

# Cambridgeshire Pension Fund

## Pension Fund Board

Date: 28 January 2022

Report by: Head of Pensions

Subject: Pension Fund Annual Business Plan Update report 2021/22

Purpose of the Report: To present the Business Plan Update up to 31 December 2021

Recommendation: The Pension Fund Committee is asked to:  
Note the Business Plan Update to 31 December 2021

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### 1. Background

- 1.1 Good governance requires that updates to the pre-agreed Annual Business Plan and Medium-Term Strategy are provided to the Committee on a regular basis. This update highlights the progress made on the key activities for the period up to 31 December 2021.
- 1.2 A full list of the key fund activities for the 2021/22 financial year can be found in appendix 1 of this report.

### 2. Variances against the forecast of investments and administration expenses

- 2.1 The tables in appendix 2 provide an update of the Fund account, investment and administration income and expenditure against the cash flow projection outlined in the Annual Business Plan as agreed by the Pension Fund Committee in March 2021.

### 3. Key activities

#### 3.1 Re-tender for strategic investment advisory services

- 3.1.1 Background: This continued the work undertaken in 2020/21 to re-tender the investment advisory services contract that was previously awarded to Mercer LLC that expired on 30 September 2021 by performing a mini competition on the National LGPS Framework. The November 2020 Investment Sub-Committee approved the timetable and the proposed contract term for the Consultancy re-tender and approved the launch of a re-tender for the Investment Management Performance Reporting contract currently provided by Mercer, should this be necessary. This was a joint procurement with the Northamptonshire Pension Fund for a single supplier to benefit from the efficiencies of a shared service. Each Fund will have separate contractual arrangements.

### 3.1.2 Key milestones:

Key Milestones	Dates	On target for completion?
Notify successful supplier	April 2021	Completed
Complete Consultancy procurement / complete National Frameworks Order	June 2021	Completed
Complete Management Performance Reporting procurement	June 2021	Not applicable
Transition/handover (including historical performance data)	July 2021 to September 2021	Not applicable
New contract begins	1 October 2021	Completed
Strategy health check	31 March 2022	On target

- 3.1.3 Update: The successful supplier was the Fund's incumbent strategic adviser, Mercer, therefore a health check on the current strategy by a new provider is not applicable. Following a delay due to the logistics of obtaining wet signatures, the contract has now been signed with a commencement date of 8 December 2021.

## 3.2 Retender for global custody services

- 3.2.1 Background: This continues the work undertaken in 2020/21 with Funds in the ACCESS pool to launch a revised framework for Global Custody Services under the National LGPS Frameworks. The Pension Fund Committee approved in principle the collaborative procurement of a global custodian, alongside ACCESS partners, in sufficient time to transition the Fund's custody arrangements to the chosen provider (if a change from the current provider) before the expiry on 30 September 2021 of the Fund's extended contract with Northern Trust. Delivery of this activity is dependent upon collaboration with ACCESS partners in calling off the new framework.

### 3.2.2 Key milestones:

Key Milestones	Dates	On target for completion?
Work with ACCESS partners to call off a common custodian.	December 2020 to 30 September 2021 (revised date, formerly June 2021)	Completed.
Complete transition to the new custodian (if required).	July 2021 to September 2021	Not applicable.

- 3.2.3 Update: Northern Trust was awarded the contract and formally signed by all parties in November 2021 with an effective contract start date of 1 October 2021. Completed.

## 3.3 Review contracts for actuarial, benefits and governance consultancy services

- 3.3.1 Background: The existing separate contracts for actuarial, benefits and governance consultancy services are due to expire on 31 March 2023 with the option to extend for a further 12 months. Consideration will need to be given as to whether the separate contracts should be extended together or if it is appropriate to conduct procurements earlier to tie in with future activity required from these contracts. The procurement will be on a joint basis with the Northamptonshire Pension Fund using the National LGPS Framework.

Key milestones:

Key Milestones	Dates	On target for completion?
Decision whether to procure or extend each contract	June 2021	Completed.

