

PENSIONS COMMITTEE
15 June 2017

Subject Heading:

The Future of the Pensions Administration Service

SLT Lead:

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Report Author and contact details:

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Policy context:

Provision of the Pensions Administration Service

Financial summary:

The preferred option is expected to deliver savings in the region of £76,900 to the Pension Fund over a 5 year period and achieves a more resilient pensions administration service for the long term, avoiding over-reliance upon expensive temporary staff. This may create a pressure on the General Fund to the extent that savings are realised from the reduction of support service recharges that are chargeable from the General Fund to the Pension Fund. Any General Fund pressure will be mitigated through the negotiation of accommodation fees with LPP in respect of their team occupying Havering office space.

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

SUMMARY

1. This report sets out proposals and options for the future provision of the Pensions Administration Service for the London Borough of Havering.

RECOMMENDATIONS

2. Refer this report and the following recommendations to Full Council to give effect to the proposal to delegate the Pensions Administration Service detailed in appendix 1 to Lancashire County Council.
 - 2.1 Council is asked to agree Option 4, (subject to agreement by Lancashire County Council) that Havering Council enter into an arrangement under section 101 of the Local Government Act 1972 for the discharge by Lancashire County Council of the functions of Havering Council in respect of pensions administration from 1st October 2017 for a rolling annual period.
 - 2.2 Council is asked to delegate to the Managing Director of oneSource authority, after consultation with the Cabinet Member for Financial Management, to agree the final terms of the arrangements with Lancashire County Council and incorporate those into an agreement subject to those terms being in the best interests of Havering Council.
 - 2.3 Delegate to the Managing Director of oneSource, after consultation with the Cabinet Member for Financial Management, power to consider any consultation required and consider the Equality Impact Assessment and make any changes she considers necessary in order to give effect to the arrangements proposed in these recommendations.

- 2.4 Council is asked to agree the recruitment of a Projects and Contract Manager. And to note that over a 5 year period, the total cost of the service to the Pension Fund is estimated to decrease by £76,900 and will deliver a robust and resilient and future proofed service. This will include the recruitment of a Projects and Contract Manager for Havering at annual cost of up to £57,791 to be funded by the Pension Fund budget.
- 2.5 Note that project implementation costs of the new arrangements will be £78,240 to be financed from the Pension Fund budget.

REPORT DETAIL

3. Background

- 3.1 The provision of the Local Government Pension Scheme (LGPS) is a statutory function of all local authorities in England and Wales. In recent years there have been a series of legislative changes to the LGPS rules, making the service significantly more complex to administer and it is now considered to be highly specialised function.
- 3.2 Havering's pension fund currently has around 18,990 members. This comprises up to 6,323 actives, 6,545 deferred, 6,122 pensioners and has 38 employers in the scheme. The system is provided by Heywoods, which is one of the systems used nationally for pension administration. The oneSource payroll service process the pensioner's payroll.
- 3.3 The London Borough of Havering has had a very traditional approach to providing the LGPS pensions administration via an in house team. However in recent years it has become extremely difficult to recruit and retain skilled, knowledgeable and experienced staff.
- 3.4 Due to retirements and staff leaving over the past two years, the team has reduced in permanent staff to three fte (full time equivalent) with a huge reliance on temporary staff. This has subsequently resulted in a review of options for service provision as the current arrangements are not sustainable or resilient and do not represent value for money. The service also needs to be improved by having skilled, experience staff to focus on providing an accurate, efficient service that can adapt to change and business priorities. The resilience of the team needs to be strengthened to provide functions such as technical development, information and case management, performance data, employer engagement and communications etc The capacity and capability to undertake improvement projects and reviews such as the provision of the AVC scheme, Members Self Service etc also needs to be developed.

