

Scottish Borders Council Pension Fund

Business Plan 2022/23 – 2024/25

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Any areas of our business plan that require an **Equality Impact Assessment** are indicated within the Service Area Action Plans.

About the Pension Fund

This section gives an overview of our services.

Local Government Pension Scheme

- Scottish Borders Council an Administering Authority for the Local Government Pension Scheme (LGPS)
- Defined Benefit Pension Scheme

Pension Fund Funding & Investments

- **£909.3m Net Assets** under management
- **110%** of estimated liabilities as 31 March 2020 funded – per Triennial Actuarial Valuation
- 17 Investment Managers managing funds under 32 different mandates
- Investments in Equities, Gilts & Bonds, Alternative Assets, Private Credit, Property and infrastructure
- Accounting and Administration of Investments undertaken by the Council's Pensions and Investments Team
- AVC option provided by Standard Life

Pension Fund Governance

- Functions of Administering Authority overseen by **Pension Fund Committee**
- Regulatory compliance support provided by **Pension Fund Board**
- Financial Scrutiny undertaken by Audit and Risk Committee
- Supported by external Custodian, Actuary and Investment Adviser
- Governance arrangements set out in Governance Policy and Compliance Statement

Pensions Administration

- **12,178 members** – 4,703 actively contributing to the Fund
- **4,281 pensioners** in receipt of LGPS pension from the scheme amounting to **£25.96m p.a. in pension benefit payments**
- 17 Employer Bodies – Scottish Borders Council with 88.4% of the membership
- Administration of Pension Benefits undertaken by the Council's HR Shared Services Team

What we *must* do

This section gives an overview of the most significant legislative requirements affecting our services. This list is not exhaustive.

Where changes to services have been proposed within the Service Directorate Business Plan the individual Service Area concerned will have reviewed the proposed change(s) with due regard to the relevant legislative powers and duties.

Legislative power	Duty to ...	Other Directive(s) ...	Mandatory	Discretionary	Partnership / Service Level Agreement (SLA)
Public Service Pensions Act 2013	Sets out the parameters of the Public Service Pension Schemes, the design of the benefits and the governance arrangements including the identification of The Pensions Regulator as the regulator for Public Service Pension Schemes.	Guidance Published by The Pensions Regulator	✓		
Local Government Pension Scheme (Scotland) Regulations 2018 and subsequent Amendments	Sets out the benefits payable and the duties of the Council as administering authority of for a pension scheme for persons working in local government service		✓		
Local Government Pension Scheme (Transitional Provisions and Savings) (Scotland) Regulations 2014	Sets out the transitional arrangements for the Council in relation to the transition to the new scheme set out in the 2014 regulations		✓		
Local Government Pension Scheme (Governance) (Scotland) Regulations 2015	Sets out the requirements for Scheme Advisory Boards and Pension Boards		✓		
Local Government Pension Scheme (Management and Investment of Funds) (Scotland) Regulations 2016	Sets out the parameters around the management and investment of the pension assets and the creation of a separate bank account.		✓		

Key: **Legislative power**, i.e. by statute, **Duty to**, i.e. list of main legal duties, **Other Directive(s)**, i.e. not covered by statute, **Mandatory**, i.e. we have to, **Discretionary**, i.e. we have the power to but not required to, **Partnership / Service Level Agreement (SLA)**, i.e. done in partnership / on behalf of

Our Aims and Objectives

Primary Aim of the Pension Fund

To provide for members' pension and lump sum benefits on their retirement or for their dependants' benefits on death before or after retirement, on a defined benefits basis.

Achieved through the following Objectives:

Funding Objectives of the Pension Fund

- Set levels of employer contribution that will **build up a fund of assets that will be sufficient to meet all future benefit payments** from the Fund; and
 - Build up the required assets in such a way that produces levels of **employer contribution that are as stable** as possible
- through:
- Ensuring effective and efficient management of employer's liabilities; and
 - Allowing the return from investments to be maximised within reasonable risk parameters.

Pensions Administration Objectives of the Pension Fund

- Deliver a **High Quality Pension Service to Members** through:
 - Continually developing and improving efficient working arrangements, making use of digital means where possible; and
 - Striving to exceed the Fund's service standards

Governance Objectives of the Pension Fund

- Ensure that Scottish Borders Pension Fund is **managed effectively, transparently and in compliance with regulations**

Our Successes, Areas for Improvement and Self-Assessment

This section gives an overview of our recent successes and areas of service delivery that could be improved, as well as feedback we have received.

