NILGOSC
NORTHERN IRELAND LOCAL GOVERNMENT OFFICERS'
SUPERANNUATION COMMITTEE

CORPORATE PLAN 2026/27 – 2028/29

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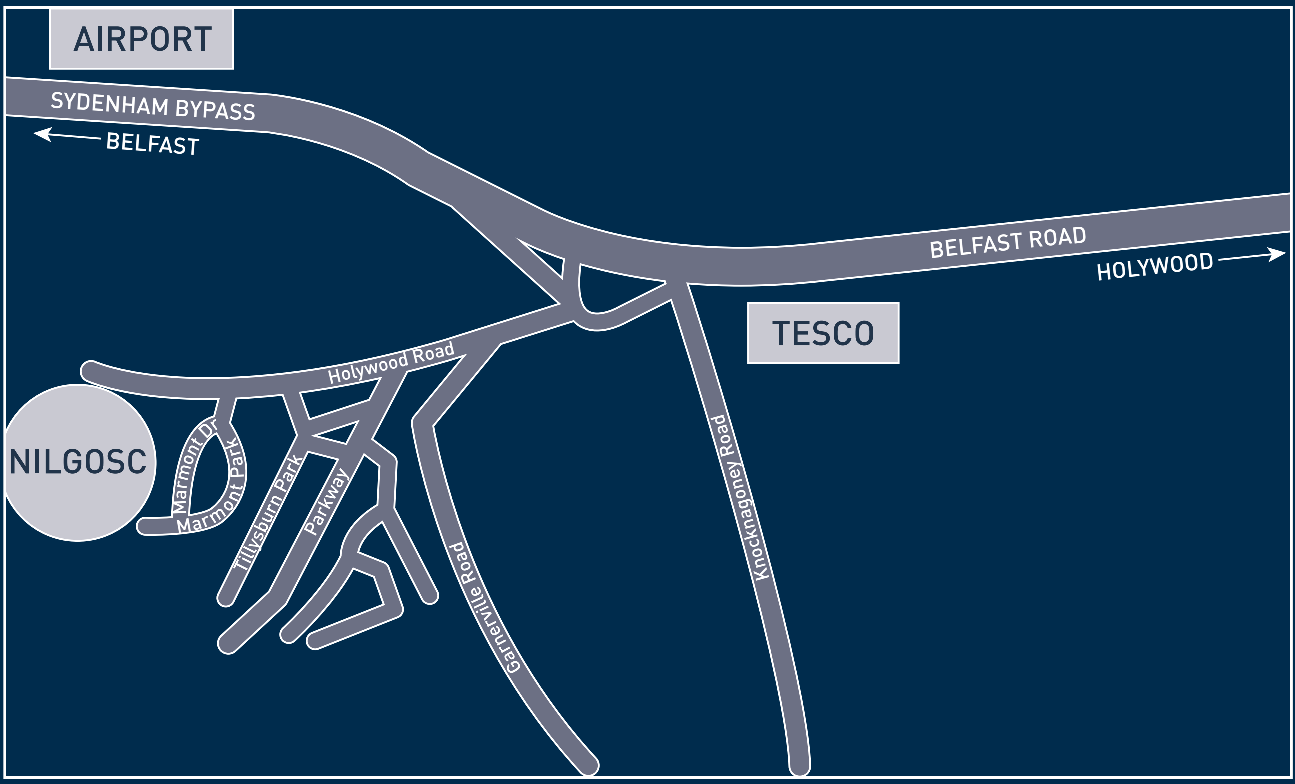
LOCAL GOVERNMENT OFFICERS'
SUPERANNUATION COMMITTEE



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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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1 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

This rolling Corporate Plan ('the Plan') covers the three-year period from 1 April 2026 to 31 March 2029.

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 responsibility 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 2029 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.

3 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, effectively and sustainably 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.

5 Key Activities for the Period Ahead

2026/27 is the second year in the current three year strategic planning period, following the strategic review which concluded in December 2024. On the administration side, the focus remains on frontline service delivery, including the use of technology to achieve both greater efficiency and high stakeholder satisfaction. On the investment and funding side, the primary focus will be on the implementation of the investment strategy agreed in November 2025, taking into account the strong funding position determined by the latest actuarial valuation.

Pension scheme administrators across the public sector have faced significant challenges in recent years following substantial scheme changes introduced 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, bringing approximately 40,000 members in scope. The retrospective nature of the regulations has meant that any benefits paid or accrued on or after 1 April 2015 must be reviewed and, in some cases, recalculated to reflect the revised rules. The additional complexity of routine pension calculations has led to an increase in both the volume of work and individual case processing times.