- 3.3.2 Update: A decision was made to extend the actuarial services contract by a further 12 months to and to re-tender for a provider of benefits and governance consultancy services in time for the current contract end date of 1 April 2023. Completed.

### 3.4 Re-tender for pensions administration and pensioner payroll platform

- 3.4.1 Background: The Fund currently uses Aquila Heywood Ltd's Altair product as its pensions administration and payroll platform. The contract with Aquila Heywood Ltd was extended in September 2021 by a further three years to enable minimum disruption with the commencement of the Future Northants programme, the pandemic and the forthcoming work required of the age discrimination remedy (McCloud).

A competitive procurement process will need to be undertaken using the National LGPS Framework at least 18 months in advance of the end of the existing contract (September 2024) to ensure that there is sufficient time to complete a successful migration of data if a new supplier is procured.

3.4.2 Key milestones:

Key Milestones	Dates	On target for completion?
Obtain and complete National LGPS Framework documents	September 2022	On target
Commence procurement process	1 April 2023	On target
Award contract to successful supplier	1 October 2023	On target
Start date of contract	1 October 2024	On target

- 3.4.3 Update: No planned activity scheduled for this reporting period.

### 3.6 Review Business Continuity Plan

- 3.6.1 Background: The Business Continuity Plan (BCP) covering the Fund's governance and administration will need to be reviewed following the creation of the new unitary authority (and administering authority), West Northamptonshire Council on 1 April 2021 to ensure the arrangements previously in place remain so to support the delivery of the Pensions Service. In addition, it is now business as usual to ensure that the Fund's external suppliers such as those that provide and host the pensions administration and payroll platform, regularly supply detailed confirmation that they have satisfactorily carried out disaster recovery and penetration testing.

### 3.6.2 Key milestones:

Key Milestones	Dates	On target for completion?
Draft revised BCP utilising new Lead Authority (West Northamptonshire Council) BCP template	By October 2021	Rescheduled - by November 2021
Scrutiny of business continuity arrangements by the Local Pension Board	November 2021	Rescheduled to January 2022
Update the Pension Committee on business continuity arrangements.	December 2021	Rescheduled to March 2022

### 3.6.3 Update: The revised business continuity plan is to be presented to the Pension Fund Board at this meeting.

## 3.7 Develop the Fund's cyber-resilience strategy

### 3.7.1 Background: The Pensions Regulator and other industry bodies have expressed the concern that pension funds are not taking sufficient positive action to prevent themselves (including scheme members) from being victims of cyber-crime. In particular, the Regulator is concerned that LGPS Funds are relying too much on their respective administering authorities to put appropriate measures in place to protect Fund assets and data.

Work was undertaken in 2020/21 to assess the Fund's level of Cyber-Resilience through a survey conducted by a specialist cyber resilience team at Aon, the Fund's governance advisers. The survey results highlighted a number of activities to be undertaken to demonstrate improved resilience which will be undertaken during the course of 2021/22.

### 3.7.2 Key milestones:

Key Milestones	Dates	On target for completion?
Develop a cyber-resilience strategy and action plan.	April to June 2021	Completed
Undertake mapping of data and asset flows.	April to June 2021	Completed
Submit survey to higher risk suppliers to ascertain their approach to cyber-resilience. Aon's specialist cyber-resilience team to analyse survey responses and provide feedback.	April to June 2021	Survey to be issued November 2021 and responses analysed by February 2022. Awaiting analysis from Aon's specialist cyber team.
Pension Fund Board to provide scrutiny of cyber-resilience strategy and action plan.	July 2021	Completed
Pension Fund Committee to approve cyber-resilience strategy, incident response plan and action plan.	October 2021	Completed

3.7.3 Update: A detailed update on the continuing actions being undertaken to ensure the Fund's resilience to cyber-crime following completion of the above activities is within a separate agenda item to be presented at this meeting.

### 3.8 Obtain the Pension Administration Standards Association (PASA) accreditation

3.8.1 Background: Obtaining the PASA accreditation will demonstrate to the stakeholders of the Fund that quality operations are in place where the performance and capabilities of the administration and governance functions are in line with those of higher quality organisations providing pensions administration services. Once achieved the accreditation is granted for a three-year period subject to an annual certification process.

