

Appendix D - Areas of Improvement

Area	Affected Team	Aim	Target Completion Date	Comments added 23082021	Comments added 08112021	Comments added 18012022	Comments added 08042022
Member Self Service	Continued Improvements	To increase number of scheme member registrations, by raising awareness through online demos, articles and targeted comms with various categories of members, e.g. pensioners, deferreds, actives.	On-going	Meetings held with Leicestershire Police and County to promote MSS with articles and include references in existing documents. In addition, an article sent to other employers for inclusion in their comms, to remind members that Annual Benefit Statements will be available through MSS.	A further ten employers have been contacted, including Leicester City Council, to offer articles on MSS for publication on internal websites.	More employers have been contacted, bringing the total up to 35. These employers will also be contacted again around March/April 2022.	A further 13 employers have been contacted since the last update.
Member Self Service	Continued Improvements	To use MSS facilities to allow letters to be uploaded to members to reduce postage, and allow for them to return their forms in the same way.	On-going	This is being used where possible now for retirement, estimate and aggregation letters that do not require a response. In addition option forms are now available online for use where a member has been provided with their retirement options.	Officers currently working on further option forms to be published online for increased use of MSS upload facilities which will result in a further reduction of incoming paper documents.	-	Work continues on these documents.
Printing/Scanning Solutions	Continued Improvements / Early Leavers	To explore alternative approaches to printing and scanning with a view to enabling all pensions staff to work from home.	Summer 2021	Scanning now dealt with by LCC's Central Print with training on-going for printing.	Awaiting formal costs and a Service Level Agreement from colleagues in Central Print.	SLA still outstanding from Central Print.	Details of costs have been received from Central Print and have been agreed. SLA is expected by the end of May.
Employer Risk	Continued Improvements / Employers and iConnect	To purchase or develop an employer tracker system, to assist officers in monitoring employer related data including contribution payments and bonds, resulting in a reduction of risk. Consider whether overlaps between Pensions contribution monitoring work and work carried out by Investments can be addressed.	Summer 2021	EPIC System now purchased. Preparatory work to be completed by 30/7 to allow test version to be released in mid August with live version scheduled for September.	EPIC in live and is being used by officers. Work currently on-going digitalising archive employer documents for use on the system.	-	Officers have started looking at Employer Risk elements with Hymans Robertson as part of the Fund Valuation work. Initially this has consisted of risk checks on colleges and the largest academies.
Governance	Continued Improvements / Payments and Taxation / Employers and iConnect	Development and maintenance of office training manual covering all aspects of section administration. Also to review existing office processes including altair workflows, to streamline and improve whilst assessing potential for fraud and manual errors, reducing these wherever possible	Initial document in place 31 March 2021	Initial processes in place. Work on-going regarding the refining and improvement of processes on-going, including a review around member requirements that must be in place before releasing payments.	Work still on-going, nothing further to report currently.	-	-
Governance	Continued Improvements / Payments and Taxation / Employers and iConnect	Examine areas of governance, including the implementation of the recommendations made by SAB's 'Good Governance' Project, ensuring that the section is compliant in all areas	On-going	Awaiting further guidance from MHCLG due Autumn.	Guidance still awaited	Guidance still outstanding.	Guidance expected later this year.
Employer Training	Continued Improvements	To increase comms with employers, mainly through use of MS Teams	On-going	Nothing scheduled currently.	Training with two employers in place for October/November with two others to follow.	A number of presentations to employers have taken place since the last update. These are currently through Teams but the intention is to revert to Face to Face as soon as national Covid restrictions ease.	Presentations continue to take place as required, though currently still online whilst Covid cases are still high.
McCloud Project Phase 1	McCloud / Continued Improvements	Employers to provide member data to Pensions, i.e. hours changes and service breaks covering the period April 2014 to March 2022, which we will need to upload to our records prior to implementation of the 'remedy' once confirmed, to assess whether pension benefits will need to be adjusted in light of the McCloud/Sargeant ruling.	30/06/22	Work on-going with this exercise, with data being formatted ready for uploading to pensions administration system.	Uploading issue identified. Currently awaiting further guidance from Aquila Heywood on how to proceed. Further details in main report.	This issue is with Aquila Heywood. They have identified a possible solution and an update is awaited.	Update is expected on this from Heywood at the end of April.

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McCloud Project Phase 2	McCloud / Continued Improvements	Implementation of the 'remedy', including the recalculation and amendment of benefits, plus communication to scheme members of the changes. Remedy may also include other aspects, e.g. possible option for members to aggregate any separate records, yet to be confirmed.	31/12/22	Draft regulations expected later this year.	-	-	Regulations expected this year.
Data Quality Issues	Continued Improvements	Data Errors raised through the annual Common Data / Scheme Specific Data reports need to be cleared in order to improve the TPR 'Data Score'. Other data errors raised through Hymans' Data Portal as part of preparation for Mid Term Valuation Exercise.	TPR Reports 31/7/2021: Mid Term Valuation Exercise 30/9/2021	Work has been done in both areas and will continue.	Work completed, barring an apparent systems issue in two errors currently being investigated. Hymans are aware and deadline has been extended to 31/10/2021	The two errors referred to previously were resolved and the data was submitted to Hymans.	As per the main report, Current Common and Scheme Specific Data scores to be included each report. Figures as at 6th April 2022 are: Common Data: 97.2%; Scheme Specific Data: 97.59%
Cyber Security	Continued Improvements	In preparation for the annual Cyber Security review in October, an internal review of Officers' permissions on the altair administration system to be performed.	31/10/21	Preparation on this has begun, to assess for any inconsistencies between officers performing similar duties.	Officers permissions review is currently in progress and the annual review took place on 12th October 2021. No issues identified but official sign off not available at the time of writing - will cover this at next Board meeting.	The review was completed and signed off. See main report.	As per the main report, a Cyber Policy Document will be developed later this year.
Governance	Payments and Taxation	A review of processes in place for the release of payments	31/10/21	Initial conversation has taken place identifying some initial improvements that can be undertaken.	Three areas identified for initial improvements and work has begun to put these in place.	Work continues on updating processes.	Following a recent audit of processes in respect of payments for pensions, lump sums and death grants, substantial assurance was given that the controls in place are adequate and are being managed effectively.
Insights Reporting Tool	Continued Improvements		On-going			Insights was purchased in December 2021 and initial training was provided by Heywood. Heywood currently working on two reports for Leicestershire. Details in main report.	Insights now in regular usage as Officers develop reports for the tool. Further details in the main report, but future developments will appear here.