

Delivering for our Customers

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Corporate Performance Report

Quarter 1 2024/25

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1. Introduction

- 1.1 South Yorkshire Pensions Authority only exists to provide services to our customers whether they be scheme members or employers.
- 1.2 This Corporate Performance Report provides a summary view of overall performance in achieving the Authority's objectives, bringing together information on progress against the corporate strategy, a range of key performance measures, financial monitoring, and an ongoing assessment of the risks to the delivery of the Corporate Strategy. By providing this single view of how we are doing it will be easier for councillors and other stakeholders to hold us to account for our performance.
- 1.3 This report presents the information on overall performance during the first quarter of the 2024/25 financial year. More detailed information on the performance of the Authority's investments and the pension administration department during the quarter are contained in other reports which are available on the Authority's website.

2. Headlines

2.1 Key messages for the quarter are highlighted here. The detail and underlying context behind these are set out in the sections of the report that follow.








<p>Good progress being made on corporate plans and projects.</p> <p>Sickness absence levels have reduced.</p> <p>Investment return for the quarter has met target expectations.</p> <p>Two risk scores reduced as a result of preventative and mitigating actions taken.</p>	<p>Clearance of backlogs of case work is progressing but remains a challenge.</p> <p>McCloud remedy implementation is dependent on system provider delivering required system upgrades in time - resulting in a risk to the Authority meeting required timescales if any slippage on their delivery plan.</p>
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3. Delivering the Corporate Plan & Supporting Strategies

- 3.1 This section provides an update on progress made in delivering the corporate objectives of the organisation.
- 3.2 The update to the Corporate Strategy for the period 2024-2027 was approved in February 2024 and focusses on the Authority delivering improvements to the way in which we do things and in addressing longstanding challenges across the organisation to ultimately improve the service received by our customers and our overall efficiency.
- 3.3 The detailed objectives and plans have been divided into the following programmes of work.
- *Administration Improvement Plan* – A series of interlinked activities which are intended to address long standing issues which have affected the underlying performance of the administration service and place the service on a stable and sustainable basis.
 - *Delivering the Investment Strategy* – A range of activities which support delivering the investment strategy including progress to Net Zero.
 - *People* – Activities which are designed to ensure that the Authority has the right number of people with the right levels of skills and experience to enable it to effectively deliver services.
 - *Organisation Wide* – Activities which affect all parts of the organisation, and which are intended to strengthen parts of the organisational infrastructure.
 - *Governance* – Activities which are intended to strengthen the governance framework and ensure the demonstration of compliance with regulatory requirements.
 - *ICT* – A programme of work designed to ensure that the Authority's ICT infrastructure is both up to date and being effectively utilised to improve the delivery of services.
- 3.4 For areas of work such as HR and ICT the work included here summarises the more detailed plans contained in the relevant enabling strategies, rather than replicating the full detail.
- 3.5 The following table provides updates in respect of developments that have taken place during the quarter in delivering these programmes of work.
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3.6 Key to abbreviations used in the table that follows:

Key to Responsible Managers		Key to Status Icons Used	
AD-IS	Assistant Director – Investment Strategy	✓	On track for timescale, no significant concerns
AD-P	Assistant Director – Pensions		
AD-R	Assistant Director – Resources	↔	Some risks / concerns being addressed or slippage - but remains achievable
DIR	Director		
HFP	Head of Finance & Performance		
HGCS	Head of Governance & Corporate Services		
HICT	Head of ICT		
HRBP	HR Business Partner		
IM	Investment Manager		
SM-B	Service Manager – Benefits		
SM-CS	Service Manager – Customer Services		
SM-INF	Service Manager – ICT Infrastructure		
SM-PP	Service Manager – Programmes and Performance	✗	Not expected to be achieved as planned
SM-TST	Service Manager – Technical Support and Training		
TL-G	Team Leader - Governance		
TL-SD	Team Leader – Pension Systems Development		

