

Issue to be addressed	Key Development Activity	Timetable
<b>LGPS Pensions Administration</b>	Review Administration Team staffing levels and structure	ongoing
	Develop new working practices (I Connect)	Partial/ongoing
	Develop new working Practices (Payroll Interfacing)	ongoing
	Issue Annual Benefit Statements	Achieved
<b>Fire Pensions Administration</b>	Embed 2015 CARE Pension Scheme	Achieved
	Train additional support staff	Partial/ongoing
	Agree SLA and Budget	Achieved
	Explore provision of administration to other fire authorities	ongoing
<b>Pensions Administration System</b>	Implement Pension Payroll Phase 3	ongoing
	Implement I Connect Phase 1 employer group	ongoing
<b>Reconciliation – Contracting Out</b>	Phase 1 Deferred and Pension members	Partial/ongoing
	Phase 2 Active Members commence reconciliation	ongoing
<b>Customer Service Excellence</b>	To retain the Government Standard “Customer Service Excellence”	Achieved
<b>Triennial Valuation</b>	Pension Fund data to the Fund Actuary	Achieved
	Employer Risk Profiling	Achieved
	Develop and finalise the Fund Employer Contribution Strategy	Achieved
	Develop and Finalise the Funding Strategy Statement	Partial/ongoing
	Develop and finalise Investment Strategy Statement	Partial/ongoing
<b>Governance</b>	To ensure that the Pension Board members have the appropriate skills and knowledge and are able to demonstrate their level of understanding	ongoing
	To ensure that the Committee members have the appropriate skills and knowledge and are able to demonstrate their level of understanding	ongoing

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	Conduct CIPFA skills gap analysis	ongoing
<b>Communications</b>	Review website content	ongoing
	Revise Employer Administration manual	ongoing
	Finalise and communicate administration strategy	Achieved
<b>The Pensions Regulator</b>	The Public Service Scheme Code of Practice and Public Service Regulatory Strategy – Review compliance	Achieved
	Comply with Record Keeping Regulations	ongoing
	Record Keeping -Trace unclaimed deferred benefits and frozen refunds	Partial/ongoing
	Introduce Performance Management Framework	ongoing
<b>Additional Voluntary Contribution Providers</b>	Review AVC Review Report – consider/accept recommendations	Achieved
	Implement key recommendations	Partial/ongoing
<b>Pension Fund Investment</b>	Respond to DCLG LGPS Pooling Consultation	Achieved
(see Note below)	Develop detailed pooling proposals with LGPS Central	Ongoing
	Develop and publish Investment Strategy Statement following issue of new Investment Regulations	Achieved
	Undertake Strategic Asset Allocation Review as part of 2016 Triennial Valuation and implement any changes to investments agreed by the Pensions Panel	Initial review completed but may require further review pending LGPS Central Investment Offering.
	Implement passive currency hedging with Custodian	Deferred - to be reviewed post asset pooling.
	Tender and appoint Independent Property Valuer	Achieved
	Tender and appoint Independent Investment Advisor	Deferred

Note: The priority of Pension Fund Investment activities may change dependent on a number of factors, e.g. manager under-performance, LGPS pooling implementation.