 dependants' pensions paid 93% within target Average time taken -5 days	Achieved
		1.4.2 To pay death grants promptly	Within 10 working days of receipt of relevant proof of title	1082 death grants paid 97% within target Average time taken - 2 days	Achieved

**Northern Ireland Local Government Officers' Superannuation Committee**  
**Corporate Plan 2016/17 – 2018/19 – Actual Performance at 31 March 2017**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
	1.5 To ensure that all necessary action is taken on any change to pension scheme rules.	1.5.1 Ensure that processes change to reflect regulation changes	Complete changes within 3 months of regulations made	The Local Government Pension Scheme (Nursery Assistants) (Amendment) Regulations (NI) 2016 were made on 16 September 2016 and came into operation on 16 October 2016.	Achieved
		1.5.2 To train relevant staff on any regulation changes	Relevant staff trained on new regulations within 3 months of regulations made	Staff were advised of the implications of the new regulations in Quarter 3.	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	The pension administration software is amended for the nursery assistants. Procedures were issued in Quarter 3.	Achieved
		1.5.4 To monitor and improve data quality and ensure common data quality meets TPR standards	100% accuracy for post June 2010 data 95% legacy data deemed adequate	Post June 2010 data accuracy – 99.83% Legacy record data accuracy - 99.63%	Substantially Achieved

**Northern Ireland Local Government Officers' Superannuation Committee**  
**Corporate Plan 2016/17 – 2018/19 – Actual Performance at 31 March 2017**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
	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	12 FOI requests and 44 subject access requests (SARs) have been received in the period to 31 March 2017, all of which were responded to within the deadline.	Achieved
		1.6.2 To implement the Retention and Disposal Schedule	To dispose of records in accordance with the Schedule	Destruction of off-site records due for disposal has been completed. Further work required in respect of destruction of boxes containing multiple disposal dates.	Substantially 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.	1916.5 hours of training have been recorded as completed in the 12 month period to 31 March 2017. The training database launched in December 2016 enables staff to individually record training received which is regularly reviewed by the Training Officer.	Achieved

**Northern Ireland Local Government Officers' Superannuation Committee**  
**Corporate Plan 2016/17 – 2018/19 – Actual Performance at 31 March 2017**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		1.7.2 To roll out a suite of e-learning packages for mandatory corporate training.	All staff have successfully completed e-learning modules issued.	In the period 1 April to 31 March 2017 staff have successfully completed the following e-learning modules: Data Protection: 80 members of staff. Freedom of Information: 21 members of staff. Equality & Diversity: 22 members of staff.	Achieved
		1.7.3 To undertake a review of the staff structure and capacity.	Review completed by 31 March 2019	Not due in current reporting period	On Target
		1.7.4 To monitor staff retention and address any issues identified.	Staff turnover level maintained below 20%. Issues identified at exit interview are addressed by senior management team.	Turnover at 31 March 2017 - 3.6% for quarter and 10.5% on a 1 year basis. Exit interviews undertaken and summaries fed back to SMT.	Achieved
		1.7.5 To establish an employee working group to improve communication between staff and senior management.	Employee working group established and operational by 30 September 2016.	Employee forum established and operational in June 2016	Achieved
		1.7.6 To undertake a biennial staff satisfaction survey and address any issues identified	Staff survey completed by 31 March 2017	Staff survey issued March 2017. Results will be collated in April 2018.	Substantially Achieved

**Northern Ireland Local Government Officers' Superannuation Committee**  
**Corporate Plan 2016/17 – 2018/19 – Actual Performance at 31 March 2017**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		1.7.7 To introduce a student placement programme.	Placement programme operational by 31 March 2017.	First student placement commenced in June 2016. Attendance at QUB Careers Fair in October 2016 for 2017 placements. Finance placement student identified for 2017.	Achieved
	1.8 To ensure that the office environment is adequate to meet the growing needs of stakeholders and staff.	1.8.1 To maintain and improve office facilities to meet the ongoing needs of stakeholders and staff	Full office refurbishment completed by 31 December 2017	The project was deprioritised and no further action planned for 2016/17. The original completion date is therefore no longer achievable and has been revised in the 2017/18-2019/20 Corporate Plan.	Not Achieved
	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.	3,618 address changes processed 97% within target Average time taken - 2 days	Achieved
2. To maintain an effective investment strategy in line with the actuarial profile of the fund.	2.1 To value the scheme assets and liabilities and set contribution rates accordingly	2.1.1 Undertake Actuarial valuation every 3 years.	Publish valuation by 31 March 2017	The triennial valuation report was published on 31 March 2017	Achieved
		2.1.2 To ensure employer contribution rates for 2016/17 implemented.	Collect minimum contributions due under current Rates & Adjustment certificate.	Contribution rate for 2016/17 for all employers confirmed as correct.	Achieved

