

**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							

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 	<p>Local Pension Board each quarter</p>	<p>morale – positive feedback is very welcome</p>				
9	<p>Implement ongoing customer service improvements</p>	<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	Manage and reduce employer risk Keep the employer tracking system (EPIC) updated for monitoring employer changes and risks	<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

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