Ref	Project / Action	Timescale		Responsible Manager	2024/25 Progress Updates Quarter 1	Status:
		Start	Finish			
A - Administration Improvement Plan				AD - P		
A1	Deliver ongoing improvements in data quality	Apr-24	Mar-26	SM-T	Recruitment to new Data Analyst role planned to take place during quarter 2.	
A2	Implement changes to the organisation approved during 2023	Feb-24	Sep-24	AD-P	Good progress achieved on recruiting to new roles added to the establishment and where internal promotions made, the vacancies have been backfilled successfully. The temporary training lead role did not attract any internal applicants, so this is to be re-assessed in the next quarter. Role profiles created and evaluated for newly created Data Analyst and Complaints Resolution Officer posts - ready for recruitment to progress in the next quarter.	
A3	Implement system improvements to ensure that the Authority is making the best use of technology.	Apr-24	Mar-25	SM-B / TL-SD	Improvements to the Transfer Out journey are under way and a plan is being developed for which processes we will target next.	
A4	Clear backlogs of casework	Feb-24	Dec-25	SM-B	So far, we have cleared 34% of all casework since February. A full review of overtime and the methods used to clear the backlogs has been carried out and will be presented to SMT in September 2024.	
A5	Implement the McCloud Remedy	Apr-24	Mar-26	AD-P	There is a dependency on the software provider to deliver system upgrades to enable the team to implement the McCloud Remedy. A risk has been identified that any slippage in the current delivery plan provided by software provider will put the Authority at risk of not being able to rectify cases in line with statutory expectations or provide required McCloud detail in ABS's in 2025.	

Ref	Project / Action	Timescale		Responsible Manager	2024/25 Progress Updates Quarter 1	Status:
		Start	Finish			
A6	Implement the Pensions Dashboard	Apr-24	Oct-26 <i>Revised to earlier date of Oct-25</i>	HICT / SM-CS	As a public service pension scheme, under the staged timetable for Dashboards connection, we're required to connect by October 2025. Initial actions undertaken to research options available for a third-party Integrated Service Provider (ISP) for the digital interface required. A project group will be formed, and project plan developed in Quarter 2.	✓
I – Deliver the Investment Strategy				AD-IS		
I1	Implement 2023 Asset Allocation Changes	Mar 23	Mar 26	AD-IS	We are on schedule to implement the changes within the timeline.	✓
I2	Progress the Authority's Net Zero Ambition	Apr 24	Ongoing	DIR	Additional commitments made to climate positive investments in the natural capital and renewables portfolios. Updated emissions data available indicates continuing progress although achieving the overall goal is still, on the balance of probabilities, unlikely.	↔
O – Organisation Wide				AD-R		
O3	Develop and implement a new organisation wide Learning and Development Strategy	Apr 24	Sept 25	AD-R / HRBP	Work during quarter 1 has focussed on developing a corporate training plan for 2024/25 to meet training and development needs identified in annual appraisals.	✓
O4	Develop and implement a corporate policy to ensure consistency of career grade schemes across the organisation	Apr 24	Jun 25	AD-R / HRBP	No significant progress made in this area in quarter 1; we are now planning to seek a consultant during quarter 2 in order to support this work. Remains on track for achievement by June 2025.	✓

Ref	Project / Action	Timescale Start	Finish	Responsible Manager	2024/25 Progress Updates Quarter 1	Status:
G – Governance				HGCS		
G1	Implement the results of the Independent Governance Review	Jul-24	Mar-25	HGCS	Governance Review Working Group established and will meet during Q2 to develop an action plan that will be presented to LPB and Authority in Q3.	✓
G2	Complete and embed the updated suite of Information Governance policies and procedures	Apr-24	Sep-25	TL-G	Phase 1 of the action plan progressing well; revised data protection policy statement to be considered by September A&G Committee and training will be delivered to all staff in the Autumn.	✓
G3	Ensure compliance with the new TPR General Code of Practice	Apr-24	Mar-25	HGCS	Toolkit now being used to assess compliance and will be reported on to LPB / Authority twice per year. Compliance will be reviewed quarterly using the toolkit with responsible officers.	✓
T – ICT				HICT		
T1	Complete M365 Rollout	Apr-24	Jun-24	HICT	Significant progress made with migration to SharePoint Online largely complete by 31 July providing enhanced functionality, security and user-focussed platform providing easily accessible information for staff across the organisation. Work will continue to develop this further.	↔
T3	Maintain the Authority's cyber defences	Apr-24	Mar-26	SM-INF	Continually working on and developing this area to keep up-to-date. Work during this quarter has focussed on preparing for Cyber Essentials Plus accreditation renewal to be submitted in Q2, work on a proposal for additional services re: detection	✓




