

Agenda Item

Subject	Corporate Planning Framework	Status	For Publication
Report to	Authority	Date	13/02/2025
Report of	Director		
Equality Impact Assessment	Not Required	Attached	No
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1 Purpose of the Report

- 1.1 To seek members' consideration and approval for the triennial detailed refresh and update of the complete corporate planning framework.
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2 Recommendations

- 2.1 Members are recommended to:
- a. Approve the Corporate Strategy 2025 – 2028 at Appendix A**
 - b. Approved the supporting strategies 2025 – 2028 at Appendices B to D**
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3 Link to Corporate Objectives

- 3.1 This report links to the delivery of all seven corporate objectives set out below:

Customer Focus

To design our services around the needs of our customers (whether scheme members or employers).

Listening to our stakeholders

To ensure that stakeholders' views are heard within our decision making processes.

Investment Returns

To maintain an investment strategy which delivers the best financial return, commensurate with appropriate levels of risk, to ensure that the Fund can meet both its immediate and long term liabilities.

Responsible Investment

To develop our investment options within the context of a sustainable and responsible investment strategy.

Scheme Funding

To maintain a position of full funding (for the fund as a whole) combined with stable and affordable employer contributions on an ongoing basis.

Effective and Transparent Governance

To uphold effective governance showing prudence and propriety at all times.

Valuing and Engaging Our Employees

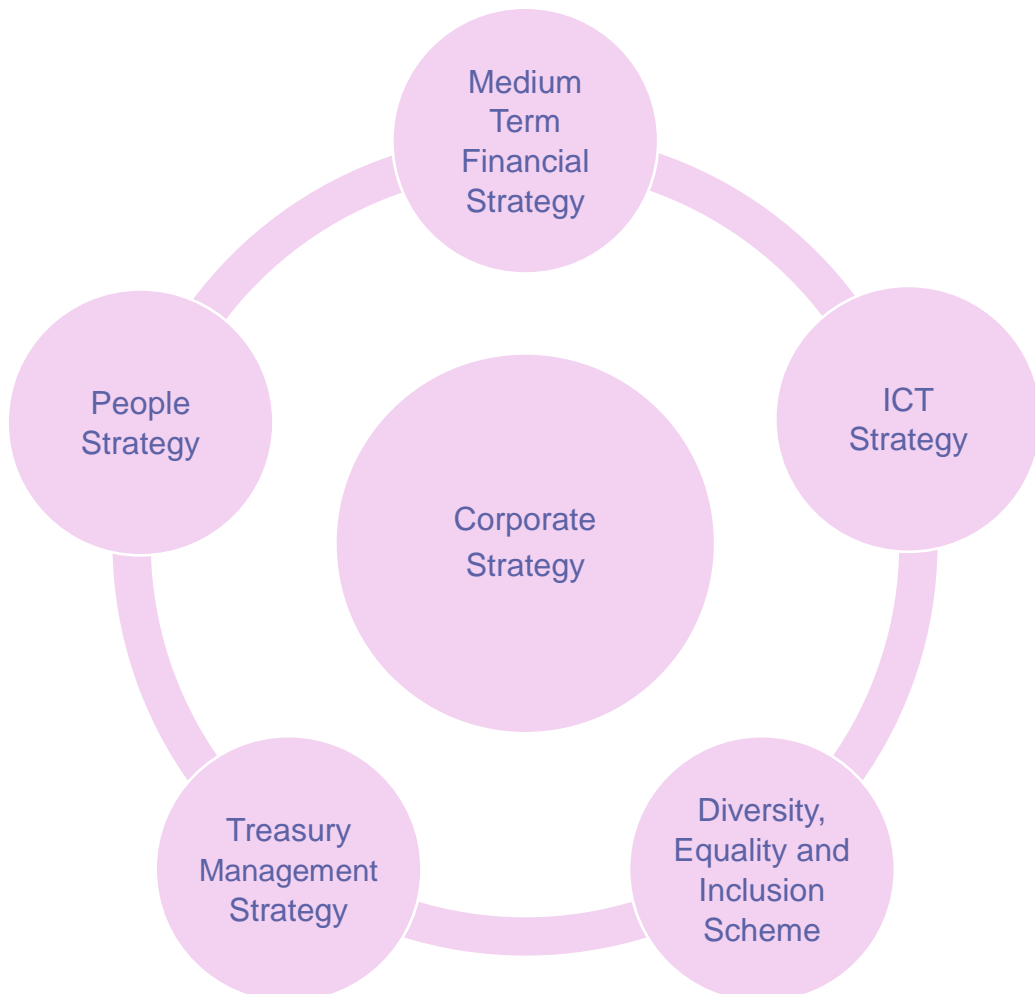
To ensure that all our employees are able to develop a career with SYPA and are actively engaged in improving our services.

4 Implications for the Corporate Risk Register

- 4.1 The actions set out in the corporate planning framework are designed to mitigate the major risks set out in the updated corporate risk register. Each of the items planned set out in the Corporate Strategy is explicitly linked to the relevant strategic risks.