**Northern Ireland Local Government Officers' Superannuation Committee**  
**Corporate Plan 2016/17 – 2018/19 – Actual Performance at 31 March 2017**

Corporate Aim	Business Objective	Operational Action	Performance Indicator	Progress	Status
	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 December 2016 was ahead of fund target of CPI+5% by 4.4% and 5.61% respectively.	Achieved
		2.2.2 To monitor and regulate investment management	That no manager breaches investment guidelines and that under performance is promptly addressed	At 31 March 2017 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: £4,142.40 to 28 Feb 2017; Stock Lending: £2,399,832.41 to 28 Feb 2017; Class Actions: £17,426.60 to 31 March 2017.	Achieved

**Northern Ireland Local Government Officers' Superannuation Committee**  
**Corporate Plan 2016/17 – 2018/19 – Actual Performance at 31 March 2017**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		2.2.4 Implement the Statement of Responsible Investment	Vote in as many company meetings as possible, recoup earnings through class actions and to engage with companies to improve governance.	In the year to 31 March 2017, votes were cast at 525 meetings for 496 companies. 186 engagement letters were issued to UK and European companies (124 UK; 62 European) and 60 responses have been received to date (34 UK; 25 European). £17,426.60 recovered through class actions in the year to 31 March 2017.	Achieved
	2.3 To review investment performance regularly	2.3.1 To undertake a balanced scorecard review of investment managers on a quarterly basis	Quarterly scorecard report completed	Quarterly Scorecard reports completed and approved at relevant Management Committee meetings.	Achieved
		2.3.2 To benchmark investment performance against LGPS peers	Annual benchmark report produced by 30 September	Annual report for 2016 prepared and presented to August Committee meeting.	Achieved
		2.3.3 To monitor investment management costs	Annual investment management fee report by 31 December	Investment management costs are monitored on an ongoing basis. A report was presented to the Management Committee at its meeting in November 2016.	Achieved
	2.4 To understand and adopt good practice in Public Sector fund management	2.4.1 To undertake a review of the sustainability of the fund including future funding mechanisms	Review complete by March 2018	Employer strength a factor in setting employer contribution rates and lump sum deficit recovery implemented from 1 April 2017	On Target

**Northern Ireland Local Government Officers' Superannuation Committee**  
**Corporate Plan 2016/17 – 2018/19 – Actual Performance at 31 March 2017**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		2.4.2 Review Statement of Investment Principles and Funding Strategy Statement	Revise FSS and revise SIP when necessary	Draft FSS issued for consultation in May 2016. Post consultation FSS circulated to the Committee in September 2016.	Achieved
		2.4.3 To monitor employer covenants in line with Funding Strategy Statement	2016 review completed by 31 August 2016.	2016 review was completed by 30 August 2016.	Achieved
3. To promote the scheme and inform members and employers of their pension options.	3.1 To actively encourage retention in, and new membership of, the Scheme	3.1.1 To monitor the level of members opting-out of the scheme, understand the reasons and market the Scheme to non-members	Maintain active membership levels at March 2015 levels.	Active membership at 31 March 2017 was 54,546 which was an increase of 3.2% from the March 2015 level of 52,876.	Achieved
	3.2 To provide general scheme information to scheme employers, their employees, members, Trade Unions and pensioners through active engagement	3.2.1 Publish comprehensive scheme literature and guidance	Within 3 months of Scheme changes	The Local Government Pension Scheme (Nursery Assistants) (Amendment) Regulations (NI) 2016 were made on 16 September 2016 and come into operation on 16 October 2016. All nursery assistants were advised of the amendments.	Achieved



**Northern Ireland Local Government Officers' Superannuation Committee**  
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<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		3.2.2 Provide employee and employer seminars	Employer satisfaction rating as measured through annual satisfaction survey	19 employers seminars have been completed - 3 on the triennial valuation, 7 for administration training, 3 for annual allowance and lifetime allowance training, 1 cessation, 2 bulk transfer, 2 Scheme benefits and 1 on employer discretions	Achieved
		3.2.3 To lay the annual report in the NI Assembly.	In accordance with date agreed with Department	The Annual Report and Accounts 2015/16 was laid with the NI Assembly on the agreed date of 6 September 2016.	Achieved
		3.2.4 To implement the Communications Strategy	Actions completed in line with target dates	The majority of actions were completed within target dates with the exception of finalising the videos.	Substantially Achieved
	3.3 To provide members and employers with specific details of regulation changes and relevant tax legislation changes	3.3.1 Communication of any regulation and relevant tax changes	Within 3 months of regulations or changes being made	Members were advised by interim newsletter of the amendments within the Local Government Pension Scheme (Amendment) Regulations (Northern Ireland) 2016, which were made on 8 March 2016 and came into operation on 1 April 2016. The nursery assistants were individually written to in Quarter 3.	Achieved