4. Havering's current service delivery

- 4.1 The Pension Administration Service which relates to the administration of the scheme not the investment side is 90% funded by the Pension Fund to the value of £0.423m. The total 2016/17 budgeted cost of the Pension Administration Service was £0.471m; the split between controllable and non-controllable costs (internal recharges) was £0.406m and £0.065m respectively. Due to the resignations and retirement of a number of key staff the team currently comprises three permanent fte, (one Team Lead and three Specialist Senior Pensions officers). It has been extremely difficult to recruit skilled staff therefore there is a reliance on temporary resources including an Interim Pensions Manager (via a secondment arrangement with Local Pensions Partnership (LPP)).
- 4.2 The team ensure the core pension administration processes are performed for LBH. These are shown in Appendix 1.

5. Havering's Requirements

- 5.1 Along with the core administration process, the key business requirements for Pensions Administration are:-
- provision and maintenance of accurate and complete data sets and information
 - provision of a robust and resilient service to its members
 - guidance and support to implement new government legislation and new processes
 - development of robust customer relationships with employers and members
 - review the processes and procedures in the service to avoid duplication to eliminate waste
 - provision of effective, accurate management information and business intelligence to shape the service to provide value for money
 - reduction of manual input to reduce errors and maximise efficiency
 - provision of robust technical expertise that can be utilised to improve the service
 - engagement with scheme members and employers to enable legislative changes to be considered and adhered to
 - provision of self-service to enable members to access information
 - exploiting IT and the digital agenda to provide easy use and access to information for the team and members and ensure data consistency and accuracy

6. Pensioner's Payroll Processing

- 6.1 The pensioner's payroll is processed by the Havering Payroll Service and currently has 5,870 members being paid on a monthly basis. A recharge to the pension fund covers the cost of providing this service. The annual recharge for 2017/18 is £40,000.

7. Options Appraisal

- 7.1 Market research shows that currently 90% of Councils use an in-house or collaborative intra-authority approach to service provision with 10% using the private sector providers.
- 7.2 Market Intelligence was gathered to understand the options currently available in the market. Having considered the information and to deliver a sustainable Pensions Administration Service along with developing the capacity and capability to manage business as usual, improve services, there are five key options available:
- 7.3 **Option 1 – Restructure and Recruit to the existing Pensions Administration Team and continue to employ temporary staff via Agency contracts** (status quo)
- 7.3.1 Recruitment of permanent staff has proved extremely difficult and the temporary market has not provided the relevant skilled staff, at an affordable, competitive cost. Selecting this option does not allow resilience to be built for the service. At present there are three temporary workers employed via the Adecco agency and specialist recruitment agencies, and two secondment arrangements from LPP, with the costs for employing these staff above the average salaries. Other disadvantages include limited resources to implement changes, limited technical and IT and development knowledge and no ability to deal with peak volumes of work restructures etc. This leaves the Service extremely vulnerable, open to risk of failure and is also not cost effective or efficient.
- 7.4 **Option 2 - Work in partnership with another local authority with LBH retaining the Service**
- 7.4.1 Currently there is no appetite from other London Boroughs to establish a shared partnership approach, and many have moved to the arrangement as set out in option 3 and 4. This option has previously been explored with The London Borough of Redbridge and was abandoned due to the lack of benefits of system integration, service resilience or value for money.
- 7.5 **Option 3 – Norfolk County Council Framework Agreement**
- 7.5.1 Norfolk County Council has developed a framework which has four providers of pensions administration services available. The four providers are:-
1. Surrey County Council (ORBIS)
 2. Capita Employee Benefits Ltd
 3. West Yorkshire Pension Fund
 4. Paymaster (1836) Ltd (Equiniti)
- 7.5.2 Provider costs (commercially sensitive and confidential) have been analysed along with the provider in Option 4 (LLP). Details can be seen in Appendix 2.
- 7.5.3 Apart from costs there are advantages and disadvantages of service provision from each provider. All providers work across multiple local authorities, but not all have

Authorities in London as customers. Appendix 2 includes details of services available.

7.6 Option 4 – Engage through a delegated arrangement (Local Government Act 1972)

7.6.1 Following market research, the main providers of this service, with a good track record and extensive experience, are the London Borough of Wandsworth and Local Pensions Partnership (LPP). They are both set up as not-for-profit pension services organisations. This option is similar to outsourcing but negates the requirement of tendering.