5 Background and Options

- 5.1 The Authority's Corporate Planning Framework has a number of components, as shown below:



- 5.2 While elements of the framework are updated annually, the whole framework is subject to an in depth review every three years, immediately prior to the triennial valuation of the Fund. This review is the full and in depth revision and update, ahead of the 2025 triennial valuation.
- 5.3 The elements of the Framework that are attached to this report are as follows:
- a. Appendix A: Corporate Strategy 2025 – 2028
 - b. Appendix B: People Strategy 2025 – 2028
 - c. Appendix C: ICT Strategy 2025 – 2028
 - d. Appendix D: Diversity, Equality and Inclusion (DEI) Scheme 2025 – 2028

The Medium Term Financial Strategy and the Treasury Management Strategy are reported as separate items elsewhere on this agenda.

- 5.4 The Corporate Strategy has been developed collaboratively through review by the Leadership Team as a whole and with the input and engagement of Authority members in setting the overall priorities at a workshop session.
- 5.5 The document itself sets out the wider context in which the strategy has been planned this time – as this is of perhaps greater significance than it has been in previous planning cycles. The plan for the next three years is organised around six themes:
- Pensions Administration – with a focus on Backlogs, McCloud, Data Quality, Pensions Dashboards, the 2025 Valuation and the development of our system and optimising our use of this.
 - Investment Strategy – representing a continued focus on Place Based Impact Investment, the progress towards the Net Zero 2030 ambition, the 2026 Investment Strategy review, and making the transition of legacy assets to Border to Coast.
 - Corporate Organisation – which includes the continuation and full implementation of the new Performance Management Framework as well as plans to ensure the DEI Scheme is delivered, a new Media Strategy is developed, and work on developing an Environmental Sustainability plan for the organisation's own operations.
 - Governance and Partnerships – this reflects a focus on building on the good progress already achieved with continuous improvement for governance arrangements and member knowledge and understanding as well as plans to ensure that the Authority is well-placed to deliver governance outcomes from the Fit for the Future Consultation and keep our level of influence within our key partnership of Border to Coast.
 - Our People and Information Technology are included in the corporate strategy as plans to deliver the separate strategies for both of these significant elements of our corporate framework.

- 5.6 The People Strategy 2025 – 2028 sets out an overall aim of achieving a sustainable and resilient workforce and to ensure we develop excellence in our leadership in order to develop, train and support our people to succeed in delivering on the corporate objectives. The document sets out the progress achieved in the last three years on the goals set out in the 2022 HR Strategy and this illustrates the impact of the significant amount of work that has been delivered in that period in our organisation development. The plans for the next three years are based around ensuring we build on this to drive forward to the next level.

- 5.7 The ICT Strategy 2025 – 2028 has the overall aim of providing infrastructure to drive and support innovation in our service delivery, whilst prioritising security and integrity of our data. Again, the progress over the last three years is documented within the strategy and reflects a substantial level of delivery and improvement being achieved. The plans to ensure we move forward from here are centred around ensuring the solutions we have in place are used to optimum effect across all of our service areas, and with a continued emphasis on always developing and evolving our Cyber Security arrangements.
- 5.8 The DEI Scheme 2025 – 2028 has a renewed profile and commitment to really drive progress over this forthcoming period. It is now allocated to a Senior Management Team owner – the Assistant Director – Investment Strategy – and was fully revised as a collaboration with the Service Manager – Customer Services and the HR Business Partner to represent the two main arms of the strategy in relation to the needs of our customers and those of our employees. The action plan included in the scheme covers a wide range of actions that have each been assigned to relevant responsible owners across the organisation and will be delivered as a collaborative effort over the next three years.
- 5.9 The Corporate Planning Framework has been developed holistically with each element forming a key pillar of the whole and all of these aligned to achieve success. The work to develop this has been done with a forward-looking view, taking account of the wider environment and potential changes that will affect the LGPS over the time horizon, but also with a continued emphasis on never losing sight of our core purpose of delivering for our scheme members.

6 Implications

- 6.1 The proposals outlined in this report have the following implications:

Financial	The projects and other proposals outlined in the Corporate Planning Framework are reflected in both the budget and medium-term financial strategy.
Human Resources	There are no direct HR implications, however, the People Strategy is designed to ensure that the workforce is able to deliver the overall Corporate Strategy.
ICT	The overall strategy requires the delivery of ICT related projects, as well as the ongoing maintenance and upgrading of systems and infrastructure. This will continue to place a high level of demand on the resources of the ICT Team which may well require the allocation of additional resources in this area through the budget process.
Legal	None.
Procurement	The delivery of the Corporate Strategy will require a number of procurements which will be undertaken in line with the Authority's Contract Standing Orders and are set out in the Procurement Forward Plan.

George Graham

Director

Background Papers	
Document	Place of Inspection