**Northern Ireland Local Government Officers' Superannuation Committee**  
**Corporate Plan 2016/17 – 2018/19 – Actual Performance at 31 March 2017**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		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	10,180 new members created 95% within target	Achieved
	3.4 To provide advice on the pensions implication of other changes such as public sector reorganisation	3.4.1 Continue to work with affected bodies and staff to explain pension implications	Meetings with bodies, advice given to members, satisfaction with NILGOSC service. Representation on working groups	Meetings have been held with NIHE and Fold/Helm Housing Associations. Representation has continued on working groups.	Achieved
		3.4.2 Continue to monitor the implications of reorganisation on the ability to deliver a pension service.	Monitored quarterly by the senior management team	Additional resources recruited to boost redundancy team in June 2016.	Achieved
4. To influence the future of the Local Government Pension Scheme	4.1 To influence changes to the LGPS and actively contribute to relevant consultations	4.1.1 To ensure that employers are aware of potential scheme changes	All employers informed of key potential scheme changes	Circulars have been issued to advise employers of any changes.	Achieved
		4.1.2 To respond to relevant Government consultation exercises	By consultation reply date	Contributed to initial SPA review, HMT Exit Payments, BEIS Corporate Governance, FCA MiFID II, Indexation and Equalisation of GMPs consultations.	Achieved

**Northern Ireland Local Government Officers' Superannuation Committee**  
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<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		4.1.3 To respond to parent Department consultation exercises	By consultation reply date	None relevant in the period.	Achieved
		4.1.4 To contribute to consultee groups eg NAPF, LGPC, LAPFF etc	To have representation on all groups	Relevant meetings attended and matters raised	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	DfC briefed on range of matters. Supported feedback from NI to the SPA review and briefed SAB on relevant matters. Briefed Local Councils, Housing NGO, DfC Housing and Finance Minister on investment criteria.	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	Matters identified referred to Department, regulations pending.	Achieved
5. To undertake business in an efficient, effective and accountable manner as required of a public body	5.1 To enhance corporate governance arrangements appropriate for a public body	5.1.1 Respond to External Auditor letters	Within 10 working days	External Auditor letter responded to within 1 working day.	Achieved
		5.1.2 Review of NILGOSC Internal Controls	Annually by 31 March	Governance Statement reflects review of Internal Controls.	Achieved

**Northern Ireland Local Government Officers' Superannuation Committee**  
**Corporate Plan 2016/17 – 2018/19 – Actual Performance at 31 March 2017**

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.	464 matches were identified from the 2016/17 NFI exercise released on 26 February 2017. 3 overpayments totalling £4k identified, 2 have been repaid and the remaining overpayment of £3.1k is being pursued. Overpayments from previous NFI exercises continue to be pursued in line with Credit Control procedures. NILGOSC continues to participate in the monthly data sharing exercise with the General Register Office to identify deaths on a more timely basis.	Achieved
		5.1.4 To test Business Continuity procedures and ensure effective	Annual test of Business Continuity Plan	The annual 2016/17 test took place on 23 February 2017. The test was successful and follow up actions from the test are to be implemented by 30 April 2017.	Achieved

**Northern Ireland Local Government Officers' Superannuation Committee**  
**Corporate Plan 2016/17 – 2018/19 – Actual Performance at 31 March 2017**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		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 2016/17 risk register was agreed by the SMT and subsequently approved and reviewed by the Audit & Risk Assurance Committee (ARAC) and Management Committee each quarter. The final quarterly risk review was undertaken by SMT on 24 April and reported to the ARAC and Management Committee on 5 June and 21 June 2017 respectively.	Achieved
		5.1.6 To undertake a triennial review of the Organisation's Strategic Objectives	Review undertaken by 31 December 2018	Not due in current reporting period	On Target
		5.1.7 To undertake the retendering of goods and services	Tenders completed in line with procurement schedule	Tenders were completed in line with the procurement schedule for 2016/17, with the exception of one tender which commenced as planned in 2016/17 but was not completed by 31 March 2017.	Moderately Behind Target

**Northern Ireland Local Government Officers' Superannuation Committee**  
**Corporate Plan 2016/17 – 2018/19 – Actual Performance at 31 March 2017**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		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 March 2017, Committee members completed 756 hours of training collectively, resulting in the Committee as a whole meeting its target. Two members have not met their pro-rata individual targets as at 31 March 2017.	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.	Digitisation element of project achieved and 100% member records are held electronically. A review of the functionality of the Civica EDRMS was undertaken and an end to the contract was negotiated in July 2016 with no further cost incurred. A scoping exercise to identify other options for an EDRMS will be undertaken, including SharePoint and Altair Document Imaging.	Not Achieved
		5.2.2 To prepare specification and procure pension administration software to be operational by 31 December 2017	Software operational by 31 December 2017	Committee approval obtained in April 2016 to utilise National Framework Agreement to procure new software contract. Contract signed in December 2016.	Achieved

