



CORPORATE PLAN 2025/26 – 2027/28

NORTHERN IRELAND
LOCAL GOVERNMENT OFFICERS'
SUPERANNUATION COMMITTEE



If you have any views and comments on this plan, or any questions on any of the services provided, please contact us in writing; by telephone; or email as follows:

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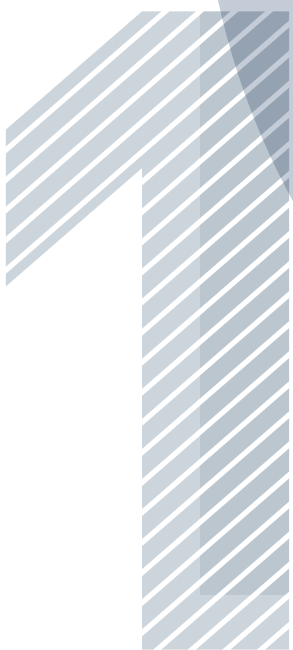
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This Corporate Plan can be made available in a wide range of alternative formats. Requests for alternative formats should be made to the above address. In addition to the Corporate Plan, NILGOSC can provide documents and correspondence in alternative formats, including audio and large print versions for people with sight problems. Documents can also be provided in minority languages for those whose first language is not English. If you would prefer an alternative method of communication, please let us know.

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Introduction

The Northern Ireland Local Government Officers' Superannuation Committee is a statutory body established by the Local Government (Superannuation) Act (Northern Ireland) 1950 to: -

- administer a pension scheme for local authorities and admitted bodies
- to manage and maintain a fund out of which the benefits of the scheme are met.

The Management Committee is appointed by the Department for Communities, which makes statutory regulations setting out the constitution and powers of the Committee and the rules governing the pension scheme and the management of the Fund.

With effect from 1 April 2015, the governing regulations are the Local Government Pension Scheme Regulations (Northern Ireland) 2014, the Local Government Pension Scheme (Amendment and Transitional Provisions) Regulations (Northern Ireland) 2014, the Local Government Pension Scheme (Amendment) (Governance) Regulations 2015 and the Local Government Pension Scheme (Management and Investment of Funds) Regulations (Northern Ireland) 2000, as amended.

The Corporate Plan 2

This rolling Corporate Plan ('the Plan') covers the three-year period from 1 April 2025 to 31 March 2028.

Its main purpose is to:-

- state the Vision and Mission of NILGOSC
- state the aims of NILGOSC
- set out the key objectives of NILGOSC
- provide an administrative budget
- state NILGOSC's values and service standards.

Like most organisations, NILGOSC has established a strategic planning process which allows it to identify and achieve its long-term strategic objectives. A key part of this process is the triennial strategic review, during which the organisation's vision, mission, values and strategic aims are subjected to a thorough review and stakeholder consultation to ensure that they remain relevant and reflective of the current operating environment. In the intervening period between strategic reviews, NILGOSC reviews and updates its operational business plans annually to help plan resources and measure performance.

NILGOSC commenced its latest strategic review in May 2024, which included a comprehensive review of NILGOSC's Vision, Mission, Values and Strategic Aims and Objectives. Each of these components is set at a strategic level, with specific operational challenges and objectives identified at the detailed business plan level. This is intentional to ensure that the vision, mission and high level aims and objectives are future-proofed and therefore do not require revision for every new initiative or operational change. This, together with NILGOSC's relatively narrow role and remit, is reflected in the consistency of strategic objectives across different corporate planning periods.

NILGOSC has identified seven overarching strategic themes, which form the framework for strategic planning and decision making.

Theme 1: Engagement	Ensuring existing and potential stakeholders are kept informed and satisfied
Theme 2: Innovation & Operational Excellence	Striving for continuous improvement in service delivery
Theme 3: Collaboration	Working with key partners and providers to enhance offering and reduce costs
Theme 4: Governance	Establishing robust governance arrangements
Theme 5: People	Being a high performing and welcoming employer of choice
Theme 6: Financial Sustainability	Maintaining an adequate Fund to meet pension payments as they fall due
Theme 7: Stewardship	Investing responsibly and encouraging good corporate behaviour

The Plan is reviewed and revised annually. Progress in meeting the objectives will be reported quarterly to the Department for Communities, biannually to the Management Committee (the Committee), as well as annually in the Annual Report.

The Plan has been formulated by NILGOSC taking into account the views of the Committee, management and staff, together with an understanding of external factors such as government policy and stakeholder needs. Each business area undertakes a number of Operational Activities which fulfil NILGOSC's Business Objectives, and in turn are designed to satisfy the Corporate Aims.

Annex B sets out the key objectives and performance targets for the next three years and the strategy for achieving them. Annex B also sets out the relationship between Corporate Aims, Business Objectives and Operational Activities in tabular format.

The plan for the three years to 31 March 2028 continues to be driven by NILGOSC's desire to provide an excellent level of service suited to the needs of its stakeholders. In doing so NILGOSC aims to comply with government policy for public sector bodies and pension schemes.



The Vision

NILGOSC's vision is

“To provide an excellent and sustainable pension scheme.”

Mission Statement

NILGOSC's mission statement is

“To operate the pension scheme efficiently and effectively while enhancing the quality of service provided to stakeholders.”

NILGOSC has adopted a number of business practices designed to facilitate the achievement of its mission. These are: -

- The review and monitoring of key performance indicators and the taking of appropriate action.
- The annual review of NILGOSC's business needs and the potential benefits offered by advances and innovation in the available technologies to provide IT solutions.
- The focus on best practice, compliance with legislation, and prioritising areas for improvement.
- The maintenance of proactive human resource policies, which ensure fairness, sensitivity and equality in dealing with staff.
- The enhancement of team spirit and associated working practices by promoting a culture that encourages participation, consultation and communication.