#### 3.8.2 Key milestones:

Key Milestones	Dates	On target for completion?
Commence preparation and collation of assessment material.	April 2022	On target
Provide information to PASA for assessment.	March 2023	On target
Hold site visit and receive assessment results	2023/24	On target

3.8.3 Update: No planned activity scheduled for this reporting period.

### 3.9 Complete the Guaranteed Minimum Pension Rectification

3.9.1 Background: Following the end of contracting-out on 6 April 2016 it has been necessary for all pension schemes to reconcile their scheme members' contracted out liability against that recorded by HMRC. The Fund outsourced the majority of the reconciliation and rectification exercise to ITM Limited. The reconciliation stage of this completed in 2019/20 however following the delay in HMRC issuing the final file of data, the rectification stage was not able to commence during 2020/21 but is now ready to commence in 2021/22 but with the same anticipated completion date as previously estimated.

#### 3.9.2 Key milestones

Key Milestones	Dates	On target for completion?
Produce project plan to rectify the member records that require amendments.	April 2021	Completed
Implement project plan.	June to December 2021	On target
Process amendments highlighted from GMP rectification analysis	January 2022 to March 2023	On target

3.9.3 Update: ITM have reviewed the data held on Altair against GMP data held by HMRC and 3,232 variances were identified for further investigation. Of the 3,232 cases, GMP information was updated for 2,835 cases by of a bulk process using a software tool and the remainder by manual intervention.

Out of the 3,232 cases, 1,308 cases were not yet in payment, leaving 1,924 cases to be looked at to assess whether an under/overpayment of a pension has occurred. This work commenced in January 2022 with any underpayments being paid to members and any overpayments being written off in accordance with the Fund's Overpayment of Pension Policy and the previously agreed approach for the contracted-out exercise.

### 3.10 Prepare for the application of the McCloud age discrimination remedy

3.10.1 Background: As a result of the ruling in the McCloud case it will be necessary for LGPS Funds to look at every affected to see if the impact of the remedy requires an amendment to the member's accrued benefits. MHCLG released a consultation in 2020/21 detailing proposed amendments to the LGPS regulations as a result of the remedy and a response to the consultation is still pending. It is understood that LGPS Funds will need to begin work on rectifying records in 2022/23 and in the meantime an exercise is required to collect data relevant to the accurate calculation of the remedy, namely, hour changes and breaks in membership, where this has not previously been provided by scheme employers.

#### 3.10.2 Key milestones:

Key Milestones	Dates	On target for completion?
Issue data collection template to identified employers.	June 2021	Completed.
Work with employers to collect the data required.	Rescheduled to October to December 2021 (previously June to October 2021)	Completed for most employers with extensions until the end of January for some employers.
Make necessary amendments to member records for previously missing data.	June 2021 to March 2022	On target
Send communications to members (upon release of amended LGPS Regulations).	Expected to be April 2022 (pending guidance from DLUHC).	On target
Application of the revised underpin (following release of amended LGPS Regulations).	Expected to commence in 2022/23 (DLUHC to provide guidance on this matter, including time period within which this work will be undertaken).	On target

3.10.3 Update: All scheme employers have been issued with data sheets to verify that the data held on their employee's pension records is correct. Any employers who did not meet the December deadline to return this information received a final notification on 7 January 2022 for completion by 22 January 2022. For any nil-returns the Pensions Service will assume that the data held is correct after this time.

Some exemptions have been applied to several large payroll providers to ensure the quality of data being received is acceptable.

The next step is to upload the received returns into the system by the end of January 2022. Subsequent uploads will be scheduled in accordance with the extended deadline for the large payroll providers.

### 3.11 Prepare for the 2022 Valuation of the Pension Fund

3.11.1 Background: Work with the Fund's actuarial advisors to develop requirements and plan for the triennial valuation of the Pension Fund. The valuation date is 31 March 2022 with results to be published by 31 March 2023 and new employer contribution rates effective from 1 April 2023.