A further administration challenge in recent years has been the implementation of backdated pay awards by scheme employers. Historically Northern Ireland public bodies have lagged behind their GB counterparts when it comes to implementing nationally agreed pay increases, primarily as a result of devolved funding challenges and a requirement to obtain ministerial or departmental approvals. Backdated pay awards have a material impact on pension administration, as any benefits calculated and paid in the intervening period require a full recalculation and adjustment to pensions in payment. These reassessed pension calculations, like all retrospective adjustments, are time consuming and require manual intervention to ensure that arrears and interest due to members are correctly calculated. The matter is further complicated where there has been a significant delay in implementing a pay award and the backdating covers multiple tax years. A considerable backlog of reassessed

pensions arose in 2024/25 as a result of a number of such pay awards and the remedial action plan has had an impact on frontline service delivery in 2025/26, with a number of key actions falling short of published service standards. Whilst NILGOSC has no control over the timing or volume of back-dated pay awards implemented by scheme employers, a key focus over the coming year will be on eliminating any backlogs, together with meeting agreed service standards going forward.

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. At a national level, further scheme changes remain likely including planned changes to the Normal Minimum Pension Age from 6 April 2028, which will see the earliest age at which an individual can access their pension without incurring a tax charge increase from age 55 to age 57.

Staying at a national level, the roll-out of the UK Government's Pension Dashboard Programme has created further responsibilities for scheme administrators. NILGOSC successfully connected to the Dashboard ahead of its statutory deadline of 31 October 2025 and awaits confirmation from the Secretary of State for Work and Pensions of the "dashboards available point" (DAP), the date on which the public can start using the Dashboard to search for and view their pensions. 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.

It is expected that any launch campaign will create significant public interest and NILGOSC anticipates an initial spike in demand in terms of managing queries and potential matches. The business plan for the year ahead includes an action to ensure NILGOSC remains fully compliant with its legislative requirements and response timeframes, together with an ongoing action in respect of data accuracy.

Stakeholder satisfaction is fundamentally dependent on the ability to provide an accurate and timely response. 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, i-Connect. Designed to eliminate the need for the manual and time-consuming provision of member information by employers, the system feeds payroll data directly from Scheme employers into NILGOSC's pension administration system by way of a secure portal. The system aims to improve efficiency, data accuracy and information security from the perspective of both NILGOSC and scheme employers. At December 2025, 137 employers have been onboarded however, as the rollout reaches the later phases, delays have arisen as 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 2026/27 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 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 on retirement. The business plan includes an ongoing action to promote registration and usage, together with a new action to enhance self-service functionality for members.

The increasing reliance on technology poses a number of challenges around data security and system resilience, be that hostile or benign threats. An increase in high profile cyber attacks in 2025 keeps cyber security at the top of the agenda 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. Resilience in general remains a key objective for NILGOSC and the plan for 2026/27 sees the continuation of an action to maintain a hybrid cloud IT platform that maximises system availability and business efficiency. A technology roadmap was developed in 2025, which provides a strategic plan that aligns IT initiatives with NILGOSC's overall objectives. Artificial Intelligence (AI) forms an important part of this roadmap. Like many sectors, AI has the potential to offer pension administrators efficiency, resilience and improved member outcomes, provided that appropriate safeguards are in place. NILGOSC will continue to explore such opportunities in line with the roadmap as they present throughout the current strategic planning period.

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 is therefore required 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 significantly over the last 12-18 months and sits at 13% as at 31 December 2025. Whilst the number of applicants has increased at administrator level, significant challenges remain when it comes to senior or technical roles, particularly those roles requiring a professional qualification. As a financial institution, roughly 10% of posts require a professional qualification such as chartered accountancy, legal or actuarial qualifications. With public sector payscales lagging significantly behind market rates for professionally qualified staff, NILGOSC has struggled to fill senior finance and investment positions over the last twelve months. Previous business plans have included an action to undertake an organisation-wide job evaluation exercise to address any anomalies in payscales or grading that may negatively impact on recruitment and retention. The job evaluation exercise commenced in early 2026 and has a target completion date of 30 September 2026. Given the critical nature of a skilled and stable workforce to meet strategic and operational corporate objectives going forward, NILGOSC continues to review its overall employment offering and the business plan also includes a number of specific actions around staff training and wellbeing initiatives.

In addition to the administration of pension scheme benefits, NILGOSC is also responsible for maintaining an investment fund out of which those payments 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.

NILGOSC appointed Isio as its investment adviser in April 2025 and commenced a formal review of its investment strategy. This review considered the ongoing effectiveness of NILGOSC's existing strategy, taking into account current economic conditions and expected future investment returns. A revised asset allocation strategy was agreed by the Committee in November 2025, with a more detailed implementation plan to follow in March 2026. A key focus for the investment team over the next corporate planning period will therefore be the successful delivery of the new strategy and implementation plan, including the identification of a suitable private credit strategy. Any transition of assets between asset classes and/or managers requires careful planning to minimise costs and manage market risk effectively. The implementation of actions agreed as part of the latest investment strategy review is expected to straddle multiple business planning periods.