Key activities for the Year Ahead

2025/26 is the first year in the new three year strategic planning period, following the strategic review which concluded in December 2024. On the administration side, the focus remains on stakeholder satisfaction and various technological developments, both of which continue to feature heavily in NILGOSC's business plan and service delivery strategy for the period ahead. On the investment and funding side, attention will be focused on the review of the investment strategy and the triennial actuarial valuation due as at 31 March 2025.

Starting with scheme administration, implementation of the McCloud remedy regulations which were made on 28 September 2023 continues to be both the primary administration activity and challenge to operational efficiency. This legislation introduced scheme changes which were required as a result of the McCloud legal judgment, which found that transitional protection arrangements put in place in certain public sector pension schemes were discriminatory on the grounds of age. The McCloud remedy regulations effectively removed the old discriminatory underpin and replaced it with a new, expanded underpin. The revised underpin is technically complex and the final regulations increased the scope of those eligible for the remedy, leading to a substantial and retrospective additional data collection requirement from scheme employers. Due to the retrospective nature of the regulations, any benefits paid or accrued on or after 1 April 2015 will need reviewed and, in some cases, recalculated to reflect the revised underpin. With over 40,000 members potentially in scope of the remedy, the additional complexity of routine pension calculations has significantly increased both the volume of work and individual processing times.

Stakeholder satisfaction remains a key focus given the impact of the new regulations on administrative processes and a large proportion of the business plan for 2025/26 focuses on meeting agreed service standards. Despite falling into the business-as-usual category, service delivery remains the core focus for NILGOSC across all aspects of its business planning. Certain tasks continue to be prioritised including those members approaching retirement, ill-healths and deaths, together with actions with strict statutory timescales such as transfers. Inevitably, some bottlenecks have arisen and the focus over the coming year will be on eliminating any backlogs, together with meeting all service standards going forward.



Staying with the McCloud remedy, the trade union NIPSA has lodged a significant number of group legal actions against the Department for Communities, NILGOSC and scheme employers, in relation to injury to feelings arising from the McCloud judgment. Over 26,000 claims have been received to date and are being handled almost exclusively by the in-house legal team. As with any legal action, resources have had to be redeployed from business-as-usual work to meet tribunal deadlines and filing requirements.

Stakeholder satisfaction is intrinsically linked to effective communication and ensuring that members and employers not only receive a high quality service, but also that they understand and engage with their pension scheme. Maintaining and enhancing stakeholder engagement remains a key challenge as the pension scheme evolves and increases in complexity. Developments at a national level bring stakeholder engagement to the top of the agenda in 2025 with respect to the UK Government's Pension Dashboard Programme, which will see the first pension schemes and providers come onboard before the end of the calendar year. Alongside its public sector and LGPS peers, NILGOSC is due to connect to the Dashboard by 31 October 2025. Once operational, the Dashboard will allow individuals to view details of all their pension entitlements in a single location, including state and other public sector pensions. The business plan for the year ahead includes the action to ensure NILGOSC is fully compliant with any legislative requirements and timeframes, together with an ongoing action in respect of data accuracy which is critical to the success of the Dashboard project.

There are a number of system related projects underway which have straddled multiple corporate planning periods. One of the more ambitious developments has been the roll out of the new data exchange facility which will ultimately eliminate the need for the manual and time-consuming provision of member information by employers. Under the Regulations, employers are required to provide a range of information on scheme members including on joining and leaving by way of regular returns. Historically this information has been provided primarily through labour intensive spreadsheets and data collection forms. Once operational, the system will feed payroll data from Scheme employers directly into NILGOSC's pension administration system by way of a secure portal and is designed to improve efficiency, data accuracy and information security from both a NILGOSC and employers' perspective. To date, 131 employers have been onboarded however as the rollout reaches the later phases, some not insignificant delays have arisen. Larger employers are required to develop a compliant extract file to feed into the i-Connect system, which in turn requires software developments and resource at the employer end. A revised onboarding schedule has been agreed and is reflected in the 2025/26 business plan, with a focus on bringing all larger scheme employers onboard over the next two years.

From a member perspective, the default delivery method for scheme communications is now My NILGOSC Pension Online, a 24-7 online self-service facility, which allows members to access and update their record at their convenience as well as run projections on their expected pension. Following an upgrade to the system in February 2025, the business plan includes an action to maintain registration and usage levels following the switchover.

