Annexe 1

Surrey Pensions Team

Evolving our Strategic Plan

27/02/25

Our Strategic Plan:

Ready for evolution

- Our strategic plan was created 2 years ago.

- It has a vision, mission, strategic levers we pull on to make change happen and supporting enablers.

- It has been the north star for our activities and helped us move significantly forward toward our Vision.

- As we move out of transformation and into continuous improvement we want to refresh and evolve our Strategic Plan
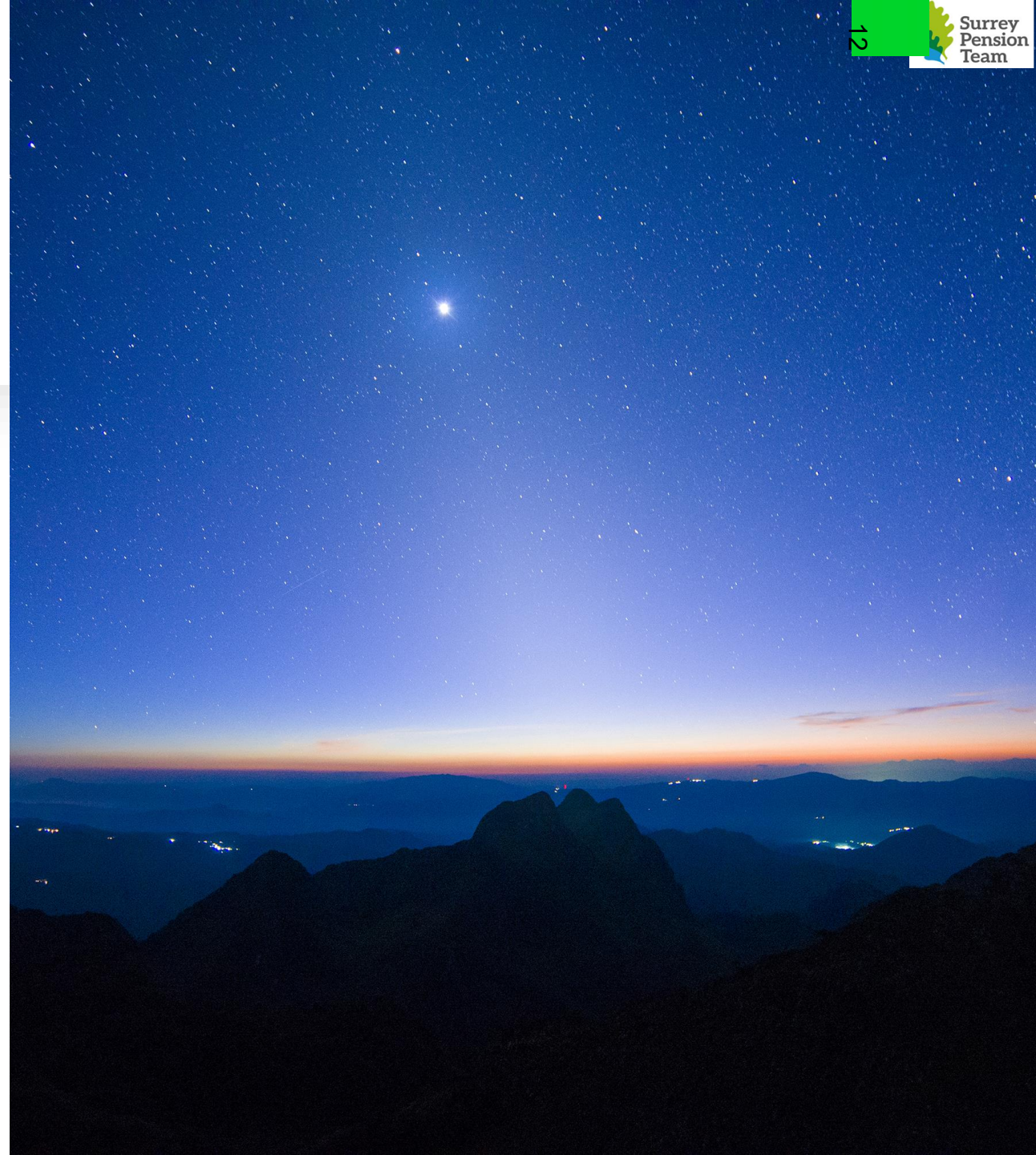
Moving Forward:

Our proposed changes

- We have a refreshed mission which directly speaks to our customer focus and how we will achieve our mission

- We have elevated the customer

- We have streamlined our levers and made them service agnostic to achieve greater accountability

Strategic Plan 2023-2024

Surrey Pension Team

Vision

Providing our customers with a better tomorrow

Mission

Responsibly delivering a first-class customer experience by ensuring we deliver the right benefits and services to the right people at the right time

Customer Focus	Investment Expertise	Fit for Purpose	Ready for Tomorrow
Relentless focus on delivering value to the customer through provision of a first class service and customer experience	Delivering our investment requirements by thought leadership in responsible investment and quality partnerships	Laser focus on continuously improving the efficiency and effectiveness of all our resources achieving excellence and the highest assurance ratings	Organisational resilience and agility to design and pivot to new service models

People	Systems & Processes	Communication	Culture & Values

Strategic Plan 2025+

Vision

Providing our customers with a better tomorrow

Mission

Responsibly delivering a first-class customer experience every step of the way

Customer Focus

Relentless focus on delivering value to the customer

Compliance	Ready for Today	Better for Tomorrow
Ensuring best practice while delivering our statutory obligations	Laser focused on continuously improving efficiency and effectiveness	A confident organisation with the resilience and agility to meet challenges

