Pensions Project Management

Combining pensions expertise and project management to deliver successful outcomes.

Pension scheme projects are becoming increasingly complex, involving multiple stakeholders, tighter timelines and greater governance expectations. In addition to ongoing trusteeship, Independent Governance Group (IGG) supports Trustees and employers in delivering these projects through its Project Management Office (PMO). The PMO provides a structured and coordinated approach to delivery, helping schemes manage complexity, align stakeholders and ensure projects are delivered effectively.

Trustee-led project management that brings clarity, control and confidence to complex projects.

We support a wide range of pension scheme projects, including:

Risk transfer projects - from initial buy-in through to buy-out and wind-up.

Scheme mergers and restructures - including bulk transfers, surplus exercises and new scheme arrangements.

Change and governance projects - adviser transitions, governance reviews and benefit changes.

Complex or one-off projects - rectification exercises, documentation reviews and specialist initiatives.

The Trustee-led difference

Our PMO applies the same governance approach and standards to running the project that the Trustee applies to running the wider scheme.

Acting as an extension of the Trustee board, we structure the project around the Trustee's governance and decision-making requirements - providing the information, reassurance and confidence needed to make informed decisions, while coordinating day-to-day delivery and resolving operational issues to keep the project on track.

What is the IGG PMO?

IGG's PMO is a dedicated Trustee-led project management capability designed to support pension trustees. The PMO supports Trustees by ensuring projects are:

- Clearly scoped and planned from the outset
- Governed through structured oversight and decision-making
- Delivered in line with agreed objectives, timelines and budgets
- Coordinated across all stakeholders and advisers

Our technical expertise spans large, high-profile exercises through to projects requiring additional resource, coordination or planning.

IGG combines project management expertise with deep pensions and trusteeship experience, helping schemes deliver complex projects in line with Trustee priorities, governance requirements and scheme objectives.

When is the PMO most relevant?

The PMO is particularly valuable where schemes:

- Are undertaking complex or multi-stakeholder projects
- Require stronger coordination across advisers
- Need to deliver against defined timelines or transaction deadlines
- Want greater structure, oversight and accountability
- Are managing one-off or specialist exercises

How the PMO supports delivery

Our team understands the practical challenges involved in coordinating multiple advisers, managing competing timelines and maintaining effective oversight throughout the project lifecycle.

Central coordination

A single coordinating function across advisers and stakeholders, helping reduce duplication, misalignment and delays.

Clear accountability

Defined ownership and structured oversight throughout the project lifecycle, providing Trustees with clear visibility and confidence in delivery.

Structured project delivery

Consistent frameworks, planning and monitoring to support efficient delivery against agreed timelines and objectives.

Greater adviser alignment

Coordinating inputs across multiple parties to support aligned decision-making and delivery.

Efficient use of resources

Clear planning and streamlined governance processes help schemes manage project costs effectively.

Reduced Trustee burden

Managing coordination, monitoring and day-to-day delivery requirements, allowing Trustees to focus on strategic priorities and decision-making.

Flexible support model

Support tailored to the complexity, scale and resource requirements of each project.

How IGG helps deliver successful projects

Complex pension scheme projects require more than technical expertise alone. Successful delivery depends on clear coordination, effective governance, strong accountability and the ability to maintain momentum across multiple stakeholders and workstreams. IGG's Trustee-led Project Management Office helps schemes:

- Coordinate advisers, sponsors and stakeholders through a single delivery framework
- Keep projects on track against key milestones, transaction timetables and regulatory deadlines
- Navigate complex funding, endgame and change activities with confidence
- Maintain effective governance, oversight and decision-making throughout delivery
- Monitor budgets and demonstrate value for money across all project activity
- Identify risks, dependencies and emerging issues early
- Resolve operational challenges and maintain project momentum
- Create a clear and comprehensive record of project decisions, actions and outcomes

Without clear coordination, governance and accountability, projects can be vulnerable to:

- Unclear ownership and responsibilities
- Competing priorities across stakeholders and workstreams
- Delays in delivery and decision-making
- Duplication of effort and inefficiency
- Increased costs and reduced value for money
- Inconsistent reporting and limited visibility
- Missed dependencies and unforeseen issues
- The need for additional work to resolve avoidable problems

A structured PMO framework provides clarity, accountability and control throughout the project lifecycle, helping ensure projects are delivered on time, within budget and in line with Trustee objectives, while allowing Trustees to focus on strategic oversight and decision-making.

Our approach

We have a flexible approach to support and tailor our involvement depending on the needs of each scheme:

Advisory Support
Providing input, oversight and access to best practice

Supported Delivery
Supporting Trustee teams to structure and manage projects

Full Project Delivery
Leading and delivering projects on behalf of the Trustee

This flexible approach allows schemes to access the appropriate level of support depending on complexity, capacity and internal resources.

Why Independent Governance Group?

Independent Governance Group (IGG) is one of the UK's leading providers of professional pensions trusteeship, governance and communication services.

People

We have one of the largest and most experienced teams in professional trusteeship. Our dedicated team of 200+ professionals, with diverse backgrounds and specialist expertise, delivers high-quality outcomes with integrity, professionalism and efficiency.

Excellence

Pensions governance is complex and constantly evolving. We invest heavily in training and knowledge-sharing to stay ahead of regulatory, technical and market developments, enabling us to deliver innovative, practical solutions aligned to our clients' objectives.

Partnership

We act in the best interests of the scheme, its members and the sponsoring employer. Our approach is commercial, collaborative and outcome-focused, ensuring decisions are balanced, well-judged and deliverable.

Independence

We bring independence of thought to everything we do and work with the best advisers for any role or project. This approach allows us to recommend the most appropriate expertise for each task and deliver genuine value. Clients also benefit from our constructive relationships with key bodies such as The Pensions Regulator and the Pension Protection Fund.

Value

Our broad, multi-layered team ensures work is carried out by the right people at the right level. Streamlined governance processes and clear accountability reduce duplication, improve decisionmaking and deliver meaningful cost efficiencies.

We would be happy to discuss your project management needs. Please reach out to our key PMO contact:

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