Ref	Project / Action	Timescale Start Finish		Responsible Manager	2024/25 Progress Updates Quarter 1	Status:
					and response, and continued staff awareness raising via training and simulation test exercises.	
T4	Deliver ongoing improvements to the Authority's ICT infrastructure	Apr-24	Mar-26	SM-INF	Network storage infrastructure upgraded successfully in June - resulting in significant performance improvements, security enhancements (encryption), and increased capacity. The required work was completed without any user impact or downtime.	✓

4. How are we performing?

4.1 This section sets out a range of performance measures which give an overall indication of how the organisation is doing in terms of delivering the services for which it is responsible.

Corporate Measures

4.2 The sickness absence measures for this quarter as compared to the same quarter in the previous year, and the year to date figures are summarised in the following table.

Measure	Performance Quarter 1 2024/25	Performance YTD 2024/25	Performance in Previous Year Q1: 2023/24	Movement
Short Term Sickness Absence – Days Lost per FTE	0.65	0.65	0.96	
Long Term Sickness Absence – Days Lost per FTE	0.70	0.70	1.38	
Total Days Lost per FTE	1.35	1.35	2.34	

4.3 The sickness absence in this first quarter has reduced compared to the final quarter of the last year figure of 2.04 days per FTE and is lower than the same quarter last year as shown in the table.


4.4 Sickness absence is actively monitored under the Authority’s managing attendance policy, and data on the application of this policy is reported quarterly to SMT. This policy was reviewed and updated in the quarter in collaboration with the trades union representatives (as is the case with all HR policy reviews). The policy has a focus on proactive management and ensuring early intervention and support where necessary to improve attendance. The HR Business Partner has provided guidance and training to line managers and will be attending team meetings in the various services during the next quarter to talk through the changes to this policy and other HR policies recently updated with all employees, providing the opportunity for questions and discussion.

4.5 Occupational health services are available, and referrals are made as appropriate for individuals, for example, providing assessment reports to advise managers in supporting return to work following long-term absence, and access to additional resources such as counselling for employees. The usage of these services is also monitored and reported quarterly to SMT.

4.6 The Authority’s Health, Safety and Wellbeing Committee continue to promote a range of initiatives to help support staff with their wellbeing.

Investment Measures

4.7 The following table presents a high-level summary of the key indicators of investment performance. A more detailed quarterly report on investment performance, including commentary on market conditions and performance, is provided elsewhere on the agenda.

Measure	Performance Quarter 1 2024/25	Quarterly Benchmark	Performance YTD 2024/25	2024/25 Benchmark	2024/25 Actuarial Target	RAG Indicator
Investment Return – Whole Fund	1.70%	1.60%	1.70%	1.60%	1.60%	

4.8 Performance is within the expectations of the return target.





4.9 The total Fund value at 30 June 2024 was £11.117bn; compared with £10.694bn at 31 March 2024.

4.10 The Funding Level at 30 June 2024 is estimated at 156%. This has increased slightly from 151% at 31 March 2024 as the value of assets has increased more than the value of the liabilities.

4.11 At the end of the quarter, 71.6% of the Fund’s assets were being managed in pooled structures provided by Border to Coast.

Pension Administration Measures

4.13 The key performance indicators for Pension Administration are presented in the table below. A more detailed report on the performance of the Pension Administration service is provided for each meeting of the Local Pension Board.