3.11.2 Key milestones:

Key Milestones	Dates	On target for completion?
Develop valuation plan with Fund Actuary	April to June 2021	Completed
Undertake pre-valuation activities	July 2021 to March 2022	On target
Valuation of the Pension Fund	April 2022 to March 2023	On target
Triennial valuation results published	31 March 2023	On target
Implementation of revised employer contribution rates	April 2023 onwards	On target

3.11.3 Update: Over the reporting period, membership data for the large scheduled bodies, County, District and City Councils, Police and Fire Authorities plus the Combined authority has been provided to the Fund actuary and data cleansing activities have been carried out. The parameters for the modelling of contribution strategies for these employers has also been agreed and modelling is now underway with results expected at the end of January/beginning of February. The results of the separate covenant monitoring activities have also been reviewed and officers are preparing communications to these employers for further discussions ahead of the valuation. The nature of these conversations depends on the outcome of the covenant assessment and whether further information is needed to determine the approach to be taken at the valuation.

### 3.12 Processing of undecided leaver records

3.12.1 Background: The Fund has a number of unprocessed leaver records where a member has left a period of pensionable employment, is not entitled to immediate payment of pension benefits, but is entitled to either a refund of contributions, aggregation with another period of pensionable membership and/or a deferred pension award. The number of these cases has historically grown due to 1) scheme employers not notifying the Fund that members of the scheme have left their employment 2) scheme employers providing late monthly reporting and 3) the volume of employer data that has to be queried.

The Fund will treat a case as a backlog case if it is six months or more from the date of notification by the scheme employer. Cases within six months of notification will be identified as business as usual cases. Statutory disclosure requirements are completed immediately on notification of an exit by the scheme employer.

### 3.12.2 Key milestones:

Key Milestones	Date	On target for completion?
Baseline volumes and develop action plan	April to June 2021	Completed
Process cases in accordance with action plan	Throughout 2021/2022	On target
Process cases in accordance with action plan	2022/2023	On target

3.12.3 Update: The volume of incomplete cases has increased to 9,466 as at the end of December 2021 from the original baseline of 8,851. Additional resource is being recruited to the Projects Team to help meet the demands of this area as well as business as usual teams to prevent further build-up of cases. A revised plan incorporating this additional resource will be incorporated into the 2022-23 business plan.

### 3.13 Scope and conduct potential liability reduction exercise

3.13.1 Background: The Fund has an increasing number of records belonging to members that are due a refund of pension contributions (due to having insufficient membership within the LGPS to be awarded a pension entitlement and with the member not having claimed a refund) and also a large number of pensions in payment of a very low value that could be fully commuted into a one-off payment, extinguishing the Fund from any future liability.

It has become increasingly common for pension schemes to look at ways of reducing the number of such records, communicating with these members in order to assess their eligibility and desire to receive payment of the refund or fully commute their benefits.

### 3.13.2 Key milestones:

Key Milestones	Dates	On target for completion?
Conduct exercise (to review and offer refund options to members).	April 2021 to March 2022	Postponed with effect from October 2021 to focus resources on the processing of undecided leavers.
Scope exercise, formulate project plan and conduct exercise (small commutable pensions).	April 2022 to March 2023	Postponed with effect from October 2021 to focus resources on the processing of undecided leavers.

3.13.3 Update: No update due to reprioritisation of this activity.

### 3.14 Implement multiple investment strategies

3.14.1 Background: With an increasing number and variety of scheme employer participating in the Fund it is prudent to consider whether greater flexibility is required to meet the different funding requirements of these scheme employers, who may have different investment risk appetites and whose scheme membership may have vastly differing levels of maturity. This project will investigate the creation of a small number of "investment buckets" into which different categories of scheme employer could be allocated.



This activity builds on the investigatory and scoping work carried out in 2020/21.

