

**Pensions Administration
Business Plan
2023-2024**

Level One – Changes that impact on the Pension Fund or Leicestershire County Council - (resourced from Pension Fund)

	Priority (Not business as usual)	Key Actions	Performance measures / KPI	Impact	Support required from another service	Customer	Timescale/ Due Date
1	Implement a solution for the national “pensions dashboard” project	<ul style="list-style-type: none"> • Write new reports via Insights to identify data improvements • Data cleanse member data • Reduce backlogs of preserved benefits and aggregations • Use the Heywood ISP technical solution that meets the national dashboards requirements • Link the solution to the Fund’s current member self-service solution • Communicate dashboards to employers and fund members 	<ul style="list-style-type: none"> • Monitor the internal KPI measuring improved take up of the Fund’s member self-service. • Monitor future increases in member self-service take up once linked to the national dashboard 	<ul style="list-style-type: none"> • Increased administration cost for the solution • Resource required for report writing and data cleansing • Increased member enquiries about LGPS benefits • Review and amend communications and letters to include the national pensions dashboard 	<ul style="list-style-type: none"> • Heywood (system provider) • Fund employers 	<ul style="list-style-type: none"> • Pension Sections 99,000 scheme members 	<ul style="list-style-type: none"> • Project work – phased development and improvement • March 2024 (data checks) • September 2024 (on boarded) • April 2025(live)

2	SAB – Good Governance Project	<ul style="list-style-type: none"> Implement the final areas of recommendation from the Good Governance Project 	<ul style="list-style-type: none"> Continue to watch the national position Guided by Hymans 	<ul style="list-style-type: none"> Improve the governance of the Fund Reduce risk 	<ul style="list-style-type: none"> Hymans Legal (potentially) Other Funds (potentially) Pensions Board, Committee and Democratic Services CIPFA SAB 	<ul style="list-style-type: none"> Scheme members 	<ul style="list-style-type: none"> No deadline set by SAB (on-going)
3	Implement the McCloud remedy	<ul style="list-style-type: none"> Continue to collect hour changes from employers from 1 April 2014 to 31 March 2023 Load the missing hours and service breaks into the pension system Recalculate pension benefits for members since April 2014 Potentially offer aggregations to those members who previously decided against transferring Write to all impacted scheme members 	<ul style="list-style-type: none"> Revise benefits and adjust payments where necessary Develop a KPI for amending the benefits for scheme members Regular reports detailing progress and risk to the Pension Board 	<ul style="list-style-type: none"> Increased administration cost due to significant system development and manual data input Monitor the impact on the other teams in the Pension Section – including the data loading requirements Increased work and complexity for the Fund’s employers (reporting and extracting the data) 	<ul style="list-style-type: none"> Pension colleagues (internal) Payroll colleagues (all employers) Heywood (system changes) LGA Legal Services (potential for legal appeals) Teachers (multiple employment cases) 	<ul style="list-style-type: none"> All scheme members and their dependants 	<ul style="list-style-type: none"> After remedy is known (currently unknown but expected in early 2023) Deadline for completion for active cases October 2023 Other cases – still to be confirmed (but likely to be in 2024/25)

		<ul style="list-style-type: none"> • Certain Teachers service will be included as LGPS benefits 					
4	Expand on the member self-service experience	<ul style="list-style-type: none"> • Develop more processes that members can complete on-line (e.g. preserved benefits into payment, refunds) • Amend processes • Set up new letters/workflows • Devise simplified checking processes 	<ul style="list-style-type: none"> • Measure case numbers via the on-line system compared to the paper/postal route 	<ul style="list-style-type: none"> • More efficient process for members and administration • Internal resource available to work on other pressing areas 	<ul style="list-style-type: none"> • Heywood (system provider) • Scheme members 	<ul style="list-style-type: none"> • All scheme members 	<ul style="list-style-type: none"> • March 2024
5	Review and implement The Pension Regulators new Code of Practice	<ul style="list-style-type: none"> • Review the new code • Check the Fund's compliance against all areas of the new code • Make any necessary changes 	<ul style="list-style-type: none"> • Report progress to the Pension Board 	<ul style="list-style-type: none"> • Failure to comply could cause breaches of pension law 	<ul style="list-style-type: none"> • Legal Services • Hymans • LGA 	<ul style="list-style-type: none"> • All scheme members 	<ul style="list-style-type: none"> • Currently unknown but the new code is expected in 2023
6	Agree with the Chair of the Pension Board training based on the "training need self-	<ul style="list-style-type: none"> • Training (internal and/or external) 	<ul style="list-style-type: none"> • Report/s to the Board 	<ul style="list-style-type: none"> • Reduce risk • Increase awareness • Further support 	<ul style="list-style-type: none"> • All Board Members • Pensions Manager • Hymans • Legal Services 	<ul style="list-style-type: none"> • Board Members • Admin Authority 	<ul style="list-style-type: none"> • March 2024

	assessments”			the Administering Authority	<ul style="list-style-type: none"> External Trainer 	<ul style="list-style-type: none"> Scheme members 	
7	Formally review the Fund’s AVC provider	<ul style="list-style-type: none"> Review the market possibly working within a national Framework Set up a tender Score the tender Write to the scheme members and Fund employers Officers to consider new investment fund choices 	<ul style="list-style-type: none"> Results of a formal tender review process Investment options Member charges Reports to the Board and Committee 	<ul style="list-style-type: none"> Potential move to a new AVC provider Liaise with scheme members about potentially swapping provider Initially increased administration (during the tender build and during implementation) 	<ul style="list-style-type: none"> National AVC Framework or LCC lead tender Fund Actuary Officers Fund employers 	<ul style="list-style-type: none"> Scheme members Fund employers 	<ul style="list-style-type: none"> December 2023
Level Two – Changes that impact on or from Corporate Resources – nil							

