



Vision, Mission, Strategic Aims & Values

Summary of Consultation Responses

September 2018



NORTHERN IRELAND LOCAL GOVERNMENT OFFICERS'
SUPERANNUATION COMMITTEE

Northern Ireland Local Government Officers' Superannuation Committee

Summary of Consultation Responses

1 Background

- 1.1 NILGOSC is the administering body for the Local Government Pension Scheme (LGPS) in Northern Ireland. NILGOSC was set up by the Government in April 1950 to operate a pension scheme for local councils and other similar bodies in Northern Ireland. The pension scheme is known as the Local Government Pension Scheme (Northern Ireland) and is a defined benefit scheme. The pension scheme is funded by contributions paid by both employees and the scheme employers.
- 1.2 NILGOSC's role is to administer the LGPS Regulations, both in terms of pension scheme administration, including the calculation and payment of benefits, and the management of the investment fund. The Regulations are made by the Department of the Environment and, while NILGOSC will respond actively to any consultation process, it does not have any power to change the regulations or determine their content. In this respect, NILGOSC's remit is relatively limited with its function being to deliver a pension service to scheme members and employing authorities. Within this narrowly defined function, the focus continues to be on providing a high quality service to all stakeholders, in line with their continually evolving expectations.
- 1.3 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.
- 1.4 NILGOSC undertook its latest strategic review in April 2018, starting with an assessment of the current operating environment. A Stakeholder Analysis was undertaken to identify current stakeholders and their needs and expectations, both at present and in the future. A SWOT analysis was also undertaken to identify and examine NILGOSC's strengths and weaknesses, opportunities and threats.
- 1.5 The outcome of this review was a revised statement of NLGOSC's Vision, Mission, Strategic Aims and Values.

2 Consultation Process

- 2.1 NILGOSC recognises the important role of consultation in its strategic planning process and is keen to ensure that interested parties are given the opportunity to comment and shape the service that it provides.
- 2.2 A 12 week consultation process was launched on 30 May 2018 seeking views from beneficiaries and stakeholders in the NILGOSC pension scheme. Scheme employers, staff and other representative groups and organisations were directly invited to take part in the consultation. A list of the consultees is attached at Appendix C.
- 2.3 The closing date for the consultation was 31 August 2018.

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3 Summary of consultation responses

- 3.1 A total of one response was received from The Northern Ireland Co-Ownership Housing Association.
- 3.2 A summary of the comments received and NILGOSC's response is attached at Appendix A.
- 3.3 NLGOSC's Vision, Mission, Strategic Aims and Values is attached at Appendix B.

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Appendix A

Summary of comments	NILGOSC response
<p>I don't I have any specific issues with your draft statement on NILGOSC's Mission, Strategic Aims and Values. However the scheme can appear very complex to employers. It is not always obvious what all the obligations of the employer are, and it is not easy to understand the full implications of decisions on the employer. It would be helpful if the strategy included clearer communication to the employer around roles and responsibilities and implications of changes.</p>	<p>Noted. Comment will be taken onboard with respect to future employer communications.</p>

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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.

Values

In carrying out its aims and objectives NILGOSC is committed to the following eight values:

Values:

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

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Strategic Aims

NILGOSC has six strategic aims which set out what it wants to achieve. Beneath each aim sits a number of objectives, which set out what NILGOSC plans to do to achieve them.

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 ensure NILGOSC attracts and retains well trained personnel*
- *To ensure that the office environment meets the growing needs of stakeholders and staff*
- *To trace members who have not informed NILGOSC of address changes*

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 and the Statement of Responsible Investment.*
- *To review investment performance regularly.*
- *To understand and adopt good practice in Public Sector pension fund management*

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.*
- *To provide advice on the pensions implications of other changes such as public sector reorganisation*

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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*

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*

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*

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List of Consultees

Equality Commission	Libraries NI
Community Relations Council	Bilfinger HSG Zander Ireland Facilities Services Limited
Irish Congress of Trade Unions (NI Committee)	Graham Asset Management
Northern Ireland Human Rights Commission	Alpha Housing (NI) Limited
Age NI	City of Derry Airport (Operations) Ltd
Disability Action	Amey Community Limited
NIPSA	Apex Housing
NIGOSC Staff	Arc21 Joint Committee
Members of the Scheme and Pensioners	Ark Housing Association NI Limited
Action on Hearing Loss Northern Ireland	Armagh Observatory
Royal National Institute of Blind People Northern Ireland	Armagh Planetarium
Department for Communities	Arts Council of Northern Ireland
Committee on the Administration of Justice	Belfast Charitable Society
Northern Ireland Association for the Care and Resettlement of Offenders	Belfast Visitor & Convention Bureau
Northern Ireland Commissioner for Children and Young People	Belfast Waterfront and Ulster Hall Limited
UNISON NI	Capita Managed IT Solutions
Focus: The Identity Trust	Choice Housing Ireland Limited
GMB North West & Irish Region	Citizens Advice Bureau
Unite the Union	Citybus Limited
Antrim and Newtownabbey Borough Council	Coleraine Harbour Commissioners
Armagh City, Banbridge and Craigavon Borough Council	Comhairle Na Gaelscolaiochta
Ards and North Down District Council	Connswater Homes Limited
Belfast City Council	Construction Industry Training Board
Causeway Coast and Glens Borough Council	Council for Catholic Maintained Schools
Derry City and Strabane District Council	Council for the Curriculum, Examinations and Assessment
Fermanagh and Omagh District Council	Covenanter Residential Association Limited
Lisburn and Castlereagh District Council	Derry Visitor and Convention Bureau
Mid and East Antrim Borough Council	Engineering Training Council (NI) Limited
Mid Ulster District Council	General Teaching Council for Northern Ireland
Newry, Mourne and Down District Council	Greenwich Leisure Ltd
Education Authority Belfast Region	Grove Housing Association Limited
Education Authority North Eastern Region	Habinteg Housing Association (Ulster)
Education Authority South Eastern Region	Legal Services Agency Northern Ireland
Education Authority Southern Region	Linen Hall Library
Education Authority Western Region	Livestock & Meat Commission for Northern Ireland