#### 3.14.2 Key milestones:

Key Milestones	Dates	On target for completion?
Consider impact modelling by Fund Actuary.	April 2021 to May 2021	Completed
Pension Fund Committee to decide whether to proceed.	July 2021	Completed
Devise and implement action plan.	August 2021 to September 2022	Not applicable

3.14.3 Update: Decision not to proceed made in October 2021. Completed.

### 3.15 Conduct specific employer covenant monitoring

3.15.1 Background: Officers are working with the Fund Actuary and Price Waterhouse Cooper (PwC) to carry out covenant assessments of those employers consider to present the greatest financial risk to the Fund. This activity will involve engaging with the relevant employers to explain the process and collect information to allow PwC to carry out a covenant assessment and for the Actuary and PwC to advise on the results and appropriate actions to be taken.

#### 3.15.2 Key milestones:

Key Milestones	Dates	On target for completion?
Issue and collect covenant monitoring questionnaire to relevant employers	April 2021 to June 2021	Completed
Issue collated responses to PwC for analysis	July 2021 to August 2021	Completed
Discuss results and next steps with the Actuary and PwC	September 2021 to October 2021	On target
Incorporate results of covenant monitoring into 2022 valuation planning	November 2021 to March 2022	On target

3.15.3 Update: The results of the covenant monitoring exercise have been reviewed with PwC and the Fund Actuary to determine any particular concerns and the next steps. Employers have been categorised according to risk rating (High, Medium and Low) as well as employer type to determine the next steps required. Discussions on how to incorporate these results into the valuation have begun with the Actuary but some further dialogue is needed with employers to help inform the approach taken to each group.

### 3.16 Continue development of the asset pool

3.16.1 Background: The ACCESS asset pool development is a long-term project. 2021/22 will see the Fund's final liquid assets transfer into the pool as the remaining tranches of sub-funds are established in the asset pool. In parallel, ACCESS is developing a pool level solution for investing in illiquid assets. The Fund has additional sub-fund requirements not yet part of the ACCESS launch plan. Engagement with ACCESS partners is required to promote these requirements, including around Responsible Investment, in order to achieve timely inclusion.

Dates for completion are dependent upon the approval of the Joint Committee for creating the necessary sub-funds, FCA approval and resolution of other limiting factors. The dates reflect the targets for submission of business cases for the respective sub-funds to the asset pool.

### 3.16.2 Key milestones:

Key Milestones	Dates	On target for completion?
Liquid Assets – implement tranches as they arise.	2021/22 to 2022/23	On target
Illiquid Assets – Continue to support the illiquid assets pooling solution.	2021/22 to 2022/23	On target
Promote the Fund's requirements.	2021/22 to 2022/23	On target

### 3.16.3 Update: The Fund, along with 4 other authorities, transferred its existing investment in the M&G Alpha Opportunities Fund into a new ACCESS sub-fund on 1 December 2021.

Illiquid assets - The procurement for the implementation adviser is now complete with MJ Hudson chosen as the successful supplier. The contract has been finalised with MJ Hudson and was signed on 24 December 2021, effective from 31 December 2021. This will now enable MJ Hudson to review with each ACCESS authority their illiquid requirements.

Promoting the Fund's requirements- Following approval at the December Joint Committee of the guiding principles for requesting new sub-funds, officers have submitted a request, along with 2 other authorities, to create a new sub-fund for the Funds' Multi Asset Credit mandate with Bluebay. It is expected that the request will be ratified at the March 2022 meeting of the Joint Committee.

Emerging Markets- The Fund is deferring any commitment to invest in an EM sub-fund manager until the Investment Sub Committee have considered proposals to implement asset charges arising from the recently approved Responsible Investment Policy.

## 3.17 Review the Fund's Responsible Investment Policy

### 3.17.1 Background: This continues the work undertaken in 2020/21 to revise the Fund's Responsible Investment (RI) Policy for incorporation in the Investment Strategy Statement (ISS). The revised ISS was issued for consultation during Q1 2021/22 and survey feedback will be considered by the Pension Fund Committee along with any required changes to the ISS.

The Fund will also work with its advisers, partner ACCESS funds and Link to develop a governance and reporting framework to monitor compliance with the Fund's RI Policy.

