

Scottish Borders Council Pension Fund

Business Plan 2023/24 – 2025/26

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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
- LAPF – LGPS Fund of the Year (Assets under £2.5 billion) winners in 2021

Pension Fund Funding & Investments

- **£866m Net Investment 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 Committee
- Supported by external Custodian, Actuary and Investment Adviser
- Governance arrangements set out in Governance Policy and Compliance Statement

Pensions Administration

- **12,561 members** – 4,842 actively contributing to the Fund
- **4,532 pensioners** in receipt of LGPS pension from the scheme amounting to **£28.3m p.a. in pension benefit payments**
- 17 Employer Bodies – Scottish Borders Council with 89.4% 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 via 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 and Members Self Service portal Changes to the models of service delivery will require increased focus on the admitted bodies and their agreements Conclude the GMP reconciliation project Implementation of I-connect to increase automation of provision of employer information to the Fund Digitisation of scheme member records to support shift to hybrid working Preparation for McCloud, Goodwin and Pensions Dashboard |
| Pension Funding and Investments | <ul style="list-style-type: none"> 3 year performance to March 2023 with investment returns of 6.6% on a rolling 3 year annualised basis compared to a benchmark of 10.2% 1 year performance of -4.8% against benchmark of 2.3%, in 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 | <ul style="list-style-type: none"> Further develop the Funds policy and monitoring approach to Responsible Investment Progress data collection for future TCFD reporting requirements |
| Pension Fund Governance | <ul style="list-style-type: none"> Completion of 2022/23 Training program Regular reviews of Risk Register No actions arising from External Audit of the Annual Report & Accounts 2021/22 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 Comprehensive review of Risk Register |

- Signatories of Stewardship Code

- Complete actions outlined from Stewardship Code and independent review carried out

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 risk register review was undertaken in May 2022, with monitoring and reporting on a quarterly cycle to the Joint meetings of the Pension Fund Committee and Pension Fund Board. At its March 2023 joint meeting, the Committee and Board agreed to the proposal to refresh the Fund’s Risk Register. The table below summarises the risk register, as at 31 March 2023, 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 |

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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 Investment Assets were valued at **£866m**

| Investment Manager | Asset Description | 31-Mar-22 | |
|------------------------|------------------------------------|----------------|------------|
| | | £'000 | % |
| Baillie Gifford | UK Equities | 31,138 | 3.6 |
| Baillie Gifford | Global Equities | 106,205 | 12.3 |
| LGIM | Managed Fund - Passive Equities | 92,733 | 10.7 |
| UBS | Managed Fund - Property | 13,664 | 1.6 |
| BlackRock | Managed Fund – Long Lease Property | 101,188 | 11.7 |
| Morgan Stanley | Managed Funds - Global Equities | 95,028 | 11.0 |
| LGT | Managed Fund - Alternatives | 48,862 | 5.6 |
| M&G | Managed Fund - Diversified Income | 118,834 | 13.7 |
| M&G | Managed Fund – Index Linked | 47,075 | 5.4 |
| Permira | Managed Fund – Private Credit | 26,096 | 3.0 |
| Partners Group | Managed Fund – Private Credit | 48,306 | 5.6 |
| Macquarie | Infrastructure Debt | 49,873 | 5.8 |
| IFM Global | Infrastructure | 30,535 | 3.5 |
| Various (through LPFI) | Infrastructure | 49,628 | 5.7 |
| Cash | Internal | 6,846 | 0.8 |
| | | 866,011 | 100 |

During the financial year 2022/23 the benefits payable and contributions receivable from members and employers within the Fund were as follows:

| | 2022/23 | |
|--------------------------|------------------|--------------------------|
| | Benefits Payable | Contributions Receivable |
| | £'000 | £'000 |
| Scottish Borders Council | 25,317 | 20,203 |
| Scheduled Bodies | 658 | 1,019 |
| Admitted Bodies | 2,306 | 3,096 |
| Total | 28,281 | 24,318 |