7.6.2 The providers were approached to provide costs for providing the service to LBH. The London Borough of Wandsworth declined as they are currently not increasing their customer base.

7.6.3 Lancashire County Council (Lancashire County Pension Fund) and the London Pensions Fund Authority (LPFA) brought together the executive functions of their pension funds within a joint-venture structure referred to in this report as LPP. They currently provide pensions administration for London Borough of Newham and London Borough of Bexley as well as other Councils. The London Borough of Newham pension administration management responsibility falls within the remit of oneSource.

7.6.4 LPP provide pensions administration in the public sector. They have circa 150 staff dedicated to working in pension administration, of whom around 120 are focused on the LGPS, with others working on the various "blue light" pensions schemes. They have the capacity and capability to direct resources to address particular priorities and change. Appendix 2 shows the costs and services compared with the providers in Option 3.

7.7 Option 5 – Outsource via a full Procurement and tender process

7.7.1 The advantages and disadvantages are similar to option 4 but would involve a lengthy process and may incur considerable procurement and legal costs. The supplier company will also be looking to make a profit. Current providers include Capita, Liberata, Xafinity and Kier. Upon investigation private providers are losing many of its clients to the providers such as LPP, Wandsworth and Orbis as costs made are invested in improvement and development of the service or given back to the clients.

8. Preferred Options

8.1. Having reviewed and considered the available options and in discussion with the S151 Officer, the preferred route for the future of the Pension Administration Service is Option 4 – Local Pensions Partnership (LPP). It is anticipated that this will take effect on 1st October 2017 or shortly thereafter once the legal agreement has been agreed.

- 8.2 This option provides greater resilience to the Havering Pensions Administration Service. It also provides additional functions as LLP have access to wider skills and knowledge specifically for IT and system development, case management and managing the employer function through effective engagement and communication. They will also work closely with Havering to ensure that any future business demands and pressures are anticipated and actioned. The advantages of this option are:

- Avoidance of cost increase and escalation due to lack of availability of specialist skills in the market.
- Increased resilience of service provision due to access to skills, knowledge, experience and people.
- Potential long term efficiencies due to economies of scale.
- Expertise and dedicated teams for the management of LGPS
- Availability of technical expertise to improve the service and customer engagement.
- Provision of effective communications – pooling of resources, dedicated role for standardised quality documentation.
- Ability to offer specialist training to staff and clients.
- Shared project costs.
- Risk Management to manage all aspects on new and ceasing employers (e.g. multi-academy, trusts, academies, bulk transfers and small businesses).
- Providing accurate, up to date information via multiple channels including self-service.
- Improved ability to manage peaks and troughs of workflows and direct resources where appropriate.
- Potential to offer an improved service to members due to capacity and capability to respond to change.
- Potential to exploit and develop to better meet the Councils and members needs.
- Access to technical expertise including business continuity, risk analysis and disaster recovery planning in place.
- Proven track record working for other London Boroughs and Councils e.g. London Borough of Bexley, London Borough of Newham.

8.3 The risks and issues of this option are:

- Risks to system and data Migration are minimised as LPP use same systems as LBH.
- Robust contract management required to ensure the service is enhanced and the recruitment of a Contract Manager who is skilled in Pensions Administration legislation and contract management will be crucial to the success of the arrangement. It is planned to advertise this role in line with TUPE arrangements to minimise the impact on staff and mitigate any risks to service continuity.
- Develop and build on existing arrangements with the London Borough of Newham to provide resilience.
- TUPE of existing staff which will be mitigated as it is not planned to relocate staff – LPP are seeking a base in Romford and the London Borough of Havering have offered space (creating an opportunity to generate income).

8.4 To implement this option, the London Borough of Havering would be required to set up a delegation arrangement via Lancashire to enable them to deliver the service under the Local Government Act 1972.