### 3.17.2 Key milestones:

Key Milestones	Dates	On target for completion?
Commence 30 day consultation with Fund stakeholders on the revised Investment Strategy Statement	April to June 2021	Completed
Pension Fund Committee approval of revised ISS	December 2021 (formerly October 2021)	Completed

3.17.3 Update: The ISS was reviewed at the September ISC and minor textual changes requested. The final draft was approved at the December Pension Fund Committee and published on the Fund's web pages on 17 December 2021. The ISS will be discussed under a separate agenda item during this meeting.

### 3.18 Review the Property Strategy

3.18.1 Background: The Fund's Property investments comprise a multi manager mandate managed by CBRE and residential investments in the Private Rented Sector and Shared Ownership property funds managed by M&G, which mainly comprise UK based assets. A periodic review of these mandates will be undertaken, considering the underlying investment funds and their performance with a focus on the appropriateness of the allocations both geographically and by sector and the relevance of the performance benchmarks and targets. This review will include consideration of possible enhancements to the property strategy, especially considering the expected benefits falling out of the pooling agenda.

The output of the review will be used to inform the Fund's requirements from the ACCESS illiquid asset programme, the implementation of which will be dependent upon the path to migrate to the ACCESS solutions.

#### 3.18.2 Key milestones:

Key Milestones	Dates	On target for completion?
Commence the review	October 2021	Completed
Complete the review and submit report to the Investment Sub Committee	September 2022 (formerly February 2022)	On target – revised date due to re-prioritisation of Responsible Investment commitments.
If a change to Strategic Allocation, approval by Pension Fund Committee	October 2022 (formerly March 2022)	On target– revised date due to re-prioritisation of Responsible Investment commitments.

Key Milestones	Dates	On target for completion?
Communicate the Fund's requirements to the ACCESS pool	November 2022 (formerly April 2022)	On target – revised date due to re-prioritisation of Responsible Investment commitments.

3.18.3 Update: Officers have reviewed the scope for the property investment review with the Independent Adviser and Mercer, however following discussion with the Chair of the Pension Fund Committee, this work has been re-prioritised due to the increasing commitment regarding the Responsible Investment workstream.

### 3.19 Review of Performance Reporting and Benchmarks

3.19.1 Background: This review will focus on the efficient measurement of the Fund's wide-ranging investment mandates in order to appropriately gauge that those mandates are delivering expected levels of return and, indeed, meeting the strategic investment needs of the Fund. The existing performance reports are comprehensive and complex, however, there is concern that they contain inappropriate benchmark comparisons and complicate effective decision-making. Wider considerations such as delivery of responsible investment requirements further impact this subject.

The sources of information for performance reporting reflect the wide-ranging number of mandates the Fund has and the quality and timeliness of information available from those sources.

This review will evaluate the strengths and weaknesses of the current report and explore options to improve the quality and clarity of reporting.

The key participants will be Officers, the Fund's consultant and Independent Adviser utilising other third parties as required, with a report on the outcome presented to Investment Sub Committee members.

#### 3.19.2 Key milestones:

Key Milestones	Dates	On target for completion
Commence the review	April 2021	Completed
Report to the Investment Sub-Committee	November 2021	Completed
Implement revised reporting	March 2022	Completed

3.19.3 Update: A revised reporting template has been used for the September 2021 quarterly performance report and presented at the November ISC. Future publications will take into account feedback from ISC members. Completed.

#### 4. Additional key activities for 2021/22

##### 4.1 Review contract for specialist pensions legal services

4.1.1 Background: The existing contract for specialist pensions legal services is due to expire on 4 February 2023 with the option to extend for a further 12 months. Consideration will need to be given as to whether to extend this contract or extend for a further 12 months. The procurement will be on a joint basis with the Northamptonshire Pension Fund using the National LGPS Framework.

##### 4.2.2 Key milestones:

Key Milestones	Dates	On target for completion?
Decision whether to procure or extend each contract	February 2022	Decision at March 2022 Committee

4.2.3 Update: Officers have reviewed the services provided by the current supplier of specialist legal services and will be making a recommendation to the Pension Fund Committee at the March meeting that the contract be extended for a further 12 months.