	Successes	Areas for Improvement/Development
Pensions Administration	<ul style="list-style-type: none"> Annual Benefit Statements issued on time Implementation of the Members Self Service for active and deferred members Continual review of manual off-system processes to ensure they are fit for purpose and making use of technology where possible, to facilitate the hybrid working arrangements Processed payments to pensioners in accordance with recognised timelines in all instances Provision of member details to Fund Actuary as required Recalculation of Pension Benefits following delayed implementation of Pay Award for SBC scheme members 	<ul style="list-style-type: none"> Continue to improve engagement with Employers and potential scheme members via website Continue to promote the benefits of Members Self Service Changes to the models of service delivery will require increased focus on the admitted bodies and their agreements Finalise the GMP reconciliation project Implementation of I-connect to increase automation of provision of employer information to the Fund Look at digitisation of scheme member records to support shift to hybrid working
Pension Funding and Investments	<ul style="list-style-type: none"> 3 year performance to March 2022 with investment returns of 7.7% on a rolling 3 year annualised basis compared to a benchmark of 8.7% 1 year performance of 5.9% against benchmark of 10.6%, in a very volatile market conditions Review and improvement to Responsible investment including identification of key priorities Review of strategic asset allocation and good progress on its implementation. Stability of Employer Contribution Rates over successive Triennial Valuations 	<ul style="list-style-type: none"> Further develop the Funds policy and monitoring approach to Responsible Investment Implement actions required to become signatories of Stewardship Code. Progress data collection for future TCFD reporting requirements
Pension Fund Governance	<ul style="list-style-type: none"> Completion of 2021/22 Training program Regular reviews of Risk Register No actions arising from External Audit of the Annual Report & Accounts 2020/21 Responding to consultations either individually or collectively with other Scottish LGPS Funds 	<ul style="list-style-type: none"> Continue to develop the knowledge and skills for all members of Pensions Committee and Board Updating of all Policy and Strategy documents in line with the legislative changes Review and implementation of TPR Single code

Managing Our Risk

This section gives an overview of the key strategic risks and includes the respective mitigating actions.

The Pension Fund Committee reviews the Risk Register in accordance with the Council’s Risk Management Framework.

A full copy of the Risk Register was approved at the joint Pension Fund Committee and Board meeting on governance held on 29 June 2022 with actions monitored and new risks added where required throughout the year. The table below summarises the risk register, as at 31 March 2022, by the Chartered Institute of Public Finance Accountants (CIPFA) Pension risk categories:

Risk Category	Risk Assessment					
	Before Controls/Mitigating Actions			After Controls/Mitigating Actions		
	Red	Amber	Green	Red	Amber	Green
Asset & Investment	5	7	-	-	9	3
Employer	1	6	-	-	2	5
Resource & Skill	-	5	-	-	1	4
Liability	2	5	-	-	2	5
Administrative	-	8	-	-	1	7
Regulatory & Compliance	4	2	-	1	3	2
Reputation	2	4	-	-	2	4
Total Number of Risks	14	37	0	1	20	30

Key Identified Risks which remain “Red” after existing controls and additional mitigating actions are as follows:

Risk	Inherent Risk Score	Controls/Mitigating Action(s)	Residual Risk Score
6.2 Changes in legislation and other regulatory frameworks may impact adversely on the Fund in terms of funding levels and governance structures	25	<p>Existing Controls: Participation in active CIPFA and Scottish Pension network allow changes and impacts to be identified quickly, Involvement with COSLA discussions on Pensions and monitoring and highlighting actions and decisions from scheme advisory board;</p> <p>Mitigating Actions: Seek to input into any of the legislative change through active membership of COSLA.</p>	16

Our Key Stakeholders

This section gives an overview of our key internal and external stakeholders, including community planning and cross-border partnerships.