153

Level Three – Pension Section (continuous improvement) – (Resourced from the Pension Fund) – All Business as Usual and continually monitored

	Priority (Business as usual)	Key Actions	Performance measures / KPI	Impact	Support required from another service	EHRIA required Y/N	Officer	Timescale/ Due Date
8	Maintain the Local Government KPIs at or above target, for all areas of Local Government pension administration.	<ul style="list-style-type: none"> Key focus on making payments to scheme members within the current KPI 	<ul style="list-style-type: none"> Report the 3-business process and 7 customer perspective KPIs to the 	<ul style="list-style-type: none"> Maintain and improve customer service Highlights any falls in service so these can be addressed quickly Increased officer 	<ul style="list-style-type: none"> All fund employers 	N	Ian Howe	On-going Quarterly reports to the Local Pension Board

		<p>and customer satisfaction</p> <ul style="list-style-type: none"> • Work closely with Pension Team Managers • Monitor changes in legislation • Monitor workloads • Monitor CIPFA benchmarking KPIs • Demonstrate value for money 	Local Pension Board each quarter	morale – positive feedback is very welcome				
9	Implement ongoing customer service improvements	<ul style="list-style-type: none"> • Team Managers to explore ongoing customer service improvement opportunities • Implementation more online processes • Maintain the high standard within the customer help desk • Expansion of Member self-service and system modellers where 	<ul style="list-style-type: none"> • Implement new KPI's and review measuring techniques 	<ul style="list-style-type: none"> • Ensure the highest level of service available • Continually look to enhance and improve the customer experience 	N	N	Ian Howe	On-going

		possible						
10	Continue to develop a suit of Insight reports	<ul style="list-style-type: none"> Identify data improvement requirements Look at various options on how Insights will improve efficiency covering all Teams 	<ul style="list-style-type: none"> Short term to long term pension changes reported monthly to Team Manager to monitor 	<ul style="list-style-type: none"> Improves efficiency Reduces risk (e.g. over or under payments) Eases workloads at year-end (spreading this throughout the year) 	N	N	Ian Howe	On-going
11	<p>Manage and reduce employer risk</p> <p>Keep the employer tracking system (EPIC) updated for monitoring employer changes and risks</p>	<ul style="list-style-type: none"> Continue to review bonds and guarantors Continue to guide new TUPE outsourcings to pass-through pooling Work with the remaining CABs on reducing their Fund risk Monitor FE and HE bodies under a possible new DfE guarantee 	<ul style="list-style-type: none"> Negating the need for full bonds where possible Assess bond values and take necessary action Inform the Board each quarter 	<ul style="list-style-type: none"> Reduce fund related employer risk Reduce full bond values by moving to pass-through when appropriate Reduce outsourcing pension costs and risk Reduce the risk of default by new employers at TUPE Possible remodelling of FE and HE employer rates 	<ul style="list-style-type: none"> Hymans Pensions Liaison Officer Legal services Employers 	N	Ian Howe	On-going
12	Achieve all the statutory deadlines – ABS by 31 August and pension taxation statements by 6 October	<ul style="list-style-type: none"> Work closely with Fund employers, especially those changing payroll providers 	<ul style="list-style-type: none"> Regulatory statutory deadlines 	<ul style="list-style-type: none"> Failure is a reportable “material breach” of pension rules Reportable to The Pensions Regulator Inform the Local 	<ul style="list-style-type: none"> All fund employers and their payroll providers EMSS 	N	Ian Howe	31 August 6 October

				Pension Board <ul style="list-style-type: none"> • Reputational damage 				
13	Manage staff sickness levels within the Pension Section	<ul style="list-style-type: none"> • Team Managers to continue to manage sickness to keep as low as possible 	<ul style="list-style-type: none"> • Pension Section target of 5.0 	<ul style="list-style-type: none"> • Increased sickness – negative impact on morale, KPIs and targets, increased risk of failure with customer service standards and increases time for work completion 	N	N	Ian Howe	On-going
14	Continue to develop the right balance between office and home working solutions	<ul style="list-style-type: none"> • Continue to reduce post moving more to MSS • Continue to improve workflow processes • Maintain close contact with all colleagues working from home 	<ul style="list-style-type: none"> • Increase MSS take up targeting specific areas (e.g. members reaching age 55) • Target specific employers on MSS take up • Team Managers to liaise regularly with each member of their team • Pulse survey after each Office Meeting 	<ul style="list-style-type: none"> • Maintain staff morale • Improved efficiency • Reduced risk • Maintain regular dialog with colleagues and adapt where possible to accommodate colleagues needs 	N	N	Ian Howe	On-going

Pensions Administration

Overview

- Provides a statutory service administering the Local Government Pension Scheme to over 180 employers in the Leicestershire Fund with over 99,000 scheme members.
- Rated highly by customers for providing a positive customer experience
- Reports to the Leicestershire Local Pension Board and Pensions Committee, made up of both employee and employer representatives

Key drivers

- Continue to achieve or better, key performance indicators in business processes and customer satisfaction
- Continue to develop processes on-line to improve the customer experience, concentrating on improved efficiency, reduced risk and improved home working
- Develop bulk processes internally to improve efficiency and make resource available in other key work areas
- Implement the McCloud remedy
- Improve reporting and efficiency via Insights
- Implement a solution to the national dash boards exercise
- Maintain the right balance between home and office working, for both the service and colleagues

Ian Howe - January 2023

This page is intentionally left blank