

Subject	Corporate Planning Framework	Status	For Publication
Report to	Authority	Date	12 February 2026
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 annual update of the Corporate Strategy and to note the updates on progress made in each of the supporting strategies.
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2 Recommendations

- 2.1 Members are recommended to:
- Approve the Corporate Strategy 2026 – 2029 at Appendix A; and**
 - Note the progress updates for the supporting strategies 2025 – 2028 at Appendices B to E.**
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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. The full review of each element of the framework was therefore undertaken last year for the 2025 to 2028 period.
- 5.3 This year's review is the light touch annual update to the Corporate Strategy and a progress update report on progress made to date on the supporting strategies. These are attached as the following appendices.
- Appendix A: Corporate Strategy 2026 – 2029
 - Appendix B: Corporate Strategy 2025 – 2028 Progress Update
 - Appendix C: People Strategy 2025 – 2028 Progress Update
 - Appendix D: ICT Strategy 2025 – 2028 Progress Update
 - Appendix E: Diversity, Equality and Inclusion (DEI) Scheme 2025 – 2028 Progress Update

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

- 5.4 The Corporate Strategy has been refreshed collaboratively through review by the Leadership Team as a whole.
- 5.5 The Corporate Strategy 2025 – 2028 Progress Update at Appendix B shows how the existing Corporate Strategy has been refreshed and developed to form the proposed Corporate Strategy 2026 - 2029 for approval. The document demonstrates how existing strategic themes have been carried forward, refined or re-sequenced in response to developments in the external operating environment, including anticipated changes in government policy, LGPS guidance and regulatory requirements. This approach ensures continuity of purpose while enabling the Authority to respond effectively to emerging challenges and expectations arising from the evolving legislative and policy landscape.
- 5.6 Appendices C to E provide a progress update following the first year of the People, ICT and Diversity, Equality and Inclusion strategies.
- 5.7 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.

Will Goddard

Acting Assistant Director – Resources & Chief Finance Officer

Background Papers	
Document	Place of Inspection
None	-