Internal	External	Cross-Border Partnerships / Other
Employees	Deferred and Pensioner Members	Scottish Pensions Liaison Group
Councillors	Investment Managers	Scottish Pensions Investments and Governance Group
Legal Services	Custodian – Northern Trust	Pensions & Lifetime Savings Authority
Finance & Procurement	Isio, Investment Advisor	Local Government Association
Local Trades Union Reps	Admitted & Scheduled Employers	
Human Resources	Scheme Advisory Board	
Democratic Services	Regional Trades Union reps	
	The Pensions Regulator	
	Scottish Public Pensions Authority (SPPA)	
	Scottish Government	
	Actuary – Hymans Robertson	
	Legal Advisors	
	Software Suppliers	
	Tax Advisers	

Our Resources

As at the 31 March 2022 the Fund's Net Assets were valued at **£909.3m**

Investment Manager	Asset Description	31-Mar-22	
		£'000	%
Baillie Gifford	UK Equities	29,134	3.2
Baillie Gifford	Global Equities	114,705	12.6
LGIM	Managed Fund - Passive Equities	93,673	10.3
UBS	Managed Fund - Property	26,563	2.9
Blackrock	Managed Fund – Long Lease Property	121,500	13.3
Morgan Stanley	Managed Funds - Global Equities	118,980	13.0
LGT	Managed Fund - Alternatives	67,882	7.4
M&G	Managed Fund - Diversified Income	117,271	12.9
M&G	Managed Fund – Index Linked	67,080	7.3
Permira	Managed Fund – Private Credit	15,578	1.7
Partners Group	Managed Fund – Private Credit	31,517	3.5
Macquarie	Infrastructure Debt	53,053	5.8
Various (through LPFI)	Infrastructure	33,787	3.7
Cash	Internal	21,625	2.4
		912,348	100

During the financial year 2021/22 the benefits payable and contributions receivable from members and employers within the Fund were as follows:

	2021/22	
	Benefits Payable	Contributions Receivable
	£'000	£'000
Scottish Borders Council	22,361	18,597
Scheduled Bodies	845	990
Admitted Bodies	2,184	3,007
Total	25,390	22,594

Managing Our Performance

This section gives an outline of how performance will be measured, monitored and managed.

Pension Administration

- The **Pension Administration Strategy** (approved in December 2021) sets out the service standards that Employers can expect from the Fund and those expected from each Employer within the Fund.
- The annual performance against these service standards and performance measures set out in the Pensions Administration Strategy will be reported to the joint Pension Fund Committee/Pension Board meeting and then incorporated into the Fund's Annual Report and Accounts.

Investment Performance

- The **Statement of Investment Principles** (approved 17 March 2022) sets out the target long-term annual investment return for the Fund's assets of at least 3.8%. It also details the performance targets for each of the investment fund managers used by the Fund to benchmark returns, the service standards that Employers can expect from the Fund, and those expected from each Employer within the Fund.
- The quarterly performance report by the Investment Adviser is reviewed at the joint Pension Fund Committee/Board meetings. In addition, all of the investment managers attend at least one of the 4 monthly meeting of the Pension Fund Investment and Performance Sub-Committee to present a more comprehensive update on their performance.
- The Fund's Annual Report and Accounts will report the annual position and the annualised three year rolling average performance of the Fund and compare this against the Fund's benchmark and other Local Authority Pension Fund performance.

Funding Levels

- The **Funding Strategy Statement** sets a target of 100% funding level and stable employer contributions; this is assessed every three years by the Fund's Actuary.
- The last triennial valuation was undertaken as at 31 March 2020 and reported a certified 110% funding level and stability of employer contributions for open and active employer bodies.

Governance

- The Fund is required to report on its Governance in the Fund's Annual Report and Accounts. This includes an Annual Governance Statement and a Governance Compliance Statement.

Statutory returns

The Fund makes a number of statutory and other returns to Scottish Government, the Scheme Advisory Board and third party agencies / organisations, including the Office of National Statistics.

Benchmarking

Finally, the Fund is committed to assessing how it is performing and uses an independent performance service to provide additional analysis to assess investment performance relative to the market at a Fund, asset class and investment manager level.

Officers participate in the Scottish Pensions Liaison and Investments & Governance Groups which shares good practice and also gather comparative data on administration and investments across the 11 Scottish LGPS Funds.