Measure	2024/25 Quarter 1	2023/24 Quarter 4	2024/25 YTD	Previous Year: 2023/24	Target 2024/25	Movement
Proportion of priority cases processed on time	75%	64%	75%	64%	100%	
Proportion of non-priority cases processed on time	84%	66%	84%	67%	100%	
Proportion of all cases processed on time	84%	65%	84%	66%	100%	
Proportion of employer data submissions on time	92%	93%	92%	94%	100%	

4.14 Members are aware that performance on these measures fell during 2023/24 due to the impact of backlog clearance exercise and pending the increase in staff resourcing to be implemented during this year.

4.15 The figures for quarter 1 are reflective of progress being made, with increases to the percentages of case work completed on time. Changes designed to improve efficiency were implemented in the quarter – including system changes to how work is allocated via work trays and process changes for deferments – and these are having a positive impact.

4.16 Employer performance in relation to timeliness of data submissions has dropped in this first quarter. This was primarily due to poor employer performance in April with 94 submitting data late, however this performance has improved since then. The changes to the department structure with a newly formed Employer Services Team now in place bringing together pensions officers who work on processing and analysing the employer data with the engagement officers will help to provide a co-ordinated and pro-active approach. The team are already using both employer data and engagement collaborations to identify employer training needs to help drive improvement.

4.17 At the end of the quarter, membership of the Fund stood at 180,038.

4.18 There were 565 participating employers with active members at 30 June 2024, compared with 556 at 31 March 2024.

4.19 Six new employers were admitted to the scheme during the quarter.

4.20 No terminations were completed this quarter.

Financial Measures

2024/25 Q1 Forecast Outturn

4.21 The quarter 1 forecast expenditure for the year and variance against the budget is as follows. Details of the significant variances are shown beneath the table.

South Yorkshire Pensions Authority Operational Budget	2023/24 Actuals £	2024/25 Budget £	2024/25 Q1 Forecast £	2024/25 Q1 Forecast Variance £	2024/25 Q1 Forecast Variance %
Pensions Administration	3,231,130	3,646,910	3,606,250	(40,660)	(1.10%)
Investment Strategy	569,210	656,400	606,890	(49,510)	(7.50%)
Resources	1,236,520	1,434,760	1,438,560	3,800	0.30%
ICT	1,124,100	1,495,590	1,491,050	(4,540)	(0.30%)
Central Costs	764,770	840,180	839,200	(980)	(0.10%)
Democratic Representation	182,870	127,060	131,380	4,320	3.40%
Subtotal - Cost of Services	7,108,600	8,200,900	8,113,330	(87,570)	(1.10%)
Capital Expenditure Charge to Revenue	69,900	98,500	98,500	0	0.00%
Subtotal before transfers to reserves	7,178,500	8,299,400	8,211,830	(87,570)	(1.10%)
Appropriations to / (from) Reserves	(274,235)	(28,000)	52,000	80,000	(285.70%)
Total	6,904,265	8,271,400	8,263,830	(7,570)	(0.10%)

4.22 The forecast outturn for the year before transfers from reserves is an under-spend of (£88k). After the planned transfers into reserves, we are currently forecasting a remaining minor under-spend of (£8k), equivalent to less than 0.5% of the budget total. The reasons for these variances are set out in the analysis below.

2024/25 Local Government Pay Award and Salary Expenditure Variances

4.23 The pay award for 2024/25 has not yet been agreed but a "full and final" offer from the employers' side of the National Joint Council (NJC) has been made at:

- a) an amount of £1,290 on all pay points up to 43, and
- b) 2.50% for pay points above 43

with effect from 1 April 2024. This offer was rejected by the unions and dialogue remains ongoing. For the purposes of budget forecasting, a pay award at this level has been built into the employee costs forecast for this year and is included in the forecast expenditure within each of the service areas shown in the table above.

- 4.24 The total forecast cost arising from this is approximately £211k, equivalent to 3.50% of the budget for employee pay and on-costs. The 2024/25 budget was set incorporating a pay award assumption of 4%. Therefore, there is a small under-spend forecast based on the currently anticipated actual pay award.
- 4.25 Separately, a vacancy allowance of -2.5% of the pay budget was included to allow for staff turnover and the time that would be needed to recruit to several newly established posts included in the budget.