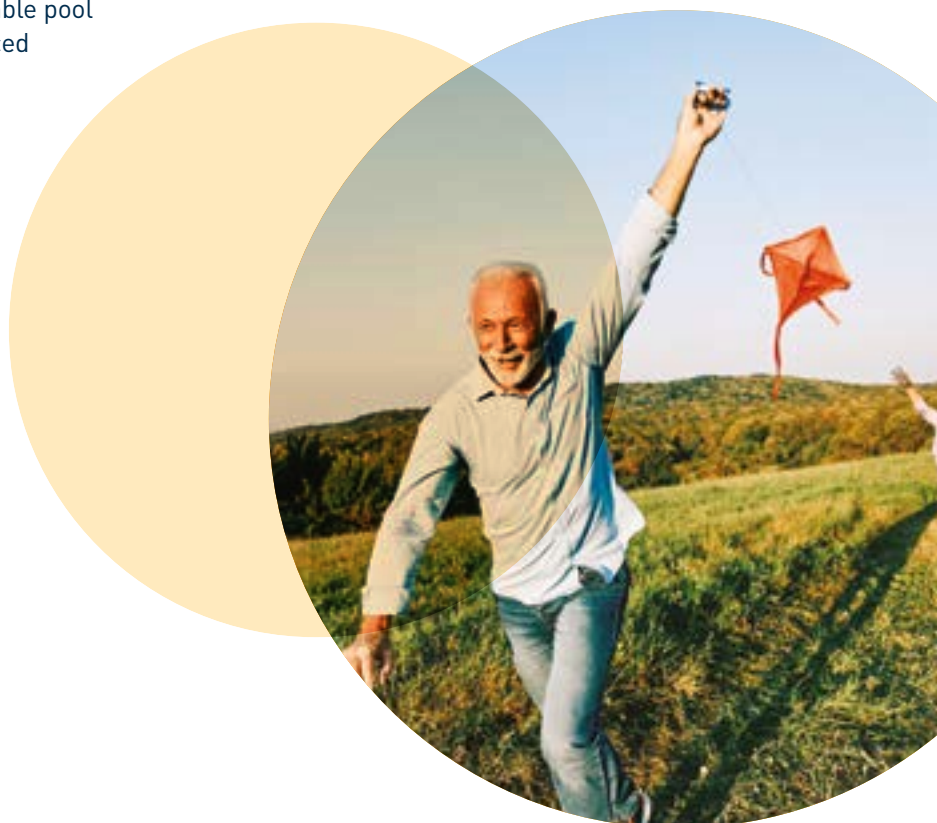
The increasing reliance on technology poses a number of challenges around data security and system resilience, be that hostile or benign. Resilience remains a key objective for NILGOSC and the plan for 2025/26 sees the continuation of an existing action to adopt a cloud first strategy as legacy resources reach end of life. A new action has been added to the plan relating to the development of a longer-term technology roadmap. With public sector organisations a common target for attack, cyber security remains a top priority and NILGOSC continues to enhance its defences to ensure that it can identify and prevent breaches and keep critical systems and data safe. NILGOSC participates in the Government-backed Cyber Essentials scheme to help protect it from common online security threats and the corporate plan includes an action to retain Cyber Essentials Plus accreditation.

Arguably the biggest risk to NILGOSC achieving its strategic objectives is its ability to attract and retain staff. NILGOSC is in a unique position in that it is the only LGPS fund in Northern Ireland and therefore cannot avail of a readily available pool of skilled staff. Instead, NILGOSC is forced to invest significant time and resource in training its staff on the skills and technical expertise required across the pensions, investment and finance teams. Staff turnover has fallen from its peak to 16% at 31 December 2024, a positive trajectory from the 30.4% turnover for the previous 12 months. A two year delay in implementing remedial pay proposals was finally resolved in November 2024 following receipt of Departmental approval.

It is hoped this will go some way to improve retention going forward however the legacy impact of circa 30% turnover for the last three years has left NILGOSC with a significant proportion of new and less experienced staff, which in turn impacts on output and efficiency, particularly in the pension administration teams. Given the critical nature of a skilled and stable workforce to meet strategic and operational corporate objectives going forward, NILGOSC continues to review its employment offering and the business plan includes a number of specific actions around job evaluation, staff training and wellbeing initiatives. A new action has also been added to the business plan to develop a formal People Strategy before 31 March 2026.

Resourcing challenges in 2024/25 impacted on a number of planned developments including a new HR recruitment platform and Board portal and both activities have been carried forward into the business plan for the year ahead.

NILGOSC has a dual statutory purpose and, as noted above, it is also responsible for maintaining an investment fund out of which pension benefits can be met. Accordingly, the business plan for the year ahead includes a number of funding and investment related operational actions which focus on ensuring that the Fund is adequately protected, as well as achieving solid long term returns from a suitably diversified investment portfolio.





The next triennial valuation of the Fund will take place on 31 March 2025, with a publication date of 31 March 2026. This is a lengthy and data intensive process whereby the Scheme Actuary calculates the current funding position of the Fund and sets the contribution rates for the next three years, a critical part of ensuring longer term financial sustainability. As part of this process, NILGOSC will be reviewing, consulting, and where applicable updating, its Funding Strategy Statement during 2025. The Funding Strategy Statement is an important document which sets out NILGOSC's approach to ensuring that sufficient monies are available to meet both current and future pension liabilities. Given current constraints in public sector finances, scheme affordability will be a key focus throughout the valuation process, as strained budgets could potentially impact on an employer's longer term participation in the scheme. In addition to the annual covenant review process, NILGOSC will continue to engage with employers to help identify and address any affordability issues well in advance of potential default. NILGOSC will also monitor closely requests for early exits or redundancies for any indication of a declining workforce, as well as picking up early warning of any consequent increase in scheme administration.

Following a change in service provider in early 2025, NILGOSC will be undertaking a formal review of its investment strategy, in conjunction with its Investment Adviser. This three-yearly review will consider the ongoing effectiveness of NILGOSC's existing strategy, taking into account current economic conditions and expected future investment returns. An inherent part of the strategy review will ensure that NILGOSC's responsible investment policy remains embedded in strategic decision making, with climate risk mitigation a key factor. As part of its global stewardship activities, NILGOSC supports a number of investor initiatives aimed at improving climate related financial disclosures and produces an annual Climate-related Disclosures Report, in line with the now disbanded Task Force on Climate-related Financial Disclosures. A number of climate related actions are included in the rolling business plan in respect of carbon metrics, data analysis and reporting, together with the publication of an annual stewardship report.



From a governance perspective, a number of actions are carried forward with respect to Committee training and effectiveness, with a specific action included to undertake an external Board effectiveness review. Whilst the Committee undertakes an annual self-assessment of its effectiveness, in line with best practice and the Committee Effectiveness Framework, this is supplemented by an independent external assessment every 3 years. As NILGOSC will be celebrating its 75th anniversary on 1 April 2025, the business plan also includes a programme of stakeholder communications and events to mark the occasion.

