

Training Strategy

October 2026

1. Introduction

This is the Training Strategy of the London Borough of Haringey Pension Fund (the Fund).

The Training Strategy sets out the Fund's approach to supporting those involved in the governance, management and administration of the Fund in carrying out their roles effectively.

In accordance with the Local Government Pension Scheme (LGPS) Regulations and the LGPS Fund Governance guidance (June 2026), the Fund is required to prepare, publish and maintain a Training Strategy setting out how it will ensure that relevant persons meet the statutory knowledge and understanding requirements applicable to their roles.

This Strategy was considered and approved by the Pensions Board and Committee at its meeting in October 2026 and will be reviewed every three years, or otherwise required by changes in legislation, guidance or Fund circumstances.

If you require further information about this policy, please contact pensions.mailbox@haringey.gov.uk.

2. Scope

This Policy applies to:

- all members of the Pensions Committee and Board
- the Fund's Independent Person
- the LGPS Senior Officer and any officers with delegated responsibility for the management, administration, funding, investment, governance or oversight of the Fund;
- officers involved in the day-to-day operation of the Fund, who will be required to maintain an appropriate level of knowledge and understanding relevant to their roles, as determined and monitored by the LGPS Senior Officer and the Section 151 Officer;
- any individual exercising delegated pension functions on behalf of the administering authority; and

- officers of Scheme employers participating in the Fund are expected to maintain an appropriate level of knowledge and understanding relevant to their responsibilities.

3. Objectives

The objectives of this Strategy are to:

- ensure that all relevant persons acquire and maintain the knowledge and understanding required to fulfil their responsibilities effectively and in accordance with statutory requirements;
- support effective governance, scrutiny and decision-making across the Fund;
- provide a structured and proportionate approach to learning and development that reflects individual roles, responsibilities and training needs;
- promote a culture of continuous learning and improvement across the Fund's governance and administration arrangements; and
- provide assurance to scheme members, employers and other stakeholders that those responsible for the Fund's governance and administration have the skills, knowledge and understanding necessary to discharge their duties effectively and in accordance with best practice.

The objectives above establish the purpose of the Strategy. To assess whether these objectives are being achieved, the Fund will monitor a range of success measures. These measures are intended to demonstrate the effectiveness of the Fund's training arrangements and the extent to which they support good governance, regulatory compliance and informed decision-making.

Objective areas	Key outcome indicators
Effective Governance	Improved scrutiny of reports, risks and advice; positive outcomes from independent governance reviews (IGRs), internal and external audit.
Regulatory Compliance	Compliance with statutory knowledge and understanding requirements; completion of mandatory training activities in a timely manner.
Informed Decision-Making	Training aligned with Pension Committee and Board work plans; evidence of consideration of emerging risks and regulatory developments.

Objective areas	Key outcome indicators
Organisational Resilience	Knowledge gaps identified and addressed; continuity of knowledge across Committee, Board and officers.
Stakeholder Confidence	Annual reporting of training activity; transparency through publication of training information within the Annual Report.

4. Knowledge and Understanding Requirements

The Fund recognises knowledge and understanding requirements will vary according to an individual's role, responsibilities and delegated functions. In determining training requirements, the Fund will have regard to the knowledge and understanding areas set out in the LGPS Fund Governance guidance (June 2026), the CIPFA Knowledge and Skills Framework (January 2010), the CIPFA Technical Knowledge and Skills Framework (August 2015) as well as the principles of the Scheme Advisory Board's Good Governance Project (February 2019).

The Fund expects relevant persons to develop and maintain an appropriate level of knowledge and understanding in the following areas:

- pensions legislation, regulation and guidance
- LGPS governance and decision making
- funding strategy and actuarial methods
- pensions administration and communications
- pensions financial strategy, management, accounting, reporting and audit standards
- investment objectives, strategic asset allocation, pooling, and pooling performance management
- risk management and internal controls
- pension services procurement, contract management, and relationship management.
- key skills and behaviours required to support effective governance, scrutiny and decision making.

The level of knowledge required in each area will depend on the role performed by the individual.

5. Roles and Responsibilities

The Fund will ensure that sufficient officer resource and budget is made available to support the effective implementation, monitoring and review of this Strategy.

Party	Roles and Responsibilities
Pensions Committee and Board	• Approves and periodically reviews the Training Strategy. • Ensures appropriate consideration is given to training and development requirements. • Monitors training activity and compliance through regular reporting. • Reviews training activity and compliance as part of its oversight responsibilities.
Individual Members of the Pension Committee and Board	• Actively engage with training and development activities relevant to their role. • Identify and communicate development needs where appropriate. • Apply knowledge and understanding in carrying out their responsibilities. • Ensure training records held by the Fund remain accurate and up to date.
Independent Person	• Maintains the knowledge and understanding required to fulfil their responsibilities. • Participates in relevant learning and development activities. • Provides independent challenge, scrutiny and support to the Fund's governance arrangements.
LGPS Senior Officer	• Oversees the implementation and operation of this Strategy. • Ensures appropriate arrangements are in place to assess, record and monitor training activities. • Ensures adequate resources are available to support delivery of the Strategy. • Supports compliance with the knowledge and understanding requirements established by the Fund Governance Guidance • Coordinate training needs assessments and the annual training plan. • Provide advice, guidance and support to individuals covered by this Strategy.
Fund Officers	• Support the delivery of training and development activities. • Maintain training records and the Fund's training register.
Section 151 Officer	• Supports the Fund in maintaining appropriate governance, officer resources and oversight arrangements. • Supports the development of officers involved in the management and administration of the Fund.