NILGOSC's responsible investment policy has been embedded in strategic decision making for almost two decades and continues to evolve in line with changing regulatory requirements and increased transparency across different geographies and asset classes. Climate risk mitigation remains a key focus and NILGOSC voluntarily produces an annual Climate-related Disclosures Report, in line with the now disbanded Task Force on Climate-related Financial Disclosures to help demonstrate its climate resilience. 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.

The latest triennial valuation of the Fund took place on 31 March 2025, with an expected publication date of 31 March 2026. As a result of recent improvements in the overall funding position, the Scheme Actuary has set a reduced contribution rate of 15.5% for the majority of employers for the next three years. Whilst this reduction in employee payroll costs will be welcome news for scheme employers, NILGOSC remains mindful of longer term scheme affordability. In addition to the annual covenant review process, NILGOSC will continue to engage with employers to help identify and address affordability issues well in advance of any potential default.

From a governance perspective, a number of actions remain in the business plan with respect to Committee training and effectiveness. The action to implement a board portal has also been carried forward from the previous year, following an extended trial of suitable software by the management team.

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 2026/27 business plan reflects the intention to continue with this collaborative approach.

Lastly, but definitely not least, 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 2024/25 and 2025/26

A review of NILGOSC's performance in the preceding full financial year, together with an estimate of performance for 2025/26, 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 2025/26 year, a significant proportion of the annual plan is expected to be complete or on schedule as at 31 March 2026, with some longer-term projects and activities rolling forward into future periods. Performance to 31 December 2025 suggests an expected achievement rate of 89% for the year as represented by the following chart:

Based on actual results to 31 December 2025, service delivery performance falls within the range 90%-100% when measured against published in-house service standards with 3 exceptions: retirements, quotations and early leaver options. 56% of retirements were paid within 10 working days, while 68% of quotation requests were processed within the 10 day service standard and 63% 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.

As noted in section 5 above, the implementation of the McCloud remedy regulations has had a significant impact on the volume of pension administration work and processing times. This, combined with a material increase in the volume of reassessed pensions in 2025, is the primary reason for the three actions falling short of published service standards.

The following projects or activities are not expected to be complete by the end of 2025/26 and have been carried forward to this year's corporate plan:

- Implementation of an automated receipt and straight through processing of data from employers (i-Connect)
- Job evaluation exercise
- Implementation of a renewable heating system
- Full office refurbishment.

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 2026/27 corporate plan.

The action to undertake a job evaluation exercise by 30 September 2025 experienced significant procurement delays following agreement on the process with the trade union in December 2024. The procurement process was managed by CPD, with a provider finally appointed in November 2025. Resource constraints at CPD have also impacted on the implementation of a renewable heating system and a subsequent office refurbishment. Revised target dates for the job evaluation exercise, heating system and full office refurbishment are included in the 2026/27 business plan.

Returns on a 3 year basis are now back ahead of the overall Fund investment objective of CPI+3%, however 5 year returns remain behind target at the quarter ended 31 December 2025 as a result of the market volatility and global inflationary pressures which have persisted over that time horizon. 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 action to reduce missing member addresses by 10%, the implementation of a new recruitment system and a review of staff structure.

Full details of the progress made in implementing the Corporate Plan 2025/26 will be included in the Annual Report and Accounts for the Year Ended 31 March 2026.

With respect to the 2024/25 planning period, 63 actions were Achieved, 21 actions were Substantially Achieved or On Target to be achieved, 4 operational actions were Moderately Behind Target and 11 actions flagged as Not Achieved. This equates to an achievement rate of 85% for the year as represented by the following chart:

Of the fifteen actions Behind Target or Not Achieved, six were directly due to an extended period of recruitment and retention challenges and the subsequent impact on available resources. Priority was given to frontline service delivery to ensure that essential member and employer services continued uninterrupted and the following actions fell short of target as a result of resource constraints and internal work prioritisation decisions:

- 78% of refund quotation requests processed within the 10 day target
- 66% of leaver notifications processed within the 20 day target
- implementation of a board portal
- implementation of a new recruitment system
- completion of an external board effectiveness review
- reducing staff turnover below 20%.