- 8.5 Any surplus income generated by LPP will, after provision for necessary investment, be returned to customers through a rebate mechanism. This ensures that no greater sum than is necessary is taken from pension funds to pay for the administration.
- 8.6 As the LPP already provide a proven efficient and effective pensions administration service for the London Borough of Newham, it will also assist management within oneSource to have a single provision of the pensions administration service and maximise the resources available. Projects and on-going improvements can also be funded and shared across the two Councils. Therefore LPP is recommended as the service provider for LBH.
- 8.7 This option will also provide the access to wider services with the capacity and capability to undertake project work such as, review of Additional Voluntary Contribution (AVC) scheme, adherence to Guaranteed Minimum Pension (GMP). This will be at an additional cost to the arrangements and will be determined and delegated to the S151 Officer via business cases.
- 8.8 Whilst it is a statutory requirement to tender a contract and Procurement have advised that the market could be tested in this way, however Procurement and Legal Services have agreed that the Pensions Administration Service can be delegated to Lancashire County Council under S101 of the Local Government Act 1972.
- 8.9 In addition Havering will need to recruit a Projects and Contracts Officer to ensure LPP are delivering the expected service and be able to liaise with employers and members and support the Pensions Board. A job profile has been established using the Councils Job Evaluation Scheme (see Appendix 3).
- 8.10 Within option 4 there is also the option for LPP to process the pensioner's payroll via the Heywoods Payroll module which fully integrates and therefore reduces duplication of input to process pensioner payments. This option will be considered once the Pensions Service is fully operational with LPP. Pensioners will also have access to Member Self Service (MSS) to view their payslips each month. At present oneSource payroll only produces a payslip every April, May and October, or if the net pay varies more than £5 from the previous month.

9. Financial Information – Exempt Information

IMPLICATIONS AND RISKS

- 10.1 This report proposes to transfer the Local Government Pension Scheme administration service from the Council to the LPP. It should be noted that this does not include the pension payroll service which will continue to be operated through the oneSource partnership.

- 10.2 The current cost of the pension administration service is £0.470m of which 90% (£0.423m) is funded through the Havering Pension Fund and the 10% from the General Fund in relation to activities of the employer authority. The 10% will be retained by the Council via oneSource and will not transfer under the new arrangement and will therefore continue to be met by the General Fund.
- 10.4 The cost of implementation for the transfer from the Council, via oneSource, to the LLPP is £0.078m which covers the cost of the data migration and associated project management along with system licences. TUPE will apply for the current staff and therefore any cost of redundancy or pension strain costs arising from this change in service delivery model will be funded from the transformation budget held corporately.
- 10.5 The proposed new delivery model is estimated to cost £2.238m over five years to 2021/22, an additional cost of £0.213m compared with the directly controllable budget for existing arrangements. However, potential savings in internal recharges of £0.290m are anticipated, resulting in an overall saving to the Pension Fund over the 5 years of £0.077m. The annual increase cost/savings are set out in the table at 9.5. As set out in paragraph 9.7, it is possible that the reduction in the recharge of support services to the Pension Fund will result in a cost pressure to the General Fund. However, officers will seek to minimise this impact through the negotiation of accommodation charges to LPP. The new arrangement will provide greater business continuity and service resilience to manage the risks of the current service model contained within the main body of the report.

11. Legal implications and risks:

- 11.1 LBH has power to make arrangements for the discharge of its Council functions under s101 of the Local Government Act 1972 by another authority.
- 11.2 The arrangement for discharge will need to be accepted by the authority carrying out those arrangements which decision will be on the basis of a report mirroring that from LBH.
- 11.3 As any such arrangements can in law be revoked without notice by either party the arrangements proposed will have to be the subject of an agreement between the two authorities, this agreement will detail such matters as notice period who clients the arrangements from LBH and payments for services.
- 11.4 Section 101(4) allows the delegating authority to continue to exercise the functions if it so wishes.
- 11.5 Such arrangements will be outside the scope of the Public Contracts regulations 2015 which would normally require the tendering of such a service, but as a best value authority LBH will still have to demonstrate that this represents value for money.

