

Appendix A - Independent Governance Review (IGR) Action Plan

No.	Actions	Target Date	Owner	Cross Ref to IGR Working Group Review Document
1	Regulatory Breaches	December 2024	Assistant Director - Pensions	
	New / updated procedure and log for ensuring all breaches are recorded, whether material / reportable or not. (This is in addition to continuing to ensure that all material breaches are also reported).	<i>Note - this action is also part of the Annual Governance Statement action plan.</i>		DIR9
	Aon suggests that information in the breaches log should include all expected areas such as RAG status			DIR10
	Training for both staff and members Staff: Some training given in Oct 2024 with further guidance on the new procedure to be delivered before end of December 2024. Members: Session scheduled for March 2025			DIR10
2	Review and update both the Authority and the LPB Constitutions	April 2025 LPB Meeting followed by June 2025 Authority Meeting	Head of Governance & Corporate Services	
	Prohibit dual membership			DEC8
	Quoracy for Authority meetings - Increase to 4.			DEC4
	Add further details on Investment Advisory Panel, including Terms of Reference			DEC1
	Conflict of Interests Policies - to be reviewed and combined into one policy that will apply to both.			DIR6
	Add cross-referencing to the Conflicts of Interest Policy in the various Constitutional documents (including Codes) where Local Authority requirements relating to interests are being referenced. This would remind members and officers that the SYPA has a policy that goes beyond Local Authority requirements.			DIR6
	Clarify in Authority Constitution that LPB members can observe, including private papers (with certain exceptions)			DEC9
	Clarify LPB member role re: Breaches of Law and check timescales for reporting breaches			DIR10
	Add detail in LPB Constitution on role of Independent Adviser			DEC6
	Create a separate roles and responsibilities matrix (to meet Good Governance requirements)			DIR11
	Other textual updates and clarifications			DEC3 & DEC5
	<i>Governance Map - idea suggested by Aon of creating an overview map with links to various documents in place for Governance</i>	<i>We will consider this when reviewing the Constitutions</i>		DEC14
3	Pensions Administration Strategy Review	September 2025	Assistant Director - Pensions	DIR4
	Undertake a full and comprehensive review for the next update of this strategy.			
	Set the review cycle to once every three years.			
4	Investment Strategy Statement and Stewardship Code	As below	Assistant Director - Investment Strategy	
	Arrange for wider consultation and document this in next ISS Review	March 2026		DIR1
	Consider requirements around investment and funding risk modelling (stress test, scenario test) as part of the ISS review	March 2026		DEL3
	Update information on website about Stewardship Code	March 2025		DIR1

Appendix A - Independent Governance Review (IGR) Action Plan

No.	Actions	Target Date	Owner	Cross Ref to IGR Working Group Review Document
5	Document Updates when next reviewed (Specific textual amendments / other updates or additions as recommended in Aon's report)	As below	As below	
	Corporate Strategy - include all Policy / Strategy review dates (i.e. Policy Tracker) and the Procurement Forward Plan as Appendices	February 2025	Assistant Director - Resources & Team Leader Governance	DEL1
	Governance Compliance Statement (Additionally - ensure a further, thorough review of this statement is carried out against the SAB Good Governance requirements whenever the new guidance is released).	February 2025	Head of Governance & Corporate Services	DIR2
	Administering Authority Discretions Policy Statement	June 2025	Assistant Director - Pensions & Team Leader Governance	DIR3
6	Risk Register	Completed August 2024	Team Leader - Governance	
	Remove category of 'operational' and use Pensions Admin and Organisational instead as relevant.			DEL3
	Consider if sufficient detail covered on single person risk (AD-IS and IIAs) and on Authority/LPB member knowledge.			DEC15
7	Consistency and templates for reports and policy documents	September 2025	Assistant Director - Resources	
	Project to create / review document templates for policies, procedures, strategies and reports - ensuring key details included as per Aon findings.			DIR7
	Arrange report writing training as part of this.			DEC11
	Consider issue of ensuring a covering report on all Authority / LPB / Committee papers addressing executive summary issue also highlighted in Aon findings.			DEC11
	Note - all reviews of policies or new policies created in the meantime, we will ensure the key details are included. This will be monitored through the action tracker.	<i>Ongoing</i>	<i>Team Leader - Governance</i>	<i>DIR7</i>
8	Democratic Support - Various:	As below	As below	
	<u>Member Turnover / Succession Planning</u>			<u>DEC7</u>
	Discussion with Chief Executives of the Councils with most turnover - to seek views on aiming to limit changes in Authority / LPB Membership to those required by changes in electoral outcomes. Director will discuss with SYPA's Clerk and BMBC CE, Sarah Norman, at their next meeting.	By February 2025	Director	
	LPB - advertising further in advance (now in place) and seek to stagger terms of office.	Completed		
	LPB - explore idea of giving an observer seat to a MAT employer as part of succession planning for Nicola Gregory	November 2024 to August 2025	Head of Governance & Corporate Services	
	<u>Relationship between Authority & LPB:</u>			<u>DEC9</u>
	Ensuring more pre-legislative scrutiny by LPB prior to approval by Authority	Ongoing	Director and Head of Governance & Corporate Services	
	Discuss with both Chairs encouragement for LPB members to attend Authority meetings as observers	November 2024 Joint Meeting	Head of Governance & Corporate Services	
	Explore further with the respective Chairs and Vice Chairs on any more actions to consider for raising the profile of LPB with the Authority.	February 2025	Head of Governance & Corporate Services	
	Now publishing Authority private packs in reading room with email to LPB members at same time - where we'll include a reminder that LPB members are welcome to attend or watch the webcast (we'll include link)	Completed September 2024	Head of Governance & Corporate Services	