2024/25 Forecast and Explanation of Other Variances

- 4.26 The significant variances against budget for each of the service areas are explained below.
- 4.27 Pensions Administration – Forecast Under-Spend (£41k):
- 4.28 There is a total net under-spend of (£41k) forecast on staffing costs which comprises the following items:
- a) The forecast saving for this department relating to the pay award is (£12k).
 - b) Within the department there has been significant amounts of recruitment due to a combination of new posts and internal moves; arising from the implementation of changes in the structure approved by the Staffing Committee last October. The impact of this is a net forecast under-spend of (£40k), after taking account of the department's vacancy allowance.
 - c) A net forecast over-spend of £11k in relation to various other staffing changes such as increasing hours worked by part-time staff.
- 4.29 The actuarial fees budget is forecast to be under-spent by (£35k), as one of the additional tools offered by the actuary and included in the budget has not yet been taken up. Additionally, as the contract has bedded in, we are beginning to get a better understanding of the annual costs. The budget will be reviewed for 2025/26, taking account of the fees relating to the triennial valuation.
- 4.30 Other Professional services is forecast to be over-spent by £23k. The main driver of this is the completion of Guaranteed Minimum Pension (GMP) rectification work in August 2024, which had been planned to finish in 2023/24. A minor driver of the over-spend was the cost of job evaluations required as part of the structure changes.
- 4.31 There is a forecast over-spend of £8k in relation to Customer Compensation. As the backlog has been worked through, a number of historic one-off items have arisen, which have been dealt with. The main element of this over-spend is a £6k cost paid to one member to compensate them for additional tax charges incurred due to a delay that was the Authority's fault in 2022.
- 4.32 A small net over-spend of £4k in total is forecast comprising small variances on relocation expenses, specialist recruitment campaigns and death certificates offset by under-spend on health screening and legal fees.
- 4.33 Investment Strategy – Forecast Under-Spend (£50k):
- 4.34 There is a total net under-spend of (£20k) forecast on staffing costs which comprises the following items:
- a) The forecast saving for this department relating to the pay award is (£2k).
 - b) The budget allowed for up to six months transition arrangements for the new Assistant Director – Investment Strategy to be in post prior to the current
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Assistant Director's retirement. The current expectation is for the transition period to be three months. The impact of this is a forecast under-spend of (£18k), after taking account of the department's vacancy allowance.

