



CORPORATE STRATEGY

2026 Progress Update



2025 - 2028

Corporate Strategy 2025 – 2028: Progress Update February 2026

Introduction

The SYPA Corporate Strategy is subject to a comprehensive review every three years, with lighter annual updates undertaken throughout the strategic period.

The most recent full review was completed in February 2025. As a result, last year's strategy has been reviewed, and a refresh has been undertaken to inform the new Corporate Strategy for 2026–2029.

The actions table within the Corporate Strategy 2026–2029 sets out the commitments that will be delivered over the life of the strategy. The table below provides a detailed change log outlining the key differences and updates from the Corporate Strategy 2025 – 2028 approved in February 2025.

Adjustments to the 2025 – 2028 Corporate Strategy

The following table sets out the actions from the 2025-2028 Corporate Strategy and provides a comment on their status and any changes made to each of these when taking forward to the 2026 – 2029 Corporate Strategy.

Ref	Strategic Action	Timescale		Status	Update Comments
		From	To		
Pension Administration					
PA1	Clear the remaining Backlogs of casework and ensure arrangements in place to prevent further backlogs developing.	01/02/2024	31/03/2026	Updated	<p>The original timescale target was revised from 31 Dec 2025 to 31 March 2026 and the work is on schedule to be completed by this target date.</p> <p>Completed before 1 April 2026. An updated action focussing on the on-going management of workloads has been added to replace this one in the 2026 – 2029 strategy.</p>
PA2	Plan and deliver the Valuation 2025 , including increased engagement with employers.	01/09/2024	31/12/2025	Completed	Valuation report was signed off by Authority on the 18 th of December 2025. The last remaining action of this project – data on the Gender Pensions Gap – is with the actuary for completing, this work will be completed by the end of March 2026.
PA3	Implement the McCloud Remedy successfully.	01/04/2024	31/08/2026	Updated	Challenges with the Pension Administration Software led to delays in 2025, with a determination to delay made by the Authority in June 2025. The target date was revised from 31/08/2025 to 31/08/2026.

Ref	Strategic Action	Timescale		Status	Update Comments
		From	To		
PA4	Deliver the Data Quality Improvement Plan	01/04/2024	31/03/2026	Completed	The Data Improvement Plan is on track for being completed in March 2026 as expected. An updated action to reflect the ongoing requirement to develop and improve that plan has been added to the 2026 to 2029 strategy.
PA5	Ensure Pensions Administration software system is developed, and its functionality used to optimal effect for achieving efficiencies, to the extent possible.	01/04/2024	31/03/2028	No Change	Improvements have been made to Scheme Member and Employer Web portals. An Automation module for workload processing went live in January 2026. The positive actions deemed there was no requirement to make changes to this action.
PA6	Implement the Pensions Dashboards to required timescales.	01/09/2024	Connect by 31/10/2025	Completed.	The original target to connect was met in December 2025. The action has now been updated in the 2026 to 2029 strategy to the next phase of synchronising live membership data with the Dashboard infrastructure.
Investment Strategy					
IS1	Plan and deliver the 2026 Investment Strategy Statement review, including increased stakeholder consultation.	01/11/2024	31/03/2026	Completed	This action is on schedule for being completed by the end of March 2026. A new action to ensure the implementation of the revised strategic asset allocation has been added to the 2026 to 2029 strategy.
IS2	Continue to develop and deliver our Place Based Impact Investment approach.	Ongoing throughout 2025 to 2028		No Change	Implementation of local housing allocation is being finalised. All other local allocations have been made and managers are looking for opportunities to deploy capital. The 2026

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IS3	Continue the progress towards the Authority's ambition of Net Zero 2030 . [This strategic objective will be reviewed and updated if necessary following outcomes of ISS review in March 2026]	Ongoing throughout 2025 to 2028		No Change	Investment Strategy review will determine how this action develops. Interim 2025 emission reduction targets on listed portfolios have been met. This action is subject to review alongside the 2026 Investment Strategy review.
IS4	Undertake transition of legacy assets portfolio to Border to Coast .	01/04/2025	30/06/2026	Revised Date	The target date has been revised from 31 March 2026 to 30 June 2026 in line with Border to Coast's revised timetable.
Corporate Organisation					
CO1	Develop and deliver an Environmental Sustainability plan for our operations.	01/01/2026	31/03/2027	No Change	The first draft of the Environmental Sustainability Strategy 2026-2030 has been developed - to be reviewed internally prior to sending to external specialists for review.
CO2	Ensure the Diversity, Equality and Inclusion Scheme is delivered effectively.	01/04/2025	31/03/2028	No Change	Annual progress update provided separately in the reporting pack.