Collaboration remains one of NILGOSC's seven strategic themes and, provided interests are properly aligned, NILGOSC will continue to seek out collaborative opportunities which offer increased efficiencies as well as access to contracts or opportunities that may not otherwise be available.

From a procurement perspective NILGOSC will continue to utilise national LGPS and public sector frameworks to delivery efficiencies, while collaboration also offers the potential for significant benefits from an investment perspective. This includes the potential to share knowledge and resources on responsible investment matters as well as sharing costs and expertise and providing access to investment opportunities that might not otherwise be available. The 2025/26 business plan reflects the intention to continue with this collaborative approach.

Lastly, but importantly, NILGOSC recognises the ongoing importance of promoting equality of opportunity and fulfilling its Section 75 statutory obligations. NILGOSC remains committed to ensuring equal access to its services and the Corporate Plan includes a number of actions which relate specifically to NILGOSC's Equality Scheme and Action Plan.

Review of the Annual Corporate Plan 2023/24 and 2024/25



A review of NILGOSC's performance in the preceding full financial year, together with an estimate of performance for 2024/25, is set out in the following section. A 'Status' indicator is applied to each operational action included in the corporate plan to indicate the progress made in meeting the performance indicator. The four Status indicators are Achieved (represented by the colour dark green), On Target/Substantially Achieved (light green), Moderately Behind Target (yellow) and Not Achieved (red).

With respect to the 2024/25 year, a significant proportion of the annual plan is expected to be complete or on schedule as at 31 March 2025, with some longer-term projects and activities rolling forward into future periods. Performance to 31 December 2024 suggests an expected achievement rate of 89% for the year as represented by the following chart:



Based on actual results to 31 December 2024, service delivery performance falls within the range 90%-100% when measured against published in-house service standards with two exceptions: refund quotations and early leaver options. 76% of refund quotation requests were processed within the 10 day service standard, while 73% of early leaver notifications were processed within the 20 day target. The remaining service delivery related operational actions remain in line with or ahead of published service standards.

Together with the implementation of the McCloud remedy regulations, ongoing staffing challenges remain a primary contributing factor to performance during 2024/25. An inability to implement revised 2022 pay proposals until November 2024 hindered recruitment efforts and staff turnover remains high across the organisation. The resultant gaps and training lead-times negatively impacted service delivery performance as well as leading to the deferral of certain non-time critical activities to focus remaining resources on business-as-usual tasks.

The following projects or activities are not expected to be complete by the end of 2024/25 and have been carried forward to this year's corporate plan:

- Implementation of changes to regulations as a result of the McCloud judgment
- Implementation of an automated receipt and straight through processing of data from employers (i-Connect)
- Implementation of a new recruitment system
- Job evaluation exercise
- Board effectiveness review
- Investment Strategy Review
- Full office refurbishment.

The action to update processes to reflect scheme changes arising from McCloud legislation within nine months of the regulations being made has not been achieved. The late issuance of the regulations and the expanded scope therein created an extremely challenging timeframe for both software programming and changes to internal processes. The McCloud changes affect nearly all core processes and benefit calculations and updating every process and procedure will take some time.

The action relating to the i-Connect project has fallen behind schedule as it reaches the latter phases, which involve larger employers and require software programming to facilitate the automatic exchange of data. Larger employers require a compliant extract from their payroll system to feed directly into the i-Connect system and experience to date has seen significant delays with employers not being in a position to provide a compatible data file. Revised implementation dates are included in the 2025/26 corporate plan.

The operational action to undertake the triennial strategy review in 2024 is no longer achievable due to the decision in August 2024 to terminate the investment advisory services contract and commence a market testing exercise. The strategy review process had commenced on schedule with an initial workshop held in June 2024 however, following the decision by the Committee to review the contract for investment advice, it was considered prudent to pause the strategy review until the tender process has concluded. Accordingly, the strategy review has been deferred into the 2025/26 year.

Staff turnover has remained stubbornly high in recent years, significantly impacting HR resources who for the third year running have had to prioritise recruitment activity. This has resulted in the implementation of new recruitment system proceeding at a much slower pace than originally planned. Also relating to staff, the action to undertake a job evaluation exercise by 31 March 2025 has experienced significant delays as the trade union was initially not supportive of the plan to appoint independent, external evaluators to undertake the exercise. Whilst some progress has been made in the final quarter of 2024, the original target date of 31 March 2025 is no longer achievable given a CPD procurement exercise will be required prior to the evaluation itself commencing. Revised target dates for both the recruitment system, and the job evaluation exercise are included in the 2025/26 business plan.

The action relating to the overall Fund investment objective of CPI+3% remains behind target at the quarter ended 31 December 2024 as a result of the market volatility and global inflationary pressures which have dominated the 3 and 5 year time horizons. It is not possible to invest directly in CPI and therefore asset returns will always be more volatile relative to a CPI benchmark and will result in significant over or underperformance over shorter, volatile periods of time, particularly when inflation moves significantly from historical averages and central bank target ranges as seen in recent times.

Other actions that are behind target at the nine month point include the retendering of goods and services in line with schedule due to procurement delays imposed by CPD. As a result of resource constraints at CPD, it has unilaterally doubled the lead time to appoint a buyer for a tender exercise to 60 working days and therefore the timely completion of tender exercises is not currently within NILGOSC's control.



The completion of a board effectiveness review is also behind schedule as procurement resources were reprioritised to focus on the unscheduled tender for investment advisory services.

Full details of the progress made in implementing the Corporate Plan 2024/25 will be included in the Annual Report and Accounts for the Year Ended 31 March 2025.