**Northern Ireland Local Government Officers' Superannuation Committee**  
**Corporate Plan 2016/17 – 2018/19 – Actual Performance at 31 March 2017**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		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%	18,222 valid email addresses were held at the end of year (active 11,332, deferred 4,793, pensioner 2,023 and dependant 74). This was an increase of 13% from the 16,070 valid email addresses held at 31 March 2016.	Achieved
		5.2.4 To implement a system to allow for direct access to services by members.	System operational by December 2017	Functionality has been incorporated under the new contract at 5.2.2	On Target
		5.2.5 To undertake a business process review of key systems.	Review undertaken by September 2016.	Findings from external BCS review presented in June 2016. Further action required to address areas identified and is reflected in 2017/18 Corporate Plan.	Achieved
	5.3 To manage change in an effective and timely manner	5.3.1 To issue an internal newsletter to improve and promote staff communication	Newsletter issued quarterly.	Templeton Times issued in June, October, 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.	No formal projects currently underway during quarter	On Target

**Northern Ireland Local Government Officers' Superannuation Committee**  
**Corporate Plan 2016/17 – 2018/19 – Actual Performance at 31 March 2017**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
6. To be committed to the need to promote equality of opportunity, the desirability of promoting good relations and the fulfilment of the Section 75 obligations	6.1 To assess the likely impact of policies on the promotion of equality of opportunity and good relations	6.1.1 Use the tools of screening and EQIA to determine the likely impact of any new policy	Screening and/or EQIA completed during the policy development or review process	9 policies have been screened in the period to 31 March 2017. No EQIAs were deemed necessary. Equality screening training was undertaken by management on 19 January 2017.	Achieved
	6.2 To ensure NILGOSC personnel policies promote equality of opportunity	6.2.1 To prepare s55 Report for Equality Commission	Report prepared by April 2017	Report completed by 31 March 2017.	Achieved
		6.2.2 To record annual recruitment monitoring information	Report submitted by 1 May each year	Review completed and submitted in February 2017.	Achieved
	6.3 To ensure that NILGOSC meets or exceeds best practice as set out by the Equality Commission	6.3.1 To implement the Equality Scheme Action Plan 2015/16-2017/18	Actions completed in line with plan.	The Equality Scheme Action Plan 2015-2018 was finalised and issued on 10 September 2015. The SMT reviewed progress against the action plan biannually and some timescales for actions have been revised.	On Target
		6.3.2 To submit s75 Annual Progress Report to include publication of EQIA monitoring information	Submission to Equality Scheme by 31 August 2016	The s75 Annual Progress Report was submitted on 11 August 2016.	Achieved



**Northern Ireland Local Government Officers' Superannuation Committee**  
**Corporate Plan 2016/17 – 2018/19 – Actual Performance at 31 March 2017**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		6.3.3 To publicise Equality Scheme in routine publications	Equality Scheme publicised in Annual Report, Members' News, Deferred Members' News and Pensioners' News.	Equality Scheme publicised in Annual Report 2015/16 together with the newsletters issued to all membership groups in November 2016.	Achieved

**Key:**

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

**Northern Ireland Local Government Officers' Superannuation Committee**

**Annex D**

**Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2018**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
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	306,845 pensions paid YTD. 100% paid by last banking day of month	Achieved
		1.1.2 To pay pension lump sums promptly and accurately	Within 10 working days of the receipt of the relevant details	1868 pension lump sums paid 85% within service standard YTD Average time taken - 8 days	Caution
		1.1.3 To pay refunds of contributions promptly and accurately	Within 10 working days of receiving a valid application	994 refunds paid YTD 96% within service standard Average time taken -6 days	On Target
		1.1.4 To pay transfer payments promptly and accurately	Pay the cash equivalent within 10 working days of receipt of required information	80 transfer outs paid YTD 93% within service standard Average time taken -5 days	On Target
		1.1.5 To reconcile member GMP data with those held by HMRC	Reconciliation completed by 31 March 2018	Project team in place and reconciliation ongoing	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 3 employing authorities paid late per month. Credit Control Policy and Procedures applied and letters/late payment invoices issued as required.	On Target
		1.2.2 To update member records on receipt of annual returns from employers	For 100% of employers by 31 July	All 182 returns received and reconciled	Achieved