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Grove Housing Association Limited	Northern Ireland Hospice
Habinteg Housing Association (Ulster)	Northern Ireland Housing Executive
Legal Services Agency Northern Ireland	Northern Ireland Local Government Association
Linen Hall Library	Northern Ireland Local Government Officers' Superannuation Committee
Livestock & Meat Commission for Northern Ireland	Northern Ireland Railway Company Limited
Local Government Staff Commission	Northern Ireland Rural Housing Association
Middletown Centre of Autism	Northern Ireland Screen Commission
Millennium Forum	Northern Ireland Transport Holding Company
Mourne Heritage Trust	Outdoor Recreation (Northern Ireland)
Newington Housing Association (1975) Limited	Probation Board for Northern Ireland
North Belfast Housing Association (Filor)	Radius Housing
North Belfast Housing Association (Flax)	Rural Development Council for Northern Ireland
Northern Community Leisure Trust Ltd	South Ulster Housing Association Limited
Northern Ireland Co-Ownership Housing Association Limited	Sports Council for Northern Ireland
Northern Ireland Council for Integrated Education	St Matthew's Housing Association Limited
Northern Ireland Federation of Housing Associations	Tourism NI
Northern Ireland Fire & Rescue Service	Ulsterbus Limited
Northern Ireland Fishery Harbour Authority	Woodvale & Shankill Community Housing Association Ltd

Abbey Christian Brothers Grammar School	Dominican College - Portstewart
Acorn Integrated Primary School	Drumragh Integrated College
Aquinas Diocesan Grammar School	Drumlins Integrated Primary School
Assumption Grammar School	Enniskillen Integrated Primary School
Ballymena Academy	Enniskillen Royal Grammar School
Bangor Grammar School	Erne Integrated College
Belfast High School	Foyle and Londonderry College
Belfast Metropolitan College	Friends School
Belfast Royal Academy	Hazelwood College
Blackwater Integrated College	Hazelwood Integrated Primary School
Braidside Integrated Primary & Nursery School	Hunterhouse College
Bridge Integrated Primary School	Integrated College Dungannon
Campbell College	Jordanstown Schools
Cedar Integrated Primary School	Lagan College
Christian Brothers Grammar School	Larne Grammar School
Coleraine Grammar School	Loreto College
Corran Integrated Primary School	Loreto Grammar School
Cranmore Integrated Primary School	Loughview Integrated Primary School
Dalriada School	Lumen Christi College
Dominican College - Belfast	Maine Integrated Primary School

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Malone College	South West College
Methodist College	Southern Regional College
Millennium Integrated Primary School	Sperrin Integrated College
Mill Strand Integrated Primary School	Spires Integrated Primary School
Mount Lourdes Grammar School	St Colman's College
New-Bridge Integrated College	St Columb's College
North Coast Integrated College	St Dominic's High School
North West Regional College	St Joseph's Grammar School
Northern Regional College	St Louis Grammar School
Oakgrove Integrated Primary School	St Malachy's College
Oakgrove Integrated College	St Mary's Christian Brothers
Oakwood Integrated Primary School	St Mary's Grammar School
Omagh Integrated Primary School	St Mary's University College
Our Lady & St Patrick's College	St Michael's College
Our Lady's Grammar School	St Patrick's Academy
Phoenix Integrated Primary School	St Patrick's Grammar, Armagh
Portadown Integrated Primary School	St Patrick's Grammar School, Downpatrick
Rainey Endowed School	St Ronan's College
Rathmore Grammar School	Strangford College
Roe Valley Integrated Primary School	Stranmillis University College
Rowandale Integrated Primary School	Strathearn School
Royal Belfast Academical Institution	Sullivan Upper School
Royal School, Armagh	Thornhill College
Royal School, Dungannon	Ulidia Integrated College
Sacred Heart Grammar School	University of Ulster
Saints and Scholars Integrated Primary School	Victoria College
Shimna Integrated College	Wallace High School
Slemish Integrated College	Windmill Integrated Primary School
South Eastern Regional College	