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 21 March 2023) 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 31/3/2023 | 1 year rolling return | | 3 year rolling return | |
|--------------------------------------|-----------------------|----------------------|-----------------------|----------------------|
| | Fund % | Bench ¹ % | Fund % | Bench ¹ % |
| Total Fund | -4.8 | 2.3 | 6.6 | 10.2 |
| Global Equities | -3.1 | -1.0 | 10.8 | 16.3 |
| UK Equities | -1.6 | 3.0 | 9.0 | 14.1 |
| Bonds | -9.4 | -7.7 | 1.7 | -0.3 |
| Alternatives | 2.7 | 8.3 | 6.8 | 5.8 |
| Property | -13.0 | 12.2 | 0.8 | 10.1 |
| Cash | - | - | - | - |

Our Action Plan

Actions successfully completed during 2022/23

| 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 |
| Implementation of approved strategic asset allocation | P2-B1 | Agree plan for implementation of approved strategic asset allocation | Completed and approved by Committee 14 December 2021. No further action required during 22/23 |
| | 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 15 September 2022 |
| Continue to proactively manage and engage Pension Fund Employers | P3-A2 | Hold Annual Employer Liaison Meeting | Regular communication and employer meeting 21 March 2023 |
| 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 were reviewed prior to production and loading to MSS. Other forms continue to be reviewed with a view to digitising wherever possible |
| Stronger Nudge on Pensions | P5-A6 | Review all guidance and communication on Stronger Nudge on Pensions | All documentation relating to Transfers were reviewed to ensure they were compliant with the Stronger Nudge requirements |
| Overpayment Policy | P5-A7 | Present Overpayment Policy to Pensions Committee to improve governance arrangements | Policy approved 13 December 2022 |
| Review Privacy Notice | P5-A8 | Review the Privacy Notice to ensure this is in line with current data requirements | Reviewed to ensure this meets the current arrangements during 2022 |
| Promotion of Self Service facility | P6-A1 | Promotion of self service to all active and deferred members | Initially rolled out in August 2021, continuing to promote the benefits |

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| | | | |
|--|-------|--|--|
| | | | of the system to all active and deferred members through various communication channels |
| Promotion of online payslips and P60's | P7-A4 | Promotion of online payslips and P60's | Ongoing promotion and highlighted to any members who contact the Fund and included in new Pensioner communications |
| Review and update Governance Policy and Compliance Statement | P8-A1 | Pension Fund Committee approval of Governance Policy and Compliance Statement | Completed and approved 29 June 2022 |
| Review and update Pensions Administration Strategy | P8-A3 | Pension Fund Committee approval of Pensions Administration Strategy | Completed and approved 14 December 2021 |
| Develop and deliver 2020/21 Training Programme | P8-A2 | Pension Fund Committee approval of Training Policy 2020 and Training Programme 2022/23 | Completed and approved 29 June 2022 |
| | 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 September 2020 |
| | P8-A6 | Review current and developing best practice for responsible investment | Responsible Investment policy updated and approved 29 June 2022. Work continues 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 2022/23 with updates provided to Joint Meeting |
| | 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 | |

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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 | 23/24 | 24/25 | 25/26 | |
| 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 30/09/2023 | • | | |
| P1-C1 | Correct employer contribution rates in Pensions System for each employer | By 30/06/2024 | | | • |
| P1-C2 | Pension Fund Committee approval of Funding Strategy Statement | By 30/06/2023 | | | • |
| 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 | 23/24 | 24/25 | 25/26 | | |
| 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 | • | • | • | • | |
| | | Annual Newsletter | P3-A5 | 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 | • | • | | | |
| | | Review Overpayment Policy | P5-A6 | HRSS Manager | • | | | | |
| | | Review Privacy Notice | P5-A7 | HRSS Manager | • | | | | |
| P | 6 | Promotion of self service facility | | | | | | | |