Appendix A - Independent Governance Review (IGR) Action Plan

No.	Actions	Target Date	Owner	Cross Ref to IGR Working Group Review Document
	Authority to conduct annual effectiveness review. First one scheduled for February 2025.	February 2025	Head of Governance & Corporate Services	DEC10
	Guidance will be given to those presenting papers to use pack page numbers when introducing reports and pause as needed to help members follow.	September 2024 onwards	Team Leader - Governance	DEC12
	Consider scope for having report packs on screen in the meetings to help members follow when officers talking through them	Will investigate if this would be possible over next few months to February 2025.	Assistant Director - Resources	DEC12
	Not directly from review but from working group - action to update website regarding public attendance at meetings / asking questions	31 December 2024	Team Leader - Governance	DIR2
	Reading room to be re-organised to make more user-friendly. (This work is now in progress)	31 December 2024	Assistant Director - Resources	-
9	Member Knowledge & Skills	As below	As below	DEC9 & DEC13
	Develop individual training plans. (Including consideration of how to promote / encourage LPB members attending or viewing Authority meetings).	April 2025	Head of Governance & Corporate Services	
	Provide chairing skills training for the Chairs / Vice Chairs	Completed - Sept 2024	Governance Officer	
	Plan for above training and other support for next Authority Vice Chair / LPB	April 2025	Head of Governance & Corporate Services	
	Address concerns about knowledge assessment - providing member feedback to Hymans in advance of this year's National Knowledge Assessment	Feedback was provided prior to the NKA in October 2024.	Head of Governance & Corporate Services	
	Promote / strongly encourage attendance at external events. Officers to consider how to achieve this and build into the individual training plans and the Member L&D Strategy for 2025/26	March 2025	Head of Governance & Corporate Services	
10	Delegated Decisions Process	June 2025	Assistant Director - Resources	DEC2
	Review the process, forms and produce internal guidance as well as clarity on which decisions published on website - complete review alongside the updating of Constitutions.			
11	Carry forward in TPR Code Compliance Action Plan	Cross-reference to separate plans:	Assistant Director – Resources and Head of ICT	DIR8
	Cybercrime risk – implement actions identified in the TPR Code Compliance tool. Including actions to ensure these points identified in Aon's review are addressed: a. Develop a wider Cyber Security Risk policy and cyber security hygiene guidance. b. Review data and asset mapping to identify the potential magnitude of cyber security risks from third party providers. c. Carry out a programme of ongoing specialist assessments against suppliers and providers (prioritised relative to the potential risk) d. Assess against TPR principles set out in their cyber guidance and also complete the cyber scorecard tool available from Aon.	<i>Code Compliance Action Plan</i>		
	Business continuity strategy	<i>Corporate Strategy Annual Governance Statement</i>		
12	Performance Management Framework	Cross-reference to separate plan:		DEL2
	Framework already in development - to ensure measures for all Authority objectives and achieve better consistency in reporting	<i>Corporate Strategy Annual Governance Statement</i>		