With respect to the 2023/24 planning period, 67 actions were Achieved, 18 actions were Substantially Achieved or On Target to be achieved, 3 operational actions were Moderately Behind Target and 10 actions flagged as Not Achieved. This equates to an achievement rate of 87% for the year as represented by the following chart:



Of the 13 actions Behind Target or Not Achieved, 6 were directly due to staffing levels and ongoing recruitment and retention challenges. Priority continued to be given to frontline service delivery to ensure that essential member and employer services continued uninterrupted and, with two exceptions, service delivery performance was in line with or ahead of NILGOSC's published inhouse service standards for this period.

The provision of refund quotations and early leaver options to members both fell short of target, with 73% of refund quotation requests processed within the 10 day service standard and 53% of leaver notifications processed within the 20 day target.

A further four actions were also delayed impacted as a result of staffing challenges:

- completion of the communications workplan for the year
- implementation of a new recruitment system
- completion of a job evaluation exercise
- reducing staff turnover below 20%.

Two actions relating to the implementation of changes arising from the new McCloud legislation were impacted by a last minute widening in scope and three day lead time for the regulations coming into force. The late issuance and expanded scope not only created a challenging timeframe for software programming, but has resulted in an extensive additional data collection exercise from scheme employers.

The remaining five actions flagged as Behind Target or Not Achieved were impacted by a variety of internal and external factors. Investment returns fell short of the CPI+3% objective following global inflationary pressures not seen for over four decades. Whilst the selection of an inflation linked benchmark is considered to remain appropriate over longer time frames, it is accepted that performance over shorter periods made be significantly ahead or behind target. The action to present an annual investment costs report by 31 August was delayed by three months as a result of a change in service provider. The action to reduce missing addresses by 10% was not achieved as a mailing to update all members on the new regulations resulted in a jump in returned mail. Whilst good progress was made in the ongoing roll-out of i-Connect, the new employer electronic data exchange system, the later phases involve larger employers who require a compliant extract to feed directly from their payroll system. Employers have struggled to provide compatible data files, with many requiring software programming, and revised target implementation dates have been reflected in subsequent iterations of the corporate plan. The final action not achieved related to a failure by three Committee members to complete the annual target of 40 hours training and development.

Aims and Key Objectives for 2025/26 to 2027/28

Aim 1: To provide an effective service complying with the pension scheme regulations, good practice, other legislation and stakeholder expectations.

Objectives

- To pay members' pension benefits, refunds and transfers promptly and accurately
- To credit pension contributions, transfers and other employer liabilities received promptly and accurately
- To provide members with information needed to make pension decisions promptly
- To pay death benefits promptly and accurately
- To ensure that all necessary action is taken on any change to scheme rules
- To ensure that systems and procedures comply with relevant legislation
- To maintain accurate and complete member data

Aim 2: To deliver an effective investment strategy in line with the actuarial profile of the fund.

Objectives

- To value the scheme assets and liabilities and set contribution rates accordingly
- To invest scheme funds in accordance with the Statement of Investment Principles
- To deliver investment performance within appropriate risk return parameters
- To review investment performance regularly
- To ensure effective stewardship in line with responsible investment policy
- To manage the investment risks posed by climate change
- To understand and adopt good practice in Public Sector pension fund management
- To work collaboratively on investment matters when suitable opportunities arise



Aim 3: To promote the scheme and inform members and employers of their pension options.

Objectives

- To actively encourage retention in, and new membership of, the Scheme
- To provide general scheme information to scheme employers, their employees, members, Trade Unions and pensioners through active engagement
- To provide members and employers with specific details of Regulation changes and relevant tax legislation changes

Aim 4: To influence and inform the debate on the future of the Local Government Pension Scheme.

Objectives

- To influence changes to the LGPS and actively contribute to relevant consultations
- To engage with, and inform, interested parties and relevant decision makers
- To improve the Scheme Regulations for the benefit of employers and members

Aim 5: To undertake business in an efficient, effective and accountable manner as required of a public body.

Objectives

- To enhance corporate governance arrangements appropriate for a public body
- To maximise efficiency through the use of technology
- To manage change in an effective and timely manner
- To ensure NILGOSC attracts and retains well trained personnel
- To ensure that the office environment meets the growing needs of stakeholders and staff
- To ensure an effective and cohesive Committee

Aim 6: To promote equality of opportunity, good relations and to fulfil Section 75 obligations.

Objectives

- To assess the likely impact of policies on the promotion of equality of opportunity and good relations
- To ensure NILGOSC personnel policies promote equality of opportunity
- To ensure that NILGOSC meets or exceeds best practice as set out by the Equality Commission

Service Standards, Values and Targets

Values

NILGOSC is committed to providing a professional service to all its stakeholders. In carrying out its aims and objectives NILGOSC is committed to:

- member focused service delivery
- maximising returns within acceptable risk parameters
- sustainability, both as an investor and as a pension scheme
- responsiveness, taking action in a timely manner
- operational excellence through innovation
- collaboration to achieve shared goals
- fairness, embracing equality and diversity in its widest sense
- honesty, integrity and openness in our engagement with stakeholders
- being understandable, providing simple, clear and complete information