The following Table provides an analysis of how the Fund’s investments performed against the Fund’s own benchmark:

Return on Investment as at 31/3/2021	1 year rolling return		3 year rolling return	
	Fund %	Bench ¹ %	Fund %	Bench ¹ %
Total Fund	5.9	10.6	7.7	8.7
Global Equities including UK	0.5	14.0	12.3	14.7
UK Equities	0.9	13.2	2.5	5.6
Bonds	2.9	3.9	4.5	3.5
Property	8.1	5.3	6.3	4.7
Alternatives	17.3	15.0	6.1	7.2
Cash	-		-	-

Our Action Plan

Actions successfully completed during 2021/22

Key Tasks	PI ref.	Actions	Completed
Monitor and report investment performance	P1-A1	Fund Investment Performance at Benchmark on quarterly basis	Presented quarterly to Joint meeting
Approval and implementation of 2020 Triennial Valuation employer contribution results, including update of Funding Strategy Statement	P1-C1	Correct employer contribution rates in Pensions System for each employer	Correct contribution rates collected from each employer. Funding Strategy Statement approved by Committee 10 June 2021 and updated 17 March 2022.
	P1-C2	Pension Fund Committee approval of Funding Strategy Statement	
Review Strategic asset allocation following completion of 2020 valuation	P2-A1	Undertake full review of strategic asset allocation	Completed and approved by Committee 10 June 2021
Implementation of approved strategic asset allocation	P2-B1	Agree plan for implementation of approved strategic asset allocation	Completed and approved by Committee 10 June 2021. Update on implementation reported to Committee 14 Dec 2021
	P2-B2	Action plan for strategic asset allocation implementation	
Review Communication Strategy and Action Plan in line with best practice and technological advancements	P3-A1	Review of Communications strategy and action plan	Revised strategy approved Sept 2021
Continue to proactively manage and engage Pension Fund Employers	P3-A2	Hold Annual Employer Liaison Meeting	Regular communication and employer meeting 15 March 2022
Review all forms and communication material, including annual benefit statements	P3-A3	Annual review of all forms, communication material, including annual benefit statements	Annual Benefit statements communications were reviewed for the deferred members, with all other now via MSS. Other forms continue to be reviewed with a view to digitising wherever possible
Implementation of Self Service facility	P6-A1	Implementation and roll out of self service to all members	Rolled out in August 2021

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Review and update Governance Policy and Compliance Statement	P8-A1	Pension Fund Committee approval of Governance Policy and Compliance Statement 2019	Completed and approved 22/6/20
Review and update Pensions Administration Strategy	P9-A3	Pension Fund Committee approval of Pensions Administration Strategy	Completed and approved 14/12/2021
Develop and deliver 2020/21 Training Programme	P8-A2	Pension Fund Committee approval of Training Policy 2020 and Training Programme 2020/21	Completed and approved 22/6/20
	P8-A4	Training Needs Self-Assessment Levels from 2019/20 to 2020/21	
Review and update Responsible Investment Policy and annual reporting	P8-A5	Review current and developing best practice for responsible investment	Monitoring report approved 24/9/20
	P8-A6	Review current and developing best practice for responsible investment	Responsible Investment policy updated and approved 14 Dec 2021. Work commenced to implement
Review services provided by IT providers to ensure data is secure and adheres to cyber security requirements	P9-A1	Request assurance of cyber security policy being in place from Aquila Heywood	Completed for 2021/22 with updates provided to Committee at December and March meetings
	P9-A2	Request assurance of cyber security policy being in place from CGI	
	P9-A3	Request assurance of cyber security policy being in place from Hymans Robertson	
Undertake procurement exercise for Investment Advisor	P10-A1	Undertake procurement exercise for Investment Advisor (current contract end 31/3/2021)	Completed and approved 10/3/21

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This section gives an overview of the **ACTIONS** that will be undertaken to achieve our objectives, the **PERFORMANCE INDICATORS** that will show whether we have achieved our objectives and the **RISKS** that will detail what may stop us from achieving our objectives.

What we want to achieve ... (Objective)

Set levels of employer contribution that will build up a fund of assets that will be sufficient to meet all future benefit payments from the Fund, and invest in assets that grows the Fund's assets in a such a way that produces levels of employer contribution that are as stable as possible

How?			By whom?	By when?			IIA	
Action No.	How we will achieve our objective ... (Action)	Key Tasks	PI ref.	Owner	22/23	23/24	24/25	
P	1	Review Pension Strategies informed by 2023 Triennial Valuation Results						
		Monitor and report investment performance	P1-A1	P&I Manager	•	•	•	
		Undertake and complete Triennial valuation.	P1-B1 P1-B2	HRSS Manager P&I Manger		•		•
		Approval and implementation of 2023 Triennial Valuation employer contribution results, including update of Funding Strategy Statement	P1-C1 P1-C2	HRSS Manager P&I Manager		•	•	•
P	2	Maximise investment performance						
		Review Strategic asset allocation following completion of 2023 valuation	P2-A1	P&I Manager			•	
		Implementation of approved strategic asset allocation	P2-B1 P2-B2	P&I Manager	•			