**Northern Ireland Local Government Officers' Superannuation Committee**

**Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2018**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		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	154 transfer ins confirmations provided YTD 91% within service standard Average time taken- 9 days	On Target
		1.2.4 To obtain and advise employers of actuarial costs and agree payment schedule promptly	Within 20 working days of receipt of information	On target	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	6070 items of correspondence answered YTD 89% within service standard Average time taken- 5 days	On Target
		1.3.2 To provide members leaving the scheme with option choices	Provide a statement of benefit options within 20 working days of notification	2124 early leaver notifications provided YTD 48% within service standard Average time taken - 40 days	Behind Target
		1.3.3 To provide members with benefit quotations on request.	Benefit quotations issued within 10 working days	3404 quotations issued YTD 91% within service standard Average time taken- 5 days	On Target
		1.3.4 To provide members and deferred members with benefit statements	Benefit statements issued within 5 months of year end	52,339 active member benefit statements (98.7%) were issued by 31 August 2017. A further 23,075 deferred statements were issued (89%). The remainder of deferred statements could not be issued due to missing current addresses.	Substantially Achieved

**Northern Ireland Local Government Officers' Superannuation Committee**

**Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2018**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		1.3.5 To provide members with annual allowance statements as applicable	Statements issued by 6 October	180 annual allowance savings statements were issued by 6th October	Achieved
		1.3.6 To provide an estimate of a cetv	Within 20 working days of receipt of relevant details	471 transfer out quotations provided YTD 84% within service standard Average time taken - 12 days	Caution
	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	109 dependants' pension paid YTD 92% within service standard Average time taken -5 days	On Target
		1.4.2 To pay death grants promptly	Within 10 working days of receipt of relevant proof of title	567 death grants paid YTD 94% within service standard	On Target
	1.5 To ensure that all necessary action is taken on any change to scheme rules.	1.5.1 Ensure that processes change to reflect regulation changes	Complete changes within 3 months of regulations made	No regulation changes.	On Target
		1.5.2 To train relevant staff on any regulation changes	Relevant staff trained on new regulations within 3 months of regulations made	No regulation changes.	On Target
		1.5.3 To have administration systems updated for any new or amended regulations	To have administration systems in place within 3 months of regulations made	No regulation changes.	On Target

**Northern Ireland Local Government Officers' Superannuation Committee**

**Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2018**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		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	2017 data not available until Q4	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	14 FOI requests and 30 subject access requests (SARs) have been received in the year to date. All requests were responded to within the deadline.	On Target
		1.6.2 To implement the Retention and Disposal Schedule	To dispose of records in accordance with the Schedule	Paper records due for disposal have mostly been destroyed; further review required including files with mixed disposal dates. EDRMS to be implemented as part of Sharepoint review however this is not anticipated to be completed prior to GDPR (effective from 25 May 2018).	Caution
	1.7 To ensure NILGOSC attracts and retains well trained personnel	1.7.1 To ensure all staff complete training plans and undertake appropriate training.	That all staff complete plans and that training is received.	As at 31 December 2017, 100% of appraisals (and training plans) have been completed. 963.25 hours of training have been recorded as completed in the 9 month period to 31 December 2017.	On Target

**Northern Ireland Local Government Officers' Superannuation Committee**

**Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2018**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		1.7.2 To continue to roll out e-learning packages for mandatory corporate training, where appropriate.	All staff have successfully completed e-learning modules issued.	In the period 1 April to 31 December 2017 staff have successfully completed the following e-learning modules: Data Protection: 85 staff Freedom of Information: 84 staff. Equality & Diversity: 65 staff. Refresher training on all e-learning packages took place in Q2 and Q3.	On Target
		1.7.3 To undertake a review of the staff structure and capacity.	Review completed by 31 March 2019	No action due in current reporting period.	On Target
		1.7.4 To monitor staff retention and address any issues identified.	Staff turnover level maintained below 20%.	Turnover for Q/E 31 Dec 2017 5.46%, YTD 15.82%.	On Target
		1.7.5 To undertake a biennial staff satisfaction survey and address any issues identified	Staff survey completed by 31 March 2019	No action due in current reporting period.	On Target
	1.8 To ensure that the office environment meets the growing needs of stakeholders and staff.	1.8.1 To maintain and improve office facilities to meet the ongoing needs of stakeholders and staff	Full office refurbishment completed by 31 March 2020	No action due in current reporting period.	On Target