Service Standards

Action	Service Standard	Target
Retirement	To pay any lump sum due within 10 working days of the receipt of the relevant details.	90%
	To notify the pensioner of the pension payable within 10 working days of the receipt of the relevant details.	90%
Death	To pay the death grant and notify any dependants of the pension within 10 working days of the receipt of the relevant proofs of title.	90%
Early Leaver	To provide a statement of benefit options within 20 working days of notification.	90%
Refund	To pay within 10 working days of receiving a valid application.	90%
Transfer Out	To provide an estimate of the cash equivalent within 20 working days of request and receipt of relevant details.	90%
	To pay the cash equivalent within 10 working days of receiving authority.	90%
Transfer In	To provide an estimate of the amount to be credited to the member's pension account within 10 working days of receipt of relevant details.	90%
	To provide confirmation of the amount credited to the member's pension account within 20 working days of receiving the transfer payment.	90%
Quotation	To provide quotation requests within 10 working days.	90%
New Entrants	To process new entrants within 20 working days of receipt.	95%
Correspondence	To reply to correspondence within 10 working days.	95%
Members' Annual Report	To issue by 30 November each year.	100%
Pension Benefit Statements	To issue pension benefit statements to all members and deferred members within 5 months of year end.	100%
Monthly Pension	To pay all pensions by the last banking day each month.	100%
P60s issued to Pensioners	To issue P60s by 31 May each year	100%

Other Targets - Investment

NILGOSC has set an investment performance target at an overall Fund level. The target is to exceed the rate of increase in the Consumer Price Index (CPI) by 3% per annum, to be measured over a three and five year period. This target is reflected in the Corporate Plan 2025/26-2027/28.

NILGOSC's performance against all targets is reported in its Annual Report and Accounts which is available on the website (www.nilgosc.org.uk) or by contacting the Governance Manager.

Freedom of Information



The Committee believes that information about its plans, activities and services should be accessible to members of the public. The aim is to be open, transparent and proactive in our information provision, embracing the ethos of the Freedom of Information Act 2000 and responding to requests for information courteously and promptly, offering advice and assistance where necessary.

This corporate plan forms part of NILGOSC's Publication Scheme, further information on which is accessible at www.nilgosc.org.uk/publication-scheme



Costs of the Corporate Plan

The Corporate Plan for 2025/26 has been costed and a forecast of administration income and expenditure for the year ahead is attached at Annex A.



Budget 2025/26

Staff Costs

	£
Salaries	3,812,259
Superannuation	719,941
National Insurance	477,564
Staff Training & Travel	170,716
Chairman's Allowance	17,659
Committee's Training Expenses	35,724
Committee's Travel & Expenses	83,872
	5,317,735

Office Overheads

Rates & Insurance	125,825
Electricity	38,000
Property Expenses	15,000
Office Service Charges	177,300
Office Cleaning & Consumables	9,300
	365,425

Computer Running Costs

IT Maintenance	895,200
	895,200

Depreciation and Hire

Computers	273,069
Fixtures & Fittings	7,505
Templeton House	43,008
	323,582

Administration

Printing, Advertising & Stationery	184,220
Telephone and Communications	34,442
Postage	191,460
	410,122

Professional Fees

Medicals	186,135
Actuary	138,710
Local Government Auditor	43,250
Internal Audit	34,584
Professional Advice	559,445
	962,124

General Expenses

Bank Charges	5,760
Maintenance	7,026
Miscellaneous	27,026
	39,812

Total Expenditure

Recoverable Costs	8,314,000
	(81,000)

Net Expenditure

8,233,000

Relationship between Corporate Aims, Business Objectives and Operational Action

Corporate Aim	Business Objective	Operational Action	Performance Indicator
1. To provide an effective service complying with the pension scheme regulations, good practice, other legislation and stakeholder expectations.	1.1 To pay members' pension benefits, refunds and transfers promptly and accurately	1.1.1 To pay monthly pensions promptly and accurately	Paid by last banking day of the month
		1.1.2 To pay pension lump sums promptly and accurately	Within 10 working days of the receipt of the relevant details
		1.1.3 To pay refunds of contributions promptly and accurately	Within 10 working days of receiving a valid application
		1.1.4 To pay transfer payments promptly and accurately	Pay the cash equivalent within 10 working days of receipt of required information
	1.2 To credit pension contributions, transfers and other employer liabilities received promptly and accurately	1.2.1 To collect monthly contributions and invest in scheme fund promptly	Within 10 working days of following month
		1.2.2 To update member records on receipt of annual returns from employers	100% of employers required to submit a return by 31 July
		1.2.3 To credit pension account on receipt of transfers into the scheme promptly	Provide confirmation within 20 working days of receiving the transfer payment
		1.2.4 To obtain and advise employers of actuarial costs and agree payment schedule promptly	Within 20 working days of receipt of information
	1.3 To provide members with information needed to make pension decisions promptly	1.3.1 To respond to member queries	Within 10 working days
		1.3.2 To provide members leaving the scheme with option choices	Provide a statement of benefit options within 20 working days of notification
		1.3.3 To provide short service members leaving the scheme with option choices	Provide a statement of options within 10 working days of notification
		1.3.4 To provide members with benefit quotations on request	Benefit quotations issued within 10 working days
		1.3.5 To provide members and deferred members with benefit statements	Benefit statements issued within 5 months of year end
		1.3.6 To provide members with annual allowance statements as applicable	Statements issued by 6 October
		1.3.7 To provide an estimate of a CETV	Within 20 working days of receipt of relevant details
	1.4 To pay death benefits promptly and accurately	1.4.1 To notify dependants of pensions payable	Within 10 working days of receipt of the relevant proof of title
		1.4.2 To pay death grants promptly	Within 10 working days of receipt of relevant proof of title