- 4.35 An under-spend of (£12k) is currently forecast on other professional fees based on the expected activity and requirements for this year. The main driver of this forecast under-spend is an additional professional licence for Bloomberg budgeted for, that has yet to be implemented.
- 4.36 Investment adviser fees are forecast to be under-spent by (£18k) due to turnover in the period. One of the investment advisers is due to return from October 2024 and recruitment will be going live for the other role in September 2024.
- 4.37 Resources – Forecast Over-Spend £4k:
- 4.38 There is a total net under-spend of (£2k) forecast on staffing costs which comprises the following items:
- a) The forecast saving for this department relating to the pay award is (£5k).
 - b) Within the department there have been delays to recruitment due to workload pressures driving forecast under-spend. Recruitment plans are now progressing and will be advertised through to December 2024. There was an unplanned additional cost relating to a termination payment for one member of staff. The net impact of these factors is a forecast under-spend of (£11k), after taking account of the department's vacancy allowance.
 - c) A net forecast over-spend of £14k in relation to various changes in hours, maternity leave cover and a casual hours contract. The casual hours contract will be ending in September 2024 as the full time post has been filled and the resource is no longer required.
- 4.39 The recruitment budget is forecast to be over-spent by £5k due to costs for planned use of a specialist recruitment agency for the Senior Finance Business Partner post.
- 4.40 A minor over-spend of £1k is forecast in relation to the use of a debt recovery agent. If the agent is successful in recovering the funds, the fees will be returned.
- 4.41 ICT – Forecast Under-Spend (£5k):
- 4.42 There is a total net under-spend of (£29k) forecast on staffing costs which comprises the following items:
- a) The forecast saving for this department relating to the pay award is (£3k).
 - b) Within the department there have been delays to recruitment due to challenges for filling specialist roles in the pension systems team. The impact of this is a forecast under-spend of (£26k), after taking account of the department's vacancy allowance.
- 4.43 The budget for contractual income is forecast to be under-recovered by £8k, because of income being less than the budget. The budget was set for a full year for the service level agreement with the Office of the Police and Crime Commissioner, however it was subsequently confirmed as due to end on 08 February 2025, due to the OPCC becoming part of the South Yorkshire Mayoral Combined Authority. This income was previously recharged based on actual staffing and overhead costs of providing the service, therefore the contract coming to an end has no detrimental impact on the Authority's budget overall.
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- 4.44 The warranties and support budget is forecast to be over-spent by £15k. The main driver of the overspend was a support package that had not been included in the 2024/25 budget. The resourcing required for this area will be reviewed and uplifted accordingly when setting the 2025/26 budget.
- 4.45 A minor net over-spend of £1k is forecast in relation to Corporate Subscriptions, offset by insurance under-spends.
- 4.46 Central Costs – Forecast Under-Spend (£1k):
- 4.47 There is a total under-spend of (£3k) forecast on staffing costs due to the pay award.
- 4.48 The past service pension surplus is forecast to be over-spent by £10k. The surplus the Authority is entitled to is driven by the assumed pensionable pay for our staff in the pension scheme. As there have been savings on the staffing budgets, this has reduced the surplus we are entitled to.
- 4.49 External audit is forecast to be over-spent by £22k. When the budget was set the agreed public sector audit appointments (PSAA) scale fees were included. However, we have been informed additional fees will be submitted to PSAA, leading to the prudent estimate being included with the budget forecast.
- 4.50 Buildings expenditure is forecast to be under-spent by (-£31k). A new facilities management contract has resulted in significant savings. Some of these savings have been offset by the delivery of several repairs and maintenance projects. Any under-spend relating to buildings will be transferred to the capital projects reserve at the end of the year, to ensure resources are available to properly maintain the building.
- 4.51 Other professional services is forecast to be under-spent by (£3k), driven by lower costs in this year for the governance review, which has now completed. Partly offset by additional costs required for professional design work on the Authority’s annual report.
- 4.52 A small over-spend of £4k in total is forecast on public transport, shared cost AVC administration fees, the HR service level agreement and conferences.
- 4.53 Democratic Representation – Forecast Over-Spend £4k:
- 4.54 The member allowance pay award is forecast to be set at 2.50% in line with the current employer offer, with specific reference to the increase on spinal column point 43. The 2024/25 budget was set with a budgeted increase of 3% for member allowances, resulting in a forecast under-spend of (£1k).
- 4.55 This is offset by an over-spend of £5k due to the ending of the overlapping membership between the Authority and Local Pension Board and the addition of a new Independent Member of the Audit and Governance Committee.
- 4.56 A small over-spend of £1k is forecast for recruitment advertising, regarding the LPB independent adviser.

Earmarked Reserves

- 4.57 The table below shows the forecast transfers to and from the three earmarked reserves in 2024/25.

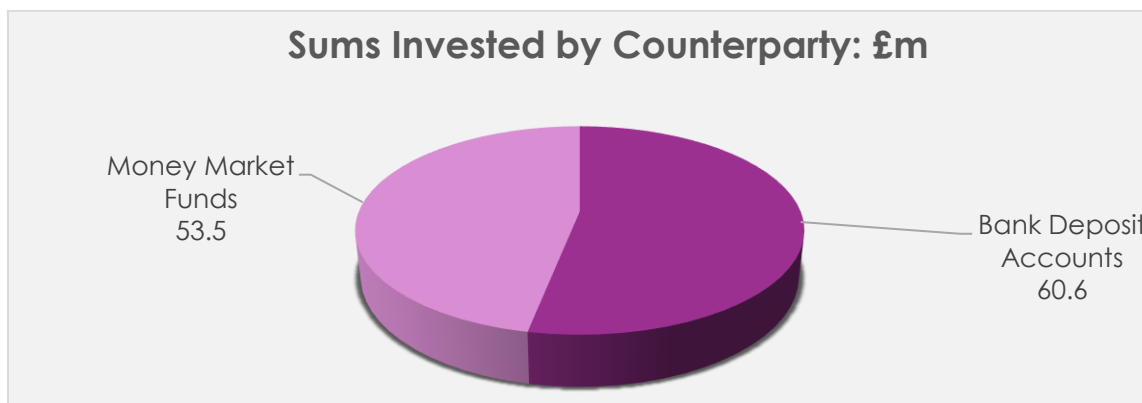
Reserve	Balance at 01/04/2024 £	Contributions to Reserves £	Transfers Between Reserves £	Forecast Balance at 31/03/2025