A further five actions fell short of target as a result of external factors out with NILGOSC's control. The action to update processes to reflect McCloud scheme changes was not achieved within the target timeframe of nine months due to the late issuance of the regulations and the subsequent time taken by the software provider to program complex benefit changes, combined with outstanding statutory guidance from the Department for Communities for implementing the McCloud Remedy. The action relating to the i-Connect project remains behind target as larger employers have struggled to provide compliant data extracts from their payroll system to feed directly into the i-Connect system. The job evaluation exercise has been significantly delayed due to protracted discussions with the trade union and procurement resource constraints at CPD. From an investment perspective, 3 and 5 year investment returns continued to be impacted by global inflationary pressures not seen for over four decades, while a classification error by one of NILGOSC's fixed income managers resulted in an inadvertent breach of the UK Securitisation Regulations.

The remaining four actions fell short of target as a result of various internal factors. The action to undertake the triennial investment strategy review by December 2024 was not achieved following a decision to pause the review pending the appointment of a new investment advisor, which followed the decision in August 2024 to terminate the investment advisory services contract and commence a market testing exercise. The action to reduce missing addresses by 10% was not achieved in 2024/25 with an increase in missing addresses impacted by the expiry of the contract with a third-party member tracing provider in July 2024. The remaining two actions not achieved in the 2024/25 year relate to one Committee member failing to meet their individual training target of 40 hours per annum and a postponement of induction training for one member due to illness.

7 Aims and Key Objectives for 2026/27 to 2028/29

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 2026/27-2028/29.

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.

9 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.**

10 Costs of the Corporate Plan

The Corporate Plan for the financial year 2026/27 has been costed and a forecast of administration income and expenditure for the year ahead is attached at Annex A.

Budget 2026/27

Annex A

	£
Staff Costs	
Salaries	3,918,360
Superannuation	604,430
National Insurance	503,600
Staff Training & Travel	192,840
Chairman's Allowance	16,680
Committee's Training Expenses	37,730
Committee's Travel & Expenses	78,730
	5,352,370
Office Overheads	
Rates & Insurance	133,730
Electricity	35,000
Property Expenses	15,990
Office Service Charges	185,000
Office Cleaning & Consumables	10,280
	380,000
Computer Running Costs	
IT Maintenance	1,035,940
	1,035,940
Depreciation and Hire	
Computers	234,620
Fixtures & Fittings	6,960
Templeton House	42,000
	283,580
Administration	
Printing, Advertising & Stationery	176,200
Telephone and Communications	33,050
Postage	359,120
	568,370
Professional Fees	
Medicals	187,740
Actuary	109,240
Local Government Auditor	47,000
Internal Audit	33,000
Professional Advice	390,660
	767,640
General Expenses	
Bank Charges	6,120
Maintenance	5,760
Miscellaneous	25,460
	37,340
Total Expenditure	**8,425,240**
Recoverable Costs	(82,240)
Net Expenditure	**8,343,000**

Annex B

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 2028
	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 previous March
		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 2029
		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 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 2029
		2.3.2 To implement actions arising from the 2025/26 strategy review	Actions implemented in line with agreed implementation plan
		2.3.3 To monitor quarterly funding updates on an ongoing and low risk basis	Quarterly funding updates provided by Actuary

Corporate Aim	Business Objective	Operational Action	Performance Indicator
	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
		2.4.3 To monitor and report on investment costs using standard industry templates	Annual investment costs report by 31 January
	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
	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
		2.6.3 To undertake portfolio scenario analysis	Analysis completed by 31 December
		2.6.4 To produce an annual Climate-related Disclosures report	Analysis completed by 31 December
	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 2027
	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 previous March levels

Corporate Aim	Business Objective	Operational Action	Performance Indicator
	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 lay the annual report in the NI Assembly.	In accordance with date agreed with Department
		3.2.4 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
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. Pensions UK, 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

Corporate Aim	Business Objective	Operational Action	Performance Indicator
		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.
	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 2027
		5.2.3 To maintain a resilient, hybrid cloud IT infrastructure that maximises system availability and business efficiency.	Core infrastructure services maintained in line with agreed service levels.
		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 and adopt technologies in line with the Technology Roadmap	Actions taken in line with agreed timelines
		5.2.6 To maintain the exchange of data with the pension dashboard	Data exchanged in line with legislative requirements.
		5.2.7 To implement additional online member services via the Engage portal and to promote these as member self-service options	Implement an online refund process plus two other member initiated tasks by 31 March 2028
		5.2.8 To implement a board portal for Committee members	Portal operational by 30 September 2026
		5.2.9 To explore the merits of a software solution to support key compliance monitoring and reporting	Decision taken and, if applicable, software solution in place by 31 March 2027
	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

Corporate Aim	Business Objective	Operational Action	Performance Indicator
		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 2027
		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 the year	Wellbeing programme delivered during the year ended 31 March
		5.4.7 To undertake a job evaluation exercise	Exercise concluded by 30 September 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 March 2029
		5.5.2 To implement a renewable heating system	Heating system in place by 31 March 2027
	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	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
		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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