Corporate Aim	Business Objective	Operational Action	Performance Indicator
	1.5 To ensure that all necessary action is taken on any change to scheme rules	1.5.1 Ensure that processes change to reflect regulation changes	Complete changes within 3 months of regulations made
		1.5.2 To train relevant staff on any regulation changes	Relevant staff trained on new regulations within 3 months of regulations made
		1.5.3 To have administration systems updated for any new or amended regulations	To have administration systems in place within 6 months of regulations made
		1.5.4 To implement benefit changes and record amendments arising from McCloud	To complete necessary changes in line with legislative timescales
	1.6 To ensure that systems and procedures comply with relevant legislation	1.6.1 To respond to Data Protection and Freedom of Information requests	Within 1 month (GDPR) or 20 days (FOI) of request
		1.6.2 To implement the Retention and Disposal Schedule	To complete full implementation for electronic records by December 2026
	1.7 To maintain accurate and complete member data	1.7.1 To undertake annual data matching and address tracing exercise	Reduce missing addresses by 10% relative to March 2025
		1.7.2 To monitor and improve data quality and ensure common data quality meets TPR standards	Data scores calculated in line with TPR guidance and action taken in line with data improvement plan
2. To deliver an effective investment strategy in line with the actuarial profile of the fund.	2.1 To value the scheme assets and liabilities and set contribution rates accordingly	2.1.1 Undertake Actuarial valuation every 3 years	Publish valuation by 31 March 2026
		2.1.2 To provide necessary information to GAD for cyclical cost cap valuations	Information provided by due date
		2.1.3 To ensure employer contribution rates for 2025/26 implemented and deficit recovery contribution streams collected, where applicable	Collect minimum contributions due under current Rates & Adjustment certificate
	2.2 To invest scheme funds in accordance with the Statement of Investment Principles	2.2.1 To achieve investment performance in line with targets	NILGOSC fund target
		2.2.2 To monitor and regulate investment management	That no manager breaches investment guidelines and any issues identified by the scorecard are promptly addressed
		2.2.3 To maximise income from scheme assets	Amount of income earned
	2.3 To deliver investment performance within appropriate risk return parameters	2.3.1 To undertake the triennial investment strategy review	To complete the strategy review by March 2026
		2.3.2 To monitor quarterly funding updates on an ongoing and low risk basis	Quarterly funding updates provided by Actuary
	2.4 To review investment performance regularly	2.4.1 To undertake a balanced scorecard review of investment managers on a quarterly basis	Quarterly scorecard report completed
		2.4.2 To provide a supplementary report to the Annual Report which includes benchmarking against LGPS peers	Annual report produced by 30 September 2025
		2.4.3 To monitor and report on investment costs using standard industry templates	Annual investment costs report by 31 December 2025

Corporate Aim	Business Objective	Operational Action	Performance Indicator
	2.5 To ensure effective stewardship in line with responsible investment policy	2.5.1 To implement the Statement of Responsible Investment	Vote in as many company meetings as possible, recoup earnings through class actions and to engage with companies to improve ESG performance
		2.5.2 To produce an annual stewardship report	Report produced by 31 May 2025
	2.6 To manage the investment risks posed by climate change	2.6.1 To implement the Climate Risk Statement	Inclusion of climate risk in the consideration of investment opportunities.
		2.6.2 To undertake a carbon intensity analysis of portfolio	Analysis completed by 31 December 2025
		2.6.3 To undertake portfolio scenario analysis	Analysis completed by 31 December 2025
		2.6.4 To produce an annual Climate-related Disclosures report	Report produced by 31 December 2025
	2.7 To understand and adopt good practice in Public Sector fund management	2.7.1 Review Statement of Investment Principles and Funding Strategy Statement	Revise FSS and revise SIP when necessary
		2.7.2 To monitor and manage employer covenants in line with Funding Strategy Statement	Interim covenant assessment completed by 31 March 2026
	2.8 To work collaboratively on investment matters when suitable opportunities arise	2.8.1 To explore the benefits of scale investing and share knowledge and expertise on opportunities in alternative private markets	Collaboration with like-minded investors where mutually beneficial
		2.8.2 To collaborate with like-minded investors on environmental, social and governance matters to support common goals	To join collaborative initiatives and share knowledge and expertise where appropriate
3. To promote the scheme and inform members and employers of their pension options	3.1 To actively encourage retention in, and new membership of, the Scheme	3.1.1 To monitor the level of members opting-out of the scheme, understand the reasons and market the Scheme to non-members.	Maintain active membership within levels not less than 10% below March 2023 levels
	3.2 To provide general scheme information to scheme employers, their employees, members, Trade Unions and pensioners through active engagement	3.2.1 Publish comprehensive scheme literature and guidance	Within 3 months of Scheme changes
		3.2.2 Provide employee and employer seminars and webinars	Employee and employer satisfaction rating as measured through annual satisfaction survey
		3.2.3 To trial an annual employer information and engagement event	Information sessions to be incorporated into the 2025 valuation events and feedback sought via annual employer survey
		3.2.4 To lay the annual report in the NI Assembly	In accordance with date agreed with Department
		3.2.5 To implement the Communications Workplan	Actions completed in line with target dates
	3.3 To provide members and employers with specific details of regulation changes and relevant tax legislation changes	3.3.1 Communication of any relevant regulation and tax changes	Within 3 months of regulations or changes being made
		3.3.2 To advise all new members of the benefits of the pension scheme	Issue information to new scheme members and membership certificates within 20 working days of notification by employer