##### 4.2 Review the Pension Regulator's revised Code of Practice

4.2.1 Background: In March 2021 the Pensions Regulator launched a consultation on its revised code of practice. The code of practice sets out how the Pensions Regulator expects LGPS Pension Committee Members, Board Members, Section 151 Officers and administrators to administer, govern and manage their pension schemes. The revised code consolidates (with updates and amendments) most of the existing 15 codes of practice providing a single up to date and consistent source of information. The revised code is expected to come into force in November 2021 from which point pension schemes have six months to demonstrate full compliance with the code.

##### 4.2.2 Key milestones:

Key Milestones	Dates	On target for completion?
Identify revisions to the code of practice that require changes to processes, policies and strategies and produce an action plan to achieve compliance with the new requirements within six months	November/December 2021	Rescheduled to Spring 2022 due to the code of practice release date being delayed.
Present action plan to the Pension Fund Board	January 2022	2022/23
Present progress against the action plan to the Pension Fund Board and Pension Committee	June 2022/July 2022	2022/23

4.2.3 Update: No planned activity scheduled for this reporting period.

## 5. Relevant Fund objectives

- 5.1 To continually monitor and measure clearly-articulated objectives through business planning.

## 6. Risk Management

- 6.1 The Pension Fund Committee approves the Annual Business Plan and Medium-Term Strategy every March for the upcoming year. The plan highlights the key activities of the Fund and the progress of these activities are reported through the Business Plan Update reports provided to the Pension Fund Committee and Pension Fund Board at every meeting.
- 6.2 The risks associated with failing to monitor progress against the Business Plan have been captured in the Fund's risk register as detailed below:

Risk	Residual risk rating
Those charged with the governance are unable to fulfil their responsibilities effectively	Green
Failure to administer the scheme in line with regulations and guidance	Green
Pension Fund objectives not defined and agreed	Green

- 6.3 Please see full version of the [Cambridgeshire Risk Register](#)

## 7. Communication Implications

The Business Plan Update will be presented to the Pension Fund Committee and Pension Fund Board at each meeting.

## 8. Finance & Resources Implications

- 8.1 Any updated financial implications are set out in the relevant activities.

## 9. Legal Implications

- 9.1 Not applicable

## 10. Consultation with Key Advisers

- 10.1 Consultation with the Fund's advisers was not required for this report.

## 11. Alternative Options Considered

- 11.1 Not applicable

## 12. Background Papers

- 12.1 [Annual Business Plan and Medium Term Strategy 2021/22](#)

## 13. Appendices

- 13.1 Appendix 1 – Full list of Key Fund Activities for the 2021/22 financial year.
- 13.2 Appendix 2 – Variances against the forecast of investments and administration expenses based on original setting of assumptions.

### Checklist of Key Approvals

Has this report been cleared by Head of Pensions?      Mark Whitby

## Appendix 1 – Full list of Key Fund Activities for the 2021/22 financial year.

Activity	Area	Period	On target for this reporting period?
Retender for strategic investment advisory services	Procurement of services	April 2021 to 31 March 2022	Completed
Re-tender for global custody services	Procurement of services	December 2020 to September 2021	Completed
Review contracts for actuarial, benefits and governance consultancy services	Procurement of services	June 2021	Completed
Re-tender for pensions administration and pensioner payroll platform	Procurement of services	September 2022 to October 2024	Yes
Added July 2021 - Review contract for specialist pensions legal services	Procurement of services	February 2022	Yes
Review Business Continuity Plan	Core services and governance activities	October 2021 to December 2021	Yes
Develop the Fund's cyber-resilience strategy	Core services and governance activities	April 2021 to October 2021	Yes
Obtain the Pensions Administration Standards Association (PASA) accreditation	Core services and governance activities	April 2022 to 2023/24	Yes
Added July 2021 – Review the Pension Regulator's revised code of practice	Core services and governance activities	November 2021 – July 2022	Yes
Complete the Guaranteed Minimum Pension Rectification	Scheme member data projects	April 2021 to December 2021	Yes
Prepare for the application of the McCloud age discrimination remedy	Scheme member data projects	June 2021 to 2022/23	Yes
Prepare for the 2022 Valuation of the Pension Fund	Scheme member data projects	April 2021 to April 2023 onwards	Yes
Processing of undecided leaver records	Scheme member data projects	April 2021 to 2022/23	Yes
Scope and conduct potential liability reduction exercises	Scheme member data projects	April 2021 to March 2023	Postponed to 2022/23
Implement multiple investment strategies	Scheme employer projects	April 2021 to September 2022	Completed