**Northern Ireland Local Government Officers' Superannuation Committee**

**Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2018**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
	1.9 To trace members who have not informed NILGOSC of address changes	1.9.1 To use external databases/tracing services to track down members with missing address information	To update address information within 10 working days.	2904 address changes processed YTD 98% within service standard Average time taken -1 days	On Target
2. To deliver an effective investment strategy in line with the actuarial profile of the fund.	2.1 To value the scheme assets and liabilities and set contribution rates accordingly	2.1.1 Undertake Actuarial valuation every 3 years.	Publish valuation by 31 March 2020	Met with actuary in September 2017 to review the 2016 valuation process.	On Target
		2.1.2 To ensure employer contribution rates for 2017/18 implemented and deficit recovery contribution streams collected.	Collect minimum contributions due under current Rates & Adjustment certificate.	Contribution rates for 2017/18 have been confirmed by 99% of employing authorities. Follow up is ongoing for the remaining employing authorities. Deficit recovery contributions for 2017/18 were invoiced in April 2017 and all employing authorities have confirmed payment method and/or have paid/made instalment payments.	On Target
	2.2 To invest scheme funds in accordance with the Statement of Investment Principles and the Statement of Responsible Investment	2.2.1 To achieve investment performance in line with targets	NILGOSC fund target	3 year and 5 year return to 30 September 2017 was ahead of fund target of CPI+5% by 5.65% and 5.74% 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 2017 no fund manager had breached investment guidelines and underperformance was addressed through the scorecard process.	On Target

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**Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2018**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		2.2.3 To maximise income from scheme assets	Amount of income earned.	Commission Recap: £2,917 to 30 November 2017. Commission Recapture program ended 13/12/17. Stock Lending: £1,444,253 to 30 November 2017; Class Actions: £122,248 to 31 December 2017;	On Target
		2.2.4 Implement the Statement of Responsible Investment	Vote in as many company meetings as possible, recoup earnings through class actions and to engage with companies to improve governance.	In the quarters to 31 December 2017; votes were cast at 526 meetings for 483 companies. 165 engagement letters were issued to UK and European companies (112 UK; 53 European) and 36 responses have been received to date (26 UK; 10 European). £122,247.97 recovered through class actions.	On Target
	2.3 To review investment performance regularly	2.3.1 To undertake a balanced scorecard review of investment managers on a quarterly basis	Quarterly scorecard report completed	Quarterly Scorecard reports completed and approved at relevant Management Committee meetings.	On Target
		2.3.2 To benchmark investment performance against LGPS peers	Annual benchmark report produced by 30 September	Annual Benchmarking Report presented to the Committee in August 2017.	Achieved
		2.3.3 To monitor investment management costs	Annual investment management fee report by 31 December	Investment management costs are monitored on an on-going basis. A report was presented to the Management Committee at its meeting in November 2017.	On Target



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<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		2.3.4 To implement standardised cost data collation across externally managed portfolios.	Standardised data collated for period ended 31 March 2018.	All investment managers have agreed to complete the LGPS Code of Transparency Code template in principle.  Baillie Gifford and LGIM have both confirmed that they have formally signed up to the LGPS Code of Transparency.	On Target
	2.4 To understand and adopt good practice in Public Sector fund management	2.4.1 To undertake a review of the sustainability of the fund including future funding mechanisms	Review complete by March 2018	New rates dependant on covenant strength in place. Working with some employers to obtain guarantees. Investment strategy revised to reduce risk.	Achieved
		2.4.2 Review Statement of Investment Principles and Funding Strategy Statement	Revise FSS and revise SIP when necessary	SIP reviewed and approved by the Committee in May 2017. Further review due in Jan/Feb 2018.	On Target
		2.4.3 To monitor and manage employer covenants in line with Funding Strategy Statement	Mid-cycle review completed by 31 December 2017.	No action to date. Work is planned to commence in the final quarter of 2017/18.	Behind Target
		2.4.4 To model fund cashflows to inform future funding and investment strategies.	To undertake cashflow modeling by 31 March 2018	Cashflow analysis undertaken as part of Investment Strategy Review.	Achieved

**Northern Ireland Local Government Officers' Superannuation Committee**

**Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2018**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
	2.5 To work collaboratively on investment matters when suitable opportunities arise.	2.5.1 To explore the benefits of scale investing and share knowledge and expertise on opportunities in alternative private markets.	Collaboration with like-minded investors where mutually beneficial.	Co-investment activity is ongoing with 4 co-investments completed in the year to date.	On Target
		2.5.2 To collaborate with like-minded investors on environmental, social and governance matters to support common goals.	To join collaborative initiatives and share knowledge and expertise where appropriate.	Initiatives include: - Engagements on water risks in agricultural supply chains (group comprising UNPRI signatories) continued into the quarter. - Signatory to Global Investor Letter to G7 and G20 Governments on Climate Change. - Co-signed engagement letter with another pension scheme to an US Oil company regarding Methane Emissions. - Registered as a founding signatory of the Climate Action 100+. - Co-signed letter to Exxon regarding Methane Emissions, after supporting a Shareholder resolution on a similar issue at the 2017 AGM.	On Target