Corporate Strategy Reserve	65,985	47,000	(15,000)	97,985
ICT Reserve	63,030	5,000	0	68,030
Subtotal Revenue Reserves	129,015	52,000	(15,000)	166,015
Capital Projects Reserve	19,290	0	15,000	34,290
Total Earmarked Reserves	148,305	52,000	0	200,305
Net Total Transfer		52,000		

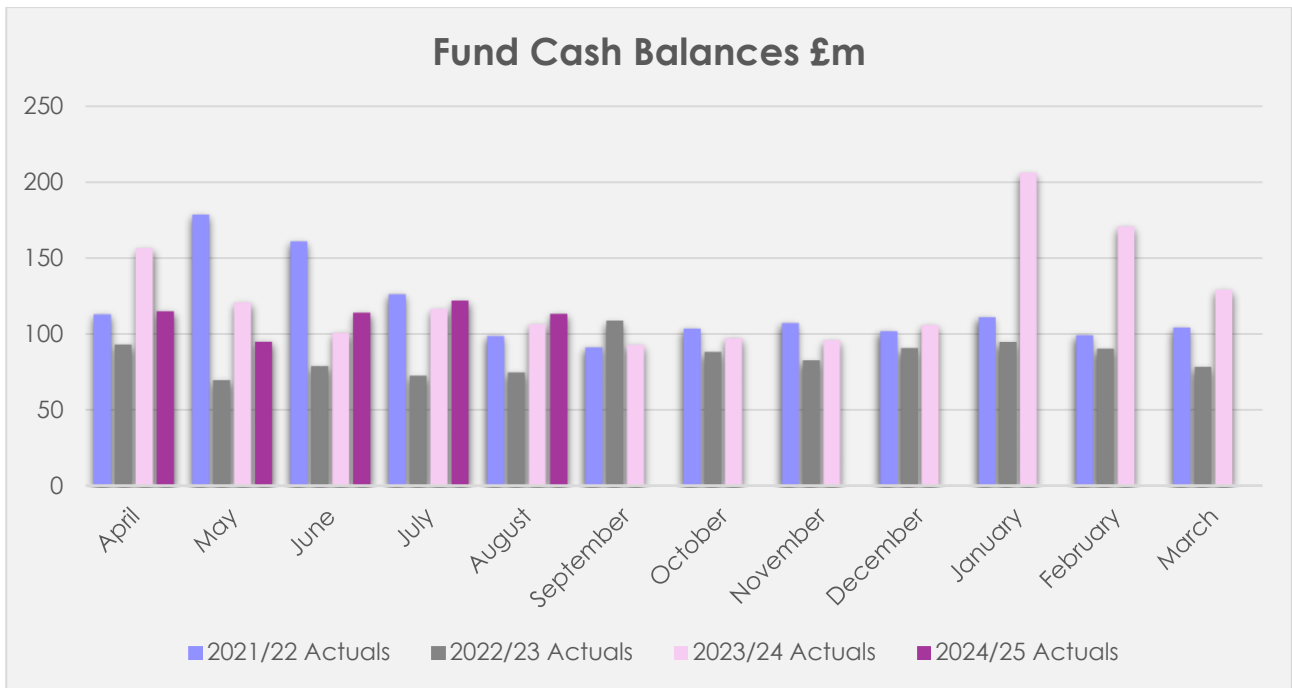
- 4.58 At present, there are no planned transfers out of reserves.
- 4.59 The planned transfers into the Corporate Strategy Reserve are to set aside funds to meet the costs of the next investment strategy review due in 2026, and to transfer funds from forecast revenue budget underspends.
- 4.60 The contribution into the ICT reserve is to set aside income received from software sales in line with policy to be used for future ICT development requirements.
- 4.61 The transfer between the Corporate Strategy Reserve and the Capital Projects reserve is planned to facilitate the setting aside of funds for future capital expenditure on Oakwell House.
- 4.62 The result of the above is a net total transfer into reserves of £52,000.
- 4.63 The forecast balance of the revenue reserves following the transfers proposed for the year, to be carried forward to the next financial year is £200k in total, equating to 2.0% of the Authority’s total revenue budget, and is well within the limit of 10% that we set for ourselves in the Medium-Term Financial Strategy for 2024/25 onwards.