**Appendix 1 – Full list of Key Fund Activities for the 2021/22 financial year.**

Conduct specific employer covenant monitoring	Scheme employer projects	April 2021 to March 2022	Yes
Continue development of the asset pool	Investment related activities	2021/2022 to 2022/23	Yes
Review the Fund's Responsible Investment Policy	Investment related activities	April 2021 to October 2021	Completed
Review the Property Strategy	Investment related activities	October 2021 to April 2022	Postponed to 2022/23
Review of Performance Reporting and Benchmarks	Investment related activities	April 2021 to March 2022	Completed

Appendix 2 – Variances against the forecast of investments and administration expenses based on original setting of assumptions (negative variances represent decreases on income and increases on expenditure - positive variances represent increases on income and decreases on expenditure)

Fund Account	2021/22 Estimate	2021/22 Forecast	Variance	Comments
	£000	£000	£000	
Contributions	119,000	125,000	6,000	Contributions in line with current membership numbers
Transfers in from other pension funds	23,000	11,000	(12,000)	Large transfer in from Lincolnshire (£15.5m) originally projected in 21/22 but paid in 20/21
<b>Total income</b>	<b>142,000</b>	<b>136,000</b>	<b>(6,000)</b>	
Benefits payable	(113,000)	(120,000)	(7,000)	Benefits inline with current membership numbers
Payments to and on account of leavers	(7,000)	(9,000)	(2,000)	Demand led
<b>Total Payments</b>	<b>(120,000)</b>	<b>(129,000)</b>	<b>(9,000)</b>	
Net additions/(withdrawals) from dealings with members	<b>22,000</b>	<b>7,000</b>	<b>(15,000)</b>	
Management Expenses	(4,173)	(4,186)	(13)	See below
<b>Total income less expenditure</b>	<b>17,827</b>	<b>2,814</b>	<b>(15,013)</b>	
Investment income	34,000	34,000	-	Actual Q2 return followed by actuarial long term growth assumption
Taxes on income	-	-	-	
(profit) and losses on disposal of investments and changes in the market value of investments	150,000	242,928	92,928	
<b>Net return on investments</b>	<b>184,000</b>	<b>276,928</b>	<b>92,928</b>	
<b>Net (increase)/decrease in the net assets available for benefits during the year</b>	<b>201,827</b>	<b>279,742</b>	<b>77,915</b>	

Appendix 2 – Variances against the forecast of investments and administration expenses based on original setting of assumptions (negative variances represent decreases on income and increases on expenditure - positive variances represent increases on income and decreases on expenditure)

<b>Management Expenses</b>	<b>2021-22 Estimate</b>	<b>2021-22 Forecast</b>	<b>Variance</b>	<b>Comments</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	
Total Administration Expenses	(2,539)	(2,565)	(26)	See below
Total Governance Expenses	(720)	(711)	9	
Total Investment Invoiced Expenses	(914)	(910)	4	
<b>Total Management Expenses</b>	<b>(4,173)</b>	<b>(4,186)</b>	<b>(13)</b>	

<b>Administration Expenses Analysis</b>	<b>2021-22 Estimate</b>	<b>2021-22 Forecast</b>	<b>Variance</b>	<b>Comments</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	
Staff Related	(1,597)	(1,567)	30	Vacancy factor higher than forecast
Altair administration and payroll system	(365)	(390)	(25)	Altair Insights addendum
Data projects	(49)	(84)	(35)	McCloud Change Request
Communications	(24)	(21)	3	
Other Non-Pay and Income	(15)	(14)	1	
County Council Overhead Recovery	(489)	(489)	-	
<b>Total Administration Expenses</b>	<b>(2,539)</b>	<b>(2,565)</b>	<b>(26)</b>	