**Northern Ireland Local Government Officers' Superannuation Committee**

**Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2018**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
3. To promote the scheme and inform members and employers of their pension options.	3.1 To actively encourage retention in, and new membership of, the Scheme	3.1.1 To monitor the level of members opting-out of the scheme, understand the reasons and market the Scheme to non-members.	Maintain active membership levels at March 2015 levels.	Active member level at March 2015 was 52,876. The number of active members at 31 December 2017 was 55,693.	On Target
	3.2 To provide general scheme information to scheme employers, their employees, members, Trade Unions and pensioners through active engagement	3.2.1 Publish comprehensive scheme literature and guidance	Within 3 months of Scheme changes	No regulation changes.	On Target
		3.2.2 Provide employee and employer seminars	Employer satisfaction rating as measured through annual satisfaction survey	5 employer seminars (2 Scheme Benefits, 1 General Admin and 2 form-filling) were provided on request and one all employer Data Improvement Seminar was held in November with 151 attendees.	On Target
		3.2.3 To lay the annual report in the NI Assembly.	In accordance with date agreed with Department	Annual Report and Accounts 2016/17 laid in the NI Assembly on 5 September 2017 as agreed with the Department.	Achieved
		3.2.4 To implement the Communications Strategy	Actions completed in line with target dates	Deferred statements issued, automatic enrolment section of website completed, print tender completed, satisfaction surveys completed, website updated for new tax year, active benefit statements issued, videos added to website, annual allowance statements issued, internal briefing meetings.	On Target

**Northern Ireland Local Government Officers' Superannuation Committee**

**Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2018**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>	
	3.3 To provide members and employers with specific details of regulation changes and relevant tax legislation changes	3.3.1 Communication of any relevant regulation and tax changes	Within 3 months of regulations or changes being made	Changes to automatic enrolment rules and HMRC rules advised to employers by circular.	On Target	
		3.3.2 To advise all new members of the benefits of the pension scheme	Issue information to new scheme members and membership certificates within 20 working days of receipt	8066 new members created YTD- 98% within service standard Average number of days taken 15	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	Ongoing engagement	On Target	
		3.4.2 Continue to monitor the implications of reorganisation on the ability to deliver a pension service.	Monitored quarterly by the senior management team	Redundancy project team still in place to manage additional demand from early exit schemes.	On Target	
	4. To influence and inform the debate on the future of the Local Government Pension Scheme	4.1 To influence changes to the LGPS and actively contribute to relevant consultations	4.1.1 To ensure that employers are aware of potential scheme changes	All employers informed of key potential scheme changes	No potential changes identified in quarter.	On Target
			4.1.2 To respond to relevant Government consultation exercises	By consultation reply date	None relevant to date	On Target

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**Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2018**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		4.1.3 To respond to parent Department consultation exercises	By consultation reply date	None relevant to date	On Target
		4.1.4 To contribute to consultee groups eg NAPF, LGPC, LAPFF etc	To have representation on all groups	NILGOSC represented at appropriate meetings	On Target
	4.2 To engage with, and inform, interested parties and relevant decision makers	4.2.1 To identify interested parties and decision makers for relevant issues and ensure they are adequately briefed on the consequences for NILGOSC	Evidence of engagement	Engaged with Scheme Advisory Board, DfC	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	Advised DfC. Waiting for Minister to be appointed to make regulations.	On Target
5. To undertake business in an efficient, effective and accountable manner as required of a public body	5.1 To enhance corporate governance arrangements appropriate for a public body	5.1.1 Respond to External Auditor letters	Within 10 working days	External Auditor letter responded to in 4 working days.	Achieved
		5.1.2 Review of NILGOSC Internal Controls	Annually by 31 March	Completed for year 16/17.	Achieved

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**Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2018**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		5.1.3 Participate in data matching exercises as appropriate	Identify invalid payments and recoup losses.	464 matches identified through 2016/17 NFI exercise have all been processed. 3 overpayments of £4k were identified of which all have been repaid. Recovery of overpayments identified through the 2012/13 and 2014/15 exercises continue to be pursued. NILGOSC continues to participate in the monthly data sharing with the General Registers Office to identify deaths on a timely basis.	On Target
		5.1.4 To test Business Continuity procedures and ensure effective	Annual test of Business Continuity Plan	The 2017/18 annual test of the Business Continuity Plan (BCP) is to be scheduled in Q4. Actions from the 2016/17 BCP test in February 2017 have now been implemented. A review of the BCP was completed in August 2017 and actions are ongoing to address recommendations.	On Target
		5.1.5 Maintain a Risk Register and take actions to mitigate identified risks	The Risk Register is compiled, reviewed quarterly and action identified is completed.	The 2017/18 Risk Register was agreed by SMT, ARAC and the Committee in June 2017, with further changes approved in August and November 2017. The next quarterly risk review is due to be undertaken by SMT on 22 January and reported to ARAC & Committee in February.	On Target