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		From	To		
CO3	Plan and implement a Media Strategy to ensure we communicate and promote the Authority's work and achievements.	01/04/2025	31/03/2026	Completed	<p>The strategy was produced in 2025 completing the original action.</p> <p>The action has been updated to focus on ongoing delivery in the 2026 to 2029 strategy.</p>
CO4	Embed the Performance Management Framework and use this to deliver improvements in reporting of management information.	01/04/2025	31/03/2026	Updated	<p>The original framework was developed as planned and is continuing to be embedded.</p> <p>This action has been updated in the 2026 to 2029 strategy. As well as delivering new Performance Dashboards there will be a focus on supporting managers to understand the new insights available and use these to support data-driven decisions.</p>
Governance and Partnerships					
GP1	Implement the Good Governance outcomes arising from the Government's Fit for the Future consultation.	01/07/2025	31/03/2028	Updated	<p>This action was subject to waiting for regulations and guidance from Government.</p> <p>This has been issued in draft during December 2025 and the Authority is well prepared for implementing the requirements.</p> <p>The action has been updated accordingly for the 2026 to 2029 strategy.</p>

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		From	To		
GP2	Maintain Authority's level of influence as a partner fund within Border to Coast – including input to the implementation of the 2030 Strategy.	Ongoing throughout each year of this strategy		No Change	This is a continuing priority and is being achieved to date through the involvement of the Director and the AD - Investment Strategy in officer groups and working parties on key changes. The wording of the action has been updated to reflect current context in the 2026 to 2029 strategy.
GP3	Ensure continuous improvement of the Authority's Governance arrangements to meet good practice – including compliance with TPR General Code.	Throughout each year of this strategy		No Change	Significant progress made resulting in increased module compliance.
GP4	Support Authority and LPB members to develop the knowledge and skills required to perform their roles effectively.	Throughout each year of this strategy		No Change	100% compliance against mandatory training completed with current and new members. Launch of the member self-assessment and annual L&D plan review have been received positively and identified areas for training in 2026/27.
Our People					
OP1	Produce and implement a separate Workforce Plan to identify and plan how to meet future people resourcing needs, including succession planning.	01/07/2025	31/03/2026	Updated	This objective is dependent on the HR and Payroll System being in place to provide the data required; that is now scheduled to be delivered Q1 and Q2 of 2026/27. Therefore, the action has been updated in the 2026 to 2029 strategy with a revised target timescale of 31 March 2027.

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OP2	Ensure the effective delivery of Our People Strategy .	01/04/2025	31/03/2028	No Change	Annual progress update provided separately in the reporting pack.
Information Technology					
IT1	Maintain and continually strengthen our cyber security defences – including development and implementation of an updated Cyber Security Strategy .	Throughout each year of this strategy		No Change	The actions defined in the Cyber Security Strategy are on target for completion.
IT2	Ensure the effective delivery of the Technology Strategy .	01/04/2025	31/03/2028	No Change	Annual progress update provided separately in the reporting pack.

New Actions added to the Corporate Strategy 2026 - 2029

The actions below are those that have been newly added to the corporate plan for the forthcoming period.

Ref	Strategic Action	Timescale		Rationale for adding
		From	To	
Pension Administration				
PA2	Implement the outcomes from the Access & Fairness and Access & Protections Government consultations.	01/04/2026	31/03/2028	The Access & Fairness and Access & Protections consultations were issued during 2025. The implementation of the consultation outcomes has therefore been added as a key priority for the Authority in the new corporate strategy.
Investment Strategy				
IS5	Contribute to the development of new collective Oversight Model of Border to Coast .	01/01/2026	31/12/2026	Following the introduction of the Pension Schemes Bill, the Authority's relationship with Border to Coast is evolving. The Authority will play a key role in the development of a new collective Oversight Model to ensure that Border to Coast is delivering in line with agreed objectives, expectations and statutory requirements.

Document Control Details

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