11.6 Any staff currently undertaking the work to be transferred may be subject to TUPE as detailed below in para 12.

11.7 An Equality Impact Assessment (EIA) will need to be completed and considered prior to implementing the decision.

12 Human Resources implications and risks:

12.1 Option 4 will require the 4 existing staff (equivalent to 3 fte) to be transferred to LPP. It is highly likely that the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) will apply to this transfer. Full consultation will be carried out with staff with support from HR OD. LPP have confirmed that they will have a base in Romford so there will be no requirement to re-locate staff. Staff in scope of the transfer will also be invited to apply for the new position of Projects and Contracts Officer.

13. Procurement implications:

13.1 As a best value exercise has been carried out against the Norfolk County Council Framework Agreement and as the 1972 Local Government Act allows Havering to enter this arrangement, the framework shows there is a market for this service but the vfm exercise makes it reasonably risk free to enter the LGPS pension scheme.

14 Equalities implications and risks:

14.1 An EIA will be undertaken and shared with the affected employees as part of the TUPE consultation and information process.

Appendix 1

Core Pensions Administration Processes

- Ensuring compliance with scheme and other relevant regulatory requirements; including implementation of any developments arising from legislative change or improvements in functionality and member and employer engagement.
- Liaising with external bodies, including the Government Actuary's Department, and the Pensions Regulator, and keeping Havering informed of the general implications of legislative, social, political and economic change.
- Providing information in compliance with overriding statutory requirements, in particular the Occupational Pension Schemes (Disclosure of Information) Regulations.
- Providing data on membership of the schemes under administration in an agreed format, including in respect of:
 - FRS17 / IAS 19 on an annual basis;
 - Central Government requirements;
 - External and Internal Audit requirements, and,
 - National Fraud Initiative requirements.
 - Triennial valuation data submissions
- Receiving contribution data, maintaining member records and recording data in relation to each active member on a monthly 'real-time' basis, to ensure that accurate data is continually available.
- Producing Annual Benefit Statements for active and deferred members.
- Handling routine member enquiries.
- Developing and maintaining a website containing comprehensive pension related policy and process, including new starter information and documentation, scheme guidance and a comprehensive employer guide.
- Developing and maintaining a self-service portal for all members.
- Providing a full range of active and deferred member services, including record maintenance, transfer processes, implementation of Pension Sharing Orders, and generating various types of estimate, including redundancy/efficiency, retirement estimates, member estimates, bulk HR requests and Annual Benefit Statements and general correspondence processes.
- Working forward developing members self-service to direct members to on-line information.

- Calculating benefits (up to the point of payment), including in respect of all retirement benefits and 'death in service' lump sums (and deferred benefits) in accordance with the relevant rules, members' options and statutory limits, in response to an agreed notification.
- Calculating widow and widower benefits following the death of a pensioner.
- Resolve any audit queries which arise.
- Calculating payment of refunds of pension contributions, including deducting statutory amounts in accordance with HM Revenue and Customs (HMRC) and the Department of Work and Pensions' regulations.
- Calculation and information in respect of HMRC's Lifetime and Annual allowance limits, including implementation of the 'Scheme Pays' option.

Employer risk management function will include:

- Ensure that the Fund's Admissions Policy is kept fully up to date in line with LGPS Regulations and other key legislation.
- Present to the Pensions Committee any deviations from the Admissions Policy.
- On boarding of new employers

The employer admission process includes:

- Collate data and advise employers on key requirements under Havering's admission policy, including eligibility to join the LGPS.
- Arrange for the actuary to calculate the employer contribution rate payable by the new admission body.
- Send the actuarial report to the employer and liaise with the admitted body and Legal to ensure that the admission and bond agreements are in line with Pensions Committee.
- Arrange for the relevant Havering officer to approve admission to the fund.
- Arrange to visit new organisations, including schools and academies, to advise them of requirements and responsibilities.
- Monitor monthly submissions together with payment receipts received in the pension fund account (if required).

The employer cessation process includes:

- Monitor employer numbers on a quarterly basis to ensure that employers have not closed to future accrual or ceased without informing Havering.

- On notification by the admitted body that they are ceasing participation in the fund, compile data and cash flows and request the actuary to compile a cessation report.
- Issue the cessation report to the employer and recover any cessation shortfall. Advise the relevant Havering officer of any ongoing issues.