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| | | | | | | | | | | |
|----------|----------|--|--|-------------------------|--------------|---|--|--|--|--|
| | | | Promotion and Improvement of self service facility | P6-A1 P6-A2 P6-A3 | HRSS Manager | • | | | | |
| 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 | 30/09/2023 | | | • |
| P3-A2 | Hold Annual Employer Liaison Meeting | 1 meeting by 31/03/2024 | | | • |
| P3-A3 | Annual review of all forms, communication material, including annual benefit statements | 31/08/2023 | | | • |
| P3-A4 | Development and publication of newsletter for publication and inclusion on Pension Fund web-site | 31/12/2023 | | • | |
| P4-A1 | Review of admission agreement | 31/12/2023 | • | | |
| P4-A2 | Review of employer guarantees | 31/12/2023 | • | | |
| P5-A1 | Complete full reconciliation of Guaranteed Minimum Pension between Fund & HMRC | 30/09/2023 | • | | |
| P5-A2 | Review of Common and Specific Data following annual review and return to The Pension Regulator. | 31/12/2023 | | | • |
| P5-A3 | Review all guidance and communication on McCloud case implications | 31/03/2024 | • | | |
| P5-A4 | Review all guidance and communication on Goodwin case implications | 31/03/2024 | • | | |
| P5-A5 | Review all guidance and communication of Pensions Dashboard, engaging with Pension Admin system provider as necessary | 31/12/2025 | | | • |
| P5-A6 | Review Overpayment Policy to ensure appropriate governance arrangements are in place | 30/09/2023 | | | • |
| P5-A7 | Review the Privacy Notice to ensure this is in line with current data requirements | 31/12/2023 | | | • |
| P6-A1 | Promotion of self service to all active and deferred members | 31/08/2023 | | | • |
| P6-A2 | Implementation of updated version of Self Service on a like for like basis | 31/12/2023 | • | | |

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|-------|---|------------|---|--|---|
| P6-A3 | Consider additional enhancements being developed for Self Service | 31/12/2023 | • | | |
| P7-A1 | Implementation of workflow | 31/12/2023 | • | | |
| P7-A2 | Implementation if i-Connect | 31/03/2024 | • | | |
| P7-A3 | Digitisation of historical records | 30/06/2024 | | | |
| P7-A4 | Promotion of online payslips and P60's | 31/03/2024 | | | • |

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 | 23/24 | 24/25 | 25/26 | |
| 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 2023/24 Training Programme | P8-A2 P8-A4 | P & I Manager | • | | | |
| | | Implement monitoring per Responsible Investment Policy | P8-A5 P8-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 P8-A8 | P & I Manager | • | • | | |
| | | Implementation of The Pension Regulator “Single Code” | P8-A9 P8-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 P9-A2 P9-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 | 30/06/2023 | | | • |
| P8-A2 | Pension Fund Committee approval of Training Policy and Training Programme 2023/24 | 30/06/2023 | | | • |
| P8-A3 | Pension Fund Committee approval of Pensions Administration Strategy | 30/09/2023 | | | • |
| P8-A4 | Training Needs Self-Assessment Levels from 2022/23 to 2023/24 | 30/06/2023 | | | • |
| P8-A5 | Agree Action plan for implement of Responsible Investment monitoring | 30/06/2023 | • | | |
| P8-A6 | Provide revised responsible investment monitoring report format | 31/12/2023 | | | • |
| P8-A7 | Undertake review of Stewardship Code 2020 and recommendations for adherence | 31/12/2023 | | | • |
| P8-A8 | Implement recommendation from Stewardship Code review | 30/09/2023 | • | | |
| P8-A9 | Undertake review of TPR Single code and highlight changes required to meet the new code | 30/09/2023 | • | | |
| P8-A10 | Implement changes required to meet code requirements | 31/12/2023 | • | | |
| P9-A1 | Request assurance of cyber security policy being in place from Aquila Heywood on an annual basis | 30/09/2023 | | | • |
| P9-A2 | Request assurance of cyber security policy being in place from CGI on an annual basis | 30/09/2023 | | | • |
| P9-A3 | Request assurance of cyber security policy being in place from Hymans Robertson on an annual basis | 30/09/2023 | | | • |
| P10-A1 | Undertake procurement exercise for Custodian | 30/09/2023 | • | | |
| P10-A2 | Undertake procurement exercise for Actuary | 31/12/2024 | • | | |
| P10-A3 | Undertake 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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