People	Systems & Processes	Communication	Culture & Values

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Strategic Plan – 2025 Highlights

Surrey Pension Team

Vision

Providing our customers with a better tomorrow

Mission

Responsibly delivering a first-class customer experience every step of the way

Customer Focus

Relentless focus on delivering value to the customer

Compliance	Ready for Today	Better for Tomorrow
Ensuring best practice while delivering our statutory obligations	Laser focused on continuously improving efficiency and effectiveness	A confident organisation with the resilience and agility to meet challenges
Pension Reform outcomes	**Customer Insight**	**Digital Innovation**
TPR code of practice	**Asset allocation alignment**	**Implications ex Local Govt reorganisation**
Regulatory changes– McCloud, GMP, PDP	**Review and improve key policies and strategies**	**Growth and Future Proofing (Disruption/New Bus Models)**
	Enhance financial controls	**Customer engagement**
	Data Management	**Border to Coast oversight & partner fund relationships**
	Continuous improvement	**Investment beliefs/RI**

People	Systems & Process	Communication	Culture & Values
Capability Build	**Project Oversight**	**Customer focus**	**Culture evolut**

Strategic Plan - Change Management

Compliance	Ready for Today	Better for Tomorrow
Ensuring best practice while delivering our statutory obligations	Laser focused on continuously improving efficiency and effectiveness	A confident organisation with the resilience and agility to meet challenges
Regulatory Changes: Project Management support – GMP, McCloud, Dashboard	**Data Management** : Assist the service to be more effective and efficient by making performance data available and actionable	**Digital innovation:** Implement Y2 of digital strategy **Local Government Reorg:** Explore the impact on the Fund and confirm SLA's with SCC (or successor authorities) for systems and services **Border to Coast Partnership:** Support partner funds with Barnsley 5 strategic workshop

People	Systems & Processes	Communication	Culture & Values
Capability Build: Increase the capability and competencies of our people	**Project Oversight:** Ensure that the revamped project review board forum is effectively utilised to oversee and prioritise projects and bring new continuous improvement projects	**Customer Focus:** Magnify excellence in customer communications using all media channels (websites, newsletters, social media) and emergent best practice	**Culture Evolution:** Continue to build the culture or our organisation so that our people are happy and engaged and prioritising the customer in all that they do

Surrey Pension Team

Strategic Plan - Accounting & Governance

Compliance

Ensuring best practice while delivering our statutory obligations

Regulatory Changes:

- Deliver the outcomes of the Valuation 2025 to our employers

- Publish our Annual Report (inc audited Financial Statement)

- Complete assessment against tPR's GCoP to full compliance

Ready for Today

Laser focused on continuously improving efficiency and effectiveness

Financial Systems:
- Design a SPF ledger (MySurrey) that is fit for the Fund
- Consistently monitor budgets and undertake 1/4ly reconciliations of receipts and payments

Employer Engagement:
- Contribute to the roll-out of i-Connect to our employers
- Review HEAT submissions to maximise accuracy for our employers
- Enhance our employer website

Improved Governance:
- Create and publish our Governance Charter
- Create a Risk Management Strategy

Better for Tomorrow

A confident organisation with the resilience and agility to meet challenges

Digital Innovation:
- Cash allocation and reconciliation to employer returns

Local Government Reorganisation:
- Take necessary actions to effect future changes to our larger employers

Fit for the Future:
- Respond to and implement the "good governance" aspects

People	Systems & Process	Communication	Culture & Values

Strategic Plan - Service Delivery

Compliance	Ready for Today	Better for Tomorrow
Ensuring best practice while delivering our statutory obligations	Laser focused on continuously improving efficiency and effectiveness	A confident organisation with the resilience and agility to meet challenges

Compliance

Regulatory Change:
Deliver regulatory projects & implement the necessary changes into day-to-day operations

TPR Code of Practice:
Review the administration strategy and implement changes that best support delivery in line with scheme governance

Ready for Today

Continuous Improvement
Maximise existing system capabilities to improve user and customer experience

Customer Insight:
Better understand our customer requirements by increasing levels of feedback to deliver a high-quality service

Data management:
Review data quality standards to enhance its accuracy for our members

Better for Tomorrow

Digital Innovation:
Implement a digital strategy that will enhance customer experience and operational efficiency

Customer engagement:
Increase levels of engagement to ensure we meet customer needs and deliver meaningful change

Future Proof & Growth
Optimise the operational model to best position the service against any potential challenges

Strategic Partnerships:
Continue building collaborative & strategic partnerships with key suppliers to improve service provision

People	Systems & Process	Communication	Culture & Values

Strategic Plan - Investment & Stewardship

Compliance	Ready for Today	Better for Tomorrow
Ensuring best practice while delivering our statutory obligations	Laser focused on continuously improving efficiency and effectiveness	A confident organisation with the resilience and agility to meet challenges
Pension reform outcomes: Align investment approach to output from the Government's 'Fit for the Future' consultation	**Asset allocation alignment:** Deliver a robust ISS, reflecting all internal and external influences Execute transactions to conform with the ISS	**Border to Coast oversight:** Help develop the Border to Coast oversight model, reflecting on any new regulation and structures **Investment Beliefs/RI:** Continue to maintain the highest standards of investment approach and responsible investment leadership

People	Systems & Process	Communication	Culture & Values

Surrey Pension Team

Thank You