EXEMPT INFORMATION - Appendix 2

Appendix 3



Working on behalf of



Working on behalf of



Pension Projects and Contract Manager

Grade: PO5 – Newham Grade

Grade 8 – Havering Grade

Location – Havering & Newham. The post holder must be flexible and work across sites in both Councils.

Accountable to:	Head of Transactional People Services
Accountable for:	• Manage the contract to provide an efficient and effective value for money Pensions Administration Service. • Effective management of projects such as Triennial Review, AVC scheme, GMP, policy review etc. • Identify improvements and changes to the Council's and Pensions Service and work with the contractor to implement change effectively. • The management of scheme employers meet statutory/regulatory requirements in partnership with the pension administration contractor including communication and engagement on current schemes and future changes. • The postholder may also represent Council's Exchequer & Transactional Services (E&TS) on external bodies including professional groups. • Ensuring the contractor has all admission agreements and bonds or other security as applicable in place prior to commencement of transfers of service provision. • Collection of accurate contributions on time, scheme employer deficits not falling back on the Fund/Council tax payers, the management of quality support given to senior management, delivery of key performance indicators and the management and mitigation of key business risks. • The correct calculation of all contractual and pensionable pay figures supplied by the Employers. • Provide advice and guidance to the Pension Boards.

Specific Responsibilities	Contract Management • Provide timely advice and information to strict deadlines to letting authorities/council services and to contractors considering whether to apply for admission to the Councils LGPS fund or set up or use a broadly comparable scheme in accordance with approved policy and legal requirements. • Ensure the Contractor has all admission body agreements and bonds or other security in place in accordance with the latest regulations and approved policy. Ensure control procedures are in place to implement them in relation to the operation of the LGPS, so that Council taxpayers are not called upon to underpin a contractor's pension liabilities in the event there is commercial failure during the life of the admission agreement or prior to collection of any exit payment. • Monitor and co-ordinate to conclusion any bulk transfers resulting from the admission or departure of an admission body to or from the Fund. • Facilitate the involvement of the Fund actuary at the start of the procurement process and the agreement of the letting authority or Council service to bear the cost of the actuarial fees incurred. • Establish administering authority criteria to establish whether letting authorities/Council services have adequate risk assessment procedures for determining the adequacy of bonds or indemnity arrangements with the Contractor. • Monitor letting authorities/council departments to ensure they are keeping under assessment the level of risks, even where these are negligible at the start of the contract, and the need for subsequent bonds and indemnity cover for admission bodies during the lifetime of the contracts with the Contractor. • Raise awareness that admission bodies must, as part of the admission agreement that they have entered into, notify the Council as the relevant administering authority of any changes in employment terms that could affect the Fund and of other matters detailed in the agreement. Facilitate review of contribution rates in the event of any material notifications. • Engage with new scheme employers to make them aware of the procedures and policies they must follow as a participating employer in the Fund, the formal process and deadlines for doing so and the penalties that will be applied if not met. • Facilitate the collation of details of staff that are likely to be transferred to the contractor or other service delivery arrangements to the Fund actuary and production of new and revised rates and adjustment certificates and levels of risk information where appropriate. • Take necessary action before and on termination of an admission agreement – facilitate actuarial valuation and collection of all outstanding and exit payments. • Formulate and maintain corporate risk registers relating to the management of admitted bodies with the Contractor. • Prepare reports and present to the Investment and Accounts Committee on all matters relating to admissions. • Establish a Communication Strategy and support employer engagement activities. • Ensure that estimations of benefits are produced by the contractor and that this information is passed onto relevant stakeholders. • Discuss estimates of benefits with employees/HR/management including any on-going costs to the authority and where necessary referring them to the contractor. • Agree contractual performance and pay invoices on due date to various bodies in connection with the contract. • Liaise and hold meetings with the internal and external stakeholders on pension issues when required. • Hold regular meetings with the contractor to ensure effective service provision that