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PI ref.	How we will know we have achieved our objective ... (Performance Indicator)	Target	Non-recurring	Qtr	Ann
P1-A1	Fund Investment Performance at Benchmark	Attain or Exceed Benchmark return on annualised 3 Year Rolling Basis		•	
P1-B1	Triennial Actuarial Valuation Funding Level of assets against liabilities	100%	As at 31/3/2023 reported by 31/03/2024		
P1-B2	Data provision review to meet the requirements of Actuary	By 30/06/2023	•		
P1-C1	Correct employer contribution rates in Pensions System for each employer	By 30/06/2021			•
P1-C2	Pension Fund Committee approval of Funding Strategy Statement	By 30/06/2022			•
P2 – A1	Undertake full review of strategic asset allocation	By 30/09/2024	•		
P2 – B1	Agree plan for implementation of approved strategic asset allocation	By 31/12/2024	•		
P2 – B2	Action plan for strategic asset allocation implementation	By 31/12/2024	•		

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What we want to achieve ... (Objective)

Deliver a High Quality Pension Service to Members

How?			By whom?	By when?			IIA	
Action No.	How we will achieve our objective ... (Action)	Key Tasks	PI ref.	Owner	22/23	23/24	24/25	
P	3	Develop and Implement an effective Communication Strategy for the Pension Fund						
		Review Communication Strategy and Action Plan in line with best practice and technological advancements	P3-A1	HRSS Manager	•	•	•	•
		Continue to proactively manage and engage Pension Fund Employers	P3-A2	HRSS Manager	•	•	•	
		Review all forms and communication material, including annual benefit statements	P3-A3 P3-A4	HRSS Manager P&I Manager	•	•	•	•
P	4	Ensure stability of Employers						
		Review of Employer covenants	P4-A1 P4-A2	HRSS Manager	•			
P	5	Ensure accuracy of Pension Records						
		Complete full reconciliation of Guaranteed Minimum Pension (GMP) amounts between Fund and HMRC	P5-A1 P5-A2	HRSS Manager	•			
		Consider the implications of the McCloud case	P5-A3	HRSS Manager	•			
		Consider the implications of the Goodwin case	P5-A4	HRSS Manager	•			
		Information requirements for Dashboard	P5-A5	HRSS Manager	•	•		
		Stronger Nudge on Pensions	P5-A6	HRSS Manager	•			
		Introduce Overpayment Policy	P5-A7	HRSS Manager	•			
		Review Privacy Notice	P5-A8	HRSS Manager	•			
P	6	Promotion of self service facility						
		Promotion and Improvement of self service facility	P6-A1 P6-A2	HRSS Manager	•	•		

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				P6-A3				
P	7	System improvements to support home working						
			Consider implementation of workflow	P7-A1	HRSS Manager	•		
			Implementation of i-Connect for large employers	P7-A2	HRSS Manager	•		
			Digitisation of historical records	P7-A3	HRSS Manager	•		
			Continued promotion of availability for online payslip and P60's	P7-A4	HRSS Manager	•		

PI ref.	How we will know we have achieved our objective ... (Performance Indicator)	Target	Non-recurring	Qtr	Ann
P3- A1	Review of Communications strategy and action plan	30/09/2022			•
P3-A2	Hold Annual Employer Liaison Meeting	1 meeting by 31/03/2023			•
P3-A3	Annual review of all forms, communication material, including annual benefit statements	31/08/2022			•
P3-A4	Development and publication of newsletter for publication and inclusion on Pension Fund web-site	31/12/2022		•	
P4-A1	Review of admission agreement	31/12/2022	•		
P4-A2	Review of employer guarantees	31/12/2022	•		
P5-A1	Complete full reconciliation of Guaranteed Minimum Pension between Fund & HMRC	30/09/2022	•		
P5-A2	Review of Common and Specific Data following annual review and return to The Pension Regulator.	31/12/2022			•
P5-A3	Review all guidance and communication on McCloud case implications	31/03/2023	•		
P5-A4	Review all guidance and communication on Goodwin case implications	31/03/2023	•		
P5-A5	Review all guidance and communication of Pensions Dashboard, engaging with Pension Admin system provider as necessary	31/12/2023			•
P5-A6	Review all guidance and communication on Stronger Nudge on Pensions	30/09/2022	•		
P5-A7	Present Overpayment Policy to Pensions Committee to improve governance arrangements	30/09/2022	•		
P5-A8	Review the Privacy Notice to ensure this is in line with current data requirements	31/12/2022			•
P6-A1	Promotion of self service to all active and deferred members	31/08/2022			•
P6-A2	Implementation of updated version of Self Service on a like for like basis	30/6/2023	•		
P6-A3	Consider additional enhancements being developed for Self Service	30/6/2023	•		