**Northern Ireland Local Government Officers' Superannuation Committee**

**Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2018**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		5.1.6 To undertake a triennial review of the Organisation's Strategic Objectives	Review undertaken by 31 December 2018	No action due in current reporting period.	On Target
		5.1.7 To undertake the retendering of goods and services	Tenders completed in line with procurement schedule	A new Procurement Officer commenced in post in November 2017 and tenders are being planned in line with the updated procurement schedule.	On Target
		5.1.8 To utilise relevant procurement frameworks to minimise costs and increase efficiency.	Frameworks utilised where they offer value for money and meet business needs.	Procurement frameworks are being utilised where possible.	On Target
		5.1.9 To ensure that all Committee members undertake appropriate training in line with good practice, guidance and legislation.	Each member has undertaken 40 hours of training/development per annum.	Committee members completed 625.5 hours of training to date.	On Target
		5.1.10 To provide tailored induction training and support for new Chair and Committee members.	Induction completed within 2 months of appointment to Committee and relevant sub-committees.	New Committee members have not yet been appointed.	On Target

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**Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2018**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
	5.2 To introduce IT developments and other procedures in order to improve efficiency	5.2.1 Implementation of an Electronic Document Records Management System	System installed and operational by 31 March 2019	SharePoint will be developed for the management of electronic management of corporate information. A procurement exercise will be undertaken in the second half of 2017/18 to appoint a third party to configure and develop EDRMS on SharePoint. Altair Image is being scoped for members information.	On Target
		5.2.2 To implement automated receipt and straight through processing of data from employers.	System operational for all large employers by 31 December 2018	Contracts negotiations almost complete, employer seminar held on 15 November.	On Target
		5.2.3 To continue to collect member email addresses, automate email address updating and preferencing, and use email for publications if desired by the member	Increase members opting for electronic publications by March 2018 by 10%	18,222 members electing for email at 31 March 17 (11,332 active members, 4,793 deferred members and 2,023 pensioners and 74 dependants). 20,638 members electing for email at 31 Dec 17 (12,570 active members, 5,493 deferred members, 2,496 pensioners and 79 dependants) representing an increase of 13%.	On Target



**Northern Ireland Local Government Officers' Superannuation Committee**

**Corporate Plan 2017/18 – 2019/20 – Estimate of Performance at 31 March 2018**

<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		5.2.4 To implement an integrated system to allow for direct access to services by members.	System operational by December 2017	Member Self Serve (MSS) has been identified as the preferred system for NILGOSC to provide direct access to members. The software was demoed in May, installed in late October and testing commenced in December 2017. Roll-out has been delayed pending necessary software amendment and browser support issues which are due to be addressed mid-February.	Caution
		5.2.5 To review and redesign key pension administration processes.	Review completed by September 2018.	Site visits to Lothian and Strathclyde pension funds. Project team in place and workflows being reviewed	On Target
		5.2.6 To establish a bespoke specification of NILGOSC's pension administration software needs	Specification prepared by 31 December 2018	Existence of framework agreements has been checked and a high level project plan drafted.	On Target
	5.3 To manage change in an effective and timely manner	5.3.1 To issue an internal newsletter to improve and promote staff communication	Newsletter issued quarterly.	Templeton Times issued on a quarterly basis.	On Target

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		5.3.2 To establish project groups to manage projects on a timely and effective manner	Projects managed in accordance with PRINCE 2 methodology and in line with project timetable.	Projects will be managed in line with Prince 2 methodology where appropriate. It has been identified that IT/systems projects may be better managed using Agile methodology and this will be explored going forward. A Project Co-ordinator commenced in post in November 2017.	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	Two policies has been screened in the quarter. 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 2017	Report for the 3-year period to 1 Jan 2017 was prepared by end March 2017	Achieved
		6.2.2 To record annual recruitment monitoring information	Report submitted by 1 May each year	Report for the year to 1 Jan 2017 was submitted to ECNI in February 2017.	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 SMT formally reviewed the 2015-18 Action Plan at its meeting in October 2017 with a final review scheduled in April 2018. A new 2018-21 Action Plan has been drafted. This is to be reviewed by SMT on 22 January and issued for consultation.	On Target

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<b>Corporate Aim</b>	<b>Business Objective</b>	<b>Operational Action</b>	<b>Performance Indicator</b>	<b>Progress</b>	<b>Status</b>
		6.3.2 To submit s75 Annual Progress Report to include publication of EQIA monitoring information	Submission to Equality Scheme by 31 August 2017	The s75 Annual Progress Report was submitted to the Equality Commission for NI by the deadline of 31 August 2017.	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 2016/17 Annual Report and all member group newsletters.	On Target

**Key:**

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