6. Training framework.

The Fund will maintain a structured training framework designed to support the ongoing development of the knowledge, skills and behaviours required by those covered by this Strategy. Upon appointment, relevant individuals will be provided with information regarding their knowledge and understanding responsibilities, together with access to key Fund documents and learning resources.

The Fund maintains an annual training plan and will be aligned with the Fund's governance cycle, annual business plan, regulatory developments and emerging risks to ensure that learning remains timely, relevant and focused on matters affecting the Fund. Ongoing review will ensure it remains aligned with identified training needs and developments in the legislative, regulatory and wider LGPS environment.

The Fund will provide a combination of formal and informal learning opportunities, including:

- induction training for newly appointed individuals;
- training sessions delivered alongside Pensions Committee and Pension Board meetings;
- individual completion of the on-demand Hymans LGPS Online Learning Academy (LOLA) modules.
- external training opportunities through conferences, webinars and seminars, such as those organised by the Local Government Association and other pension forums;
- briefings from officers, advisers and service providers;
- the Fund's Information Pack which contains relevant Fund policies and documents
- technical updates and written guidance;
- self-directed learning; and
- professional qualifications and continuing professional development where appropriate.

Training may be delivered by officers, advisers, the Fund actuary, LCIV pool representatives and other external specialist providers. All training costs relating to this Policy will be met by the Fund.

Training Needs Assessment and Planning

The Fund will undertake regular assessments of training needs to identify knowledge gaps, support individual development and inform the annual training plan.

Training needs assessments will normally be undertaken within 3 months of appointment to a role covered by this Strategy and annually thereafter. The assessment process will normally include consideration of training completed,

attendance records, self-assessment outcomes and any identified development requirements.

Additional assessments may also be undertaken where there are significant changes to an individual's responsibilities, the Fund's activities, or the legislative and regulatory environment.

Assessments may take a variety of forms, including reviews of training records, discussions with officers, feedback from training events and consideration of forthcoming Fund business. Assessment outcomes will be recorded and used to inform future development activities. The Fund may also make use of external assessment tools or frameworks where appropriate. They will also provide an opportunity for individuals to identify further development needs and provide feedback on future training requirements.

The outcomes of training needs assessments will be used to:

- identify areas requiring further development;
- determine priorities for the annual training plan;
- support the preparation of individual training plans where appropriate;
- support succession planning and resilience within the Fund's governance arrangements; and
- ensure resources are directed towards areas of greatest risk, complexity or strategic importance.

For Fund officers covered by this Strategy, training and development requirements will also be considered through the Council's performance management and appraisal processes, together with ongoing discussions with line managers and the LGPS Senior Officer.

Monitoring and Review

To support compliance with statutory requirements and provide assurance regarding the effectiveness of the Fund's governance arrangements, the Fund will:

- maintain individual training records for all persons covered by this Strategy;
- record training completed, training hours undertaken, knowledge areas covered and attendance at relevant meetings, workshops and training events
- monitor progress against training needs assessments and training plans;
- maintain a central training log to support oversight of training activity and monitoring of development requirements;
- review training records and training needs assessments periodically to identify outstanding development needs and monitor progress against training plans;
- report training activity, participation levels and emerging training requirements to the Pensions Committee and Board on at least an annual basis;

- make training records, training needs assessments and other relevant evidence available as part of any Independent Governance Review or other review of the Fund's governance arrangements;
- publish training information within the Fund's Annual Report where appropriate; and
- periodically review the effectiveness of the Fund's training framework and make changes where necessary to reflect developments in legislation, guidance and Fund priorities.

Individuals covered by this Strategy are responsible for actively engaging with training and development activities and for ensuring that any externally completed learning is notified to Fund officers so that training records remain accurate and complete.

Where training needs assessments identify development requirements, reasonable opportunities will be provided to address those requirements through the Fund's training framework. Progress will be monitored through ongoing reporting and review arrangements.

Non-Compliance with Training Requirements

Individuals covered by this Strategy are expected to take personal responsibility for maintaining and developing the knowledge and understanding required for their role.

Where training requirements are not met, appropriate support and opportunities will be provided to address any identified gaps. Persistent non-engagement may be escalated through the Fund's governance arrangements where appropriate.

Risk Management

The effective delivery of this Strategy may be affected by factors including changes in membership of the Pensions Committee and Board, limited engagement with training activities, resource constraints, or training not being aligned to identified development needs.

These risks will be monitored through the Fund's Risk Register, training needs assessment, training records and reporting arrangements. Where there is a risk that the objectives of this Strategy may not be achieved, appropriate mitigating actions will be identified and reported through the Fund's governance framework.

Effective date

This strategy comes into effect from October 2026.