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P7-A1	Implementation of workflow	31/12/2022	•		
P7-A2	Implementation if i-Connect	31/12/2022	•		
P7-A3	Digitisation of historical records	31/12/2023	•		
P7-A4	Promotion of online payslips and P60's	31/03/2023			

What we want to achieve ... (Objective)

Ensure that Scottish Borders Pension Fund is managed effectively, transparently and in compliance with regulation

How?			By whom?	By when?			EIA	
Action No.	How we will achieve our objective ... (Action)	Key Tasks	PI ref.	Owner	22/23	23/24	24/25	
P 8	Continue to develop robust governance and risk management							
		Review and update Governance Policy and Compliance Statement	P8-A1	P & I Manager	•			•
		Develop and deliver 2021/22 Training Programme	P8-A2 & A4	P & I Manager	•			
		Implement monitoring per Responsible Investment Policy	P8-A5 & A6	P & I Manager	•			
		Review and update Pensions Administration Strategy	P8-A3	HRSS Manager	•	•	•	•
		Ensure the Pension Fund in prepared to meet any future reporting requirements from the Stewardship Code 2020	P8-A7 & A8	P & I Manager	•	•		
		Implementation of The Pension Regulator "Single Code"	P8-A9 & A10	HRSS Manager P&I Manager	•			
P 9	Review services provided by IT providers to ensure data is secure and adheres to cyber security requirements							
		Implement annual assurance requirement for IT providers	P9-A1, A2 & A3	HRSS Manager	•	•	•	•

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P	10	Review services provided externally to ensure that these represent best value to the Fund							
			Undertake procurement exercise for Custodian	P10-A1	P & I Manager		•		
			Undertake procurement exercise for Actuary	P10-A2	HRSS Manager P&I Manager			•	
			Under review of provision of Pension Administration system	P10-A3	HRSS Manager		•		

PI ref.	How we will know we have achieved our objective ... (Performance Indicator)	Target	Non Recurring	Qtr	Ann
P8-A1	Pension Fund Committee approval of Governance Policy and Compliance Statement 2020	30/06/2022			•
P8-A2	Pension Fund Committee approval of Training Policy 2020 and Training Programme 2021/22	30/06/2022			•
P8-A3	Pension Fund Committee approval of Pensions Administration Strategy	30/09/2022			•
P8-A4	Training Needs Self-Assessment Levels from 2020/21 to 2021/22	30/06/2022			•
P8-A5	Agree Action plan for implement of Responsible Investment monitoring	30/06/2022	•		
P8-A6	Provide revised responsible investment monitoring report format	31/12/2022			•
P8-A7	Undertake review of Stewardship Code 2020 and recommendations for adherence	31/12/2022	•		
P8-A8	Implement recommendation from Stewardship Code review	30/09/2022	•		
P8-A9	Undertake review of TPR Single code and highlight changes required to meet the new code	30/09/2022	•		
P8-A10	Implement changes required to meet code requirements	31/12/2022	•		
P9-A1	Request assurance of cyber security policy being in place from Aquila Heywood on an annual basis	30/09/2022			•
P9-A2	Request assurance of cyber security policy being in place from CGI on an annual basis	30/09/2022			•
P9-A3	Request assurance of cyber security policy being in place from Hymans Robertson on an annual basis	30/09/2022			•
P10-A1	Undertake procurement exercise for Custodian	30/09/2023	•		
P10-A2	Undertake procurement exercise for Actuary	31/12/2024	•		
P10-A3	Under review of provision of Pension Administration system	31/03/2023	•		

Additional Information

The public papers and minutes of the Pension Fund Committee are available on the Council's website for Council papers via the following link:

<http://scottishborders.moderngov.co.uk/>

The Pension Fund's key policy and strategy documents can be found on the Scottish Borders Council Pension Fund website via the following link:

www.scottishborderscouncilpensionfund.org

You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Kirsty Robb can also give information on other language translations as well as providing additional copies.

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