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	is in line with audit requirements. • Rectify any problems or complaints made by employees with regard to the service provided by the contractor. • Liaise with Actuaries regarding pension issues and provide information for Admission Agreements, Broad Comparability Studies, FRS17 and Valuation exercises. • Work with minimal supervision. • Obtain relevant information and feedback from Councils to ensure effective contract management. • Responsible for and support team members with 2nd Stage Pension Appeals and advise employees on benefits after liaising with the Pensions Contractor. To look at the decision process of the Stage 1 Appeal and respond accordingly. Preparation of paperwork for Stage 2 appeal for employee to progress to Ombudsman and advise Section 151 officer on the status. • Work alongside Internal Audit's Fraud section to assist with the annual National Fraud Initiative (NFI). Run reports from system to check for deceased and re employed pensioners on payroll and take appropriate action. • Responsible for the application and communication of the annual Pensions Increase awards to all pensioners. • Responsible for all monetary contributions from Admitted Bodies. Ensuring they are received, recorded and correctly allocated to the pension fund by the statutory due date • Responsible for monthly pension accounts regarding benefits paid to staff leavers and payments coming in to the fund regarding transfers, ensuring that all benefits are allocated to the correct cost centres. • Responsible for the information required for annual benchmarking and Freedom of Information requests. • Deliver reports for Pensions Committee, Pensions Boards and other relevant groups. Projects • Engage with stakeholders to ensure legislative pension requirements are implemented specifically regarding schools, academies, catering services, small businesses and outsourcing of services. • Effectively identify and manage projects and associated resources to implement improvements and changes to the pension services. • Develop PID's, determine tasks, guidelines and write update reports for new projects in pensions administration • Maintain a risk management programme for the Pensions Service as part of a comprehensive assurance framework in relation to the overall Pension Programme. • Proactively identify and recommend process improvements that increase efficiencies and enhance customer experience. • Support the transition of the scheme through legislative changes, including conducting Pension Seminars. • Promote, foster and sustain working relationships with associated and affected interest groups to progress the Pension Service's objectives and maintain a high standing with interested parties. • Advise and guide Pensions Board on appropriate issues and undertake relevant actions to resolve the queries. • Establish and deliver pre-retirement courses, seminars and workshops ensuring they are available for employees and employers.
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	• Ensure that the contractor provides Human Resources and Payroll with the relevant information in the proper format and that the correct information is provided by oneSource to the contractor to ensure the administration can be carried out correctly. • Ensure that estimates of benefits are produced by the contractor and relevant information is passed onto Human Resources and employees. • Responsible for identifying improvements and managing projects to deliver agreed outcomes. • Support and assist Pensions Board by providing relevant information. • Deliver changes to Pensions Services that enhance and improve service delivery to customers and members. • Work with stakeholders, both internal and external, to ensure changes are assessed, scoped and any new projects are identified. • Ensure project documentation including scope and feasibility, project and resource plans, risk controls and issues logs, communication plan etc are established and maintained.
oneSource Corporate Critical Factors	• Provision of and delivery of value for money quality services – ensuring a high level of service that is reflective of all customer needs • Anticipates and plans for customer needs and demands – delivering a customer focused shared service which is a cultural ‘fit’, is flexible and proactive in approach • Delivers a resilient business, which continuously improves and innovates with healthy revenue streams • Operates an ethos of joint working and operates across oneSource regardless of location • Delivers capacity and capability to operate and improve the business and delivering resolutions to problems and challenges • Delivers a flexible and scalable service to innovate, enhance market knowledge and continuously improve • Invests in people and skills to deliver a sustainable business • Provides a transactional service that is multi-channelled, face to face, local and nationwide • Provides effective contract management ensuring services are delivered to agreed targets and standards

General	• OneSource is committed to and champions equality and diversity in all aspects of employment and service provision. All employees are expected to understand and promote this approach in their work. • Adherence to Health and Safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good health and safety practices and manage risks appropriately • Deal with any Safeguarding issues that might arise, in line with the Council's policies and procedures. • Comply with Health and Safety Regulations associated with your employment. • Be aware of the council's responsibilities under the Data Protection Act 1984 for the security, accuracy and relevance of all personal data held on such systems and ensure that all processes comply with this. • To treat all information acquired through your employment, both formally and informally, in strict confidence
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