Corporate Aim	Business Objective	Operational Action	Performance Indicator
4. To influence and inform the debate on the future of the Local Government Pension Scheme	4.1 To influence changes to the LGPS and actively contribute to relevant consultations	4.1.1 To ensure that employers and recognised trade unions are aware of potential scheme changes	All employers and recognised Trade Unions informed of key potential scheme changes
		4.1.2 To respond to relevant Government consultation exercises	By consultation reply date
		4.1.3 To respond to parent Department consultation exercises	By consultation reply date
		4.1.4 To contribute to consultee groups e.g. PLSA, LGPC	To have representation on all groups
	4.2 To engage with, and inform, interested parties and relevant decision makers	4.2.1 To identify interested parties and decision makers for relevant issues and ensure they are adequately briefed on the consequences for NILGOSC	Evidence of engagement
	4.3 To improve the Scheme Regulations for the benefit of employers and members	4.3.1 Identify potential changes to the existing regulations or draft regulations and lobby the Department to make the changes	Formal notification of amendments to the Department
5. To undertake business in an efficient, effective and accountable manner as required of a public body	5.1 To enhance corporate governance arrangements appropriate for a public body	5.1.1 Respond to External Auditor letters	Within 10 working days
		5.1.2 Review of NILGOSC Internal Controls	Annually by 31 March
		5.1.3 Participate in data matching exercises as appropriate	Identify invalid payments and recoup losses
		5.1.4 To test Business Continuity procedures and ensure effective	Annual test of Business Continuity Plan
		5.1.5 Maintain a Risk Register and take actions to mitigate identified risks	The Risk Register is compiled, reviewed quarterly and action identified is completed
		5.1.6 To undertake a triennial review of the Organisation's Strategic Objectives	Review undertaken by 31 December 2027
		5.1.7 To undertake the retendering of goods and services	Tenders completed in line with procurement schedule
		5.1.8 To utilise relevant procurement frameworks to minimise costs and increase efficiency	Frameworks utilised where they match requirements and meet business needs
		5.1.9 To ensure that all Committee members undertake appropriate training in line with good practice, guidance and legislation	Each member has undertaken 40 hours of training / development per annum
		5.1.10 To provide tailored induction training and support for new Committee members	Induction completed within 2 months of appointment to Committee and relevant sub-committees
		5.1.11 To undertake annual Cyber Essentials plus assessment	Cyber Essentials Plus certification obtained

Corporate Aim	Business Objective	Operational Action	Performance Indicator
	5.2 To maximise efficiency through the use of technology	5.2.1 To implement automated receipt and straight through processing of data from employers	Revised Phase 6 and Phase 7 complete by Sept 2027
		5.2.2 To promote the take-up for online member portal across scheme membership	To maintain a combined 50% registration level for active and deferred members by 31 March 2026
		5.2.3 To adopt a cloud first strategy as legacy resources reach end of life	Strategy implemented by 2025/26
		5.2.4 To encourage non-registered deferred members to register for Member Self Service through a reconnection programme	To write to non-registered deferred members 31 March 2027
		5.2.5 To develop a technology road map	Road map in place by 31 March 2026
		5.2.6 To facilitate the exchange of data with the pension dashboard	To connect to the dashboard by 31 October 2025
		5.2.7 To identify, source and implement a new recruitment system	System implemented by September 2025
		5.2.8 To identify, source and implement a board portal	Portal operational by 30 June 2025
	5.3 To manage change in an effective and timely manner	5.3.1 To issue an internal newsletter to improve and promote staff communication	Newsletter issued quarterly
		5.3.2 To establish project groups to manage projects on a timely and effective manner	Projects managed in accordance with industry standard methodology and in line with project timetable
	5.4 To ensure NILGOSC attracts and retains well trained personnel	5.4.1 To ensure all staff complete training plans and undertake appropriate training	That all staff complete plans and that training is received
		5.4.2 To utilise e-learning packages for mandatory corporate training, where appropriate	All staff have successfully completed e-learning modules issued
		5.4.3 To undertake a review of the staff structure and capacity	Review completed by 31 March 2026
		5.4.4 To monitor staff retention and address any issues identified	Staff turnover level maintained below 20%
		5.4.5 To undertake a biennial staff satisfaction survey and address any issues identified	Staff survey completed by 31 March 2027
		5.4.6 To implement the wellbeing programme for 2025/26	Wellbeing programme delivered during the year ended 31 March 2026
		5.4.7 To undertake a job evaluation exercise	Exercise concluded by 30 September 2025
		5.4.8 To develop a People Strategy	Strategy in place by 31 March 2026
		5.4.9 To recognise NILGOSC's 75th anniversary	Programme of events and communications delivered in year to 31 March 2026
	5.5 To ensure that the office environment meets the growing needs of stakeholders and staff	5.5.1 To maintain and improve office facilities to meet the ongoing needs of stakeholders and staff	Full office refurbishment completed by 31 December 2026
		5.5.2 To implement a renewable heating system	Heating system in place by 31 March 2026

Corporate Aim	Business Objective	Operational Action	Performance Indicator
	5.6 To ensure an effective and cohesive Committee	5.6.1 To provide Committee members with networking opportunities at internal and external conferences	Committee cohesion as evidenced by the annual Effectiveness Self-Assessment results
		5.6.2 To undertake an external Board effectiveness review	Review completed by 31 March 2028
6. To promote equality of opportunity, good relations to fulfil Section 75 obligations	6.1 To assess the likely impact of policies on the promotion of equality of opportunity and good relations	6.1.1 Use the tools of screening and EQIA to determine the likely impact of any new policy	Screening and/or EQIA completed during the policy development or review process
	6.2 To ensure NILGOSC personnel policies promote equality of opportunity	6.2.1 To prepare Article 55 Report for Equality Commission	Report prepared by April 2026
		6.2.2 To record annual recruitment monitoring information	Report submitted by 1 May each year
	6.3 To ensure that NILGOSC meets or exceeds best practice as set out by the Equality Commission	6.3.1 To implement the Equality Scheme Action Plan 2022-2025	Actions completed in line with plan
		6.3.2 To submit s75 Annual Progress Report to include publication of EQIA monitoring information	Submission to Equality Commission by 31 August 2025
		6.3.3 To publicise Equality Scheme in routine publications	Equality Scheme publicised in Annual Report, Members' News, Deferred Members' News and Pensioners' News

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