Treasury Management

- 4.64 The Fund’s cash balances at 30 June 2024 stood at £114.1 million (£128.6 million at 31 March 2024). The chart below shows how the balances have been invested with different counterparties in line with the approved treasury management strategy for the year.



- 4.65 The following chart shows the movement in cash balances held for the current year to date and the previous three financial years.



4.66 Cash is only held pending Fund investment and the balance of cash at the end of the year represents 1.03% of the Fund, compared with 1.17% at 31 March 2024.

5. What is getting in the way – Risk Management

- 5.1 We regularly review the things which might get in the way of us achieving our objectives – these are the risks that are set out in detail in the strategic risk register.
 - 5.2 The register is held on a risk management software system, enabling a more streamlined process for reviewing, recording and reporting on risks as well as assisting managers through the use of triggers and action reminders for example.
 - 5.3 The Strategic Risk Register report is attached at Appendix A.
 - 5.4 The results of the latest review of the Authority's risks undertaken in August 2024 are set out in the commentary shown in the table in the report.
 - 5.5 Two risk scores have reduced since the last review reported. No risks have been removed and no new risks have been added.
 - 5.6 Risk *IAF-003 Border to Coast Strategic Plan* – has reduced score from 9 to its target score of 6. It will remain on the register given the overall significance of the pool entity to the Authority's operations.
 - 5.7 Risk *PEO-002 High level of vacancies in the organisation* – has reduced score from 12 to 9 due to the likelihood of this risk coming down to medium because of actions taken including implementation of the pay and benefits review outcomes and recruitment to additional posts in pensions administration.
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6. Learning from things that happen

- 6.1 Inevitably when dealing with the number of customers that we do things can go wrong and we try to ensure that we learn from these things. Equally we should celebrate where things go particularly well or where customers feel members of our team have gone the extra mile to help them. This section provides information on the various sources of feedback we receive.

	Received in Q1 2024/25	Received in Q4 2023/24	Received YTD 2024/25	Received in Previous Year: 2023/24
Complaints	8	4	8	26
Appeals Stage 1	1	2	1	7
Appeals Stage 2	9	0	9	12

- 6.2 A detailed report of appeals, breaches and complaints and action taken is included in the quarterly administration report to the Local Pensions Board for scrutiny.
- 6.3 Most complaints this quarter are where the Authority is either waiting for information from the Employer, which has caused a delay, or where the member wants something that the scheme rules do not permit e.g. a transfer out within 12 months of Normal Retirement Date.
- 6.4 The Stage 1 appeal related to a transfer in issue. All of the Stage 2 appeals received in the quarter related to Ill Health and are generally in relation to the level of ill health pension awarded by the employer.

Breaches of Law and Regulation

- 6.5 Nine breaches were recorded in this first quarter.
- 6.6 These breaches all related to payment of a refund after the 5-year legislative cut-off period.
- 6.7 No breaches have been reported to the Regulator in the period.

Satisfaction Surveys

- 6.8 A survey of retiring members between February and April 2024 found that 90% of the 118 respondents were satisfied with the service they received.
- 6.9 A customer centre survey for the same period showed that of the 469 respondents, 91% were satisfied with the service they received.