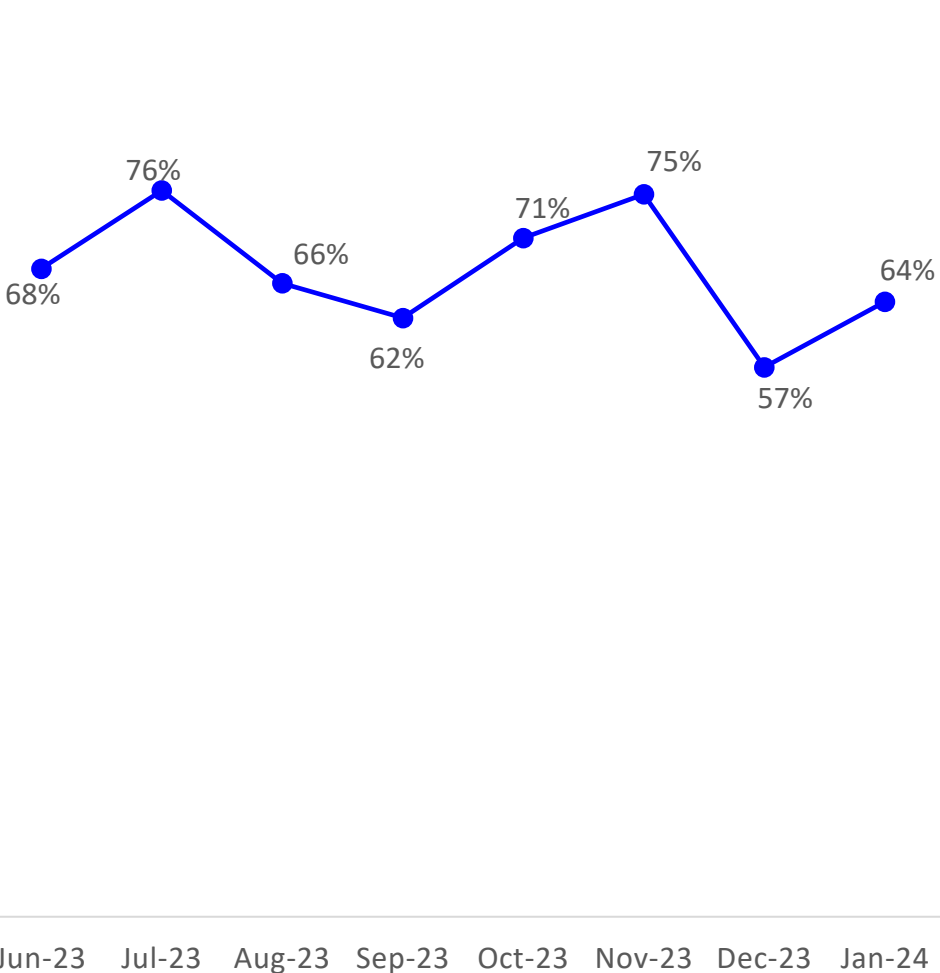# Item 1 – Appendix 2

Presentation

Aggregate SLA performance is broadly stable – not yet improving

All KPI Cases – % completed within target times[1]

68% (Jun-23), 76% (Jul-23), 66% (Aug-23), 62% (Sep-23), 71% (Oct-23), 75% (Nov-23), 57% (Dec-23), 64% (Jan-24)

Individual KPI Cases – % completed within target times

	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	New Cases Jul-23 – Jan-24
Death Notification	25%	25%	59%	68%	74%	64%	92%	57%	328
Death - Act/Def/Pen - Payment	76%	67%	87%	47%	77%	79%	84%	76%	313
Retirement (Active) - Quote	58%	72%	37%	37%	30%	25%	39%	32%	980
Retirement (Active) - Actual	64%	86%	60%	91%	68%	73%	83%	77%	536
Retirement (Deferred) - Quote	83%	97%	62%	36%	34%	28%	38%	17%	1,092
Retirement (Deferred) - Actual	54%	78%	71%	50%	90%	83%	73%	52%	747
Divorce - Quote	n/a	82%	100%	92%	100%	67%	84%	39%	186
Divorce - Actual	n/a	0%	n/a	n/a	100%	n/a	n/a	100%	7
Refund - Quotes	0%	24%	24%	25%	5%	26%	15%	31%	1,951
Refund - Actual	50%	19%	62%	89%	72%	93%	37%	12%	563
Deferred Benefits	50%	72%	64%	44%	34%	73%	35%	35%	1,991
Transfer In - Quote	0%	50%	6%	50%	0%	9%	19%	20%	246
Transfer In - Actual	n/a	50%	56%	67%	18%	54%	50%	0%	59
Transfer Out - Quote	n/a	45%	41%	0%	22%	4%	29%	14%	499
Transfer Out - Actual	n/a	44%	40%	0%	55%	94%	100%	100%	60
Employer Estimate - Quote	74%	67%	100%	79%	60%	54%	50%	93%	145
Member Estimate - Quote	78%	99%	98%	81%	83%	92%	88%	94%	386
New Joiner	82%	98%	98%	98%	96%	99%	99%	93%	7,424

	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	
Average SLA Performance[1]	**68%**	**76%**	**66%**	**62%**	**71%**	**75%**	**57%**	**64%**	

Notes: 1) weighted average basis

2

Outstanding KPI cases have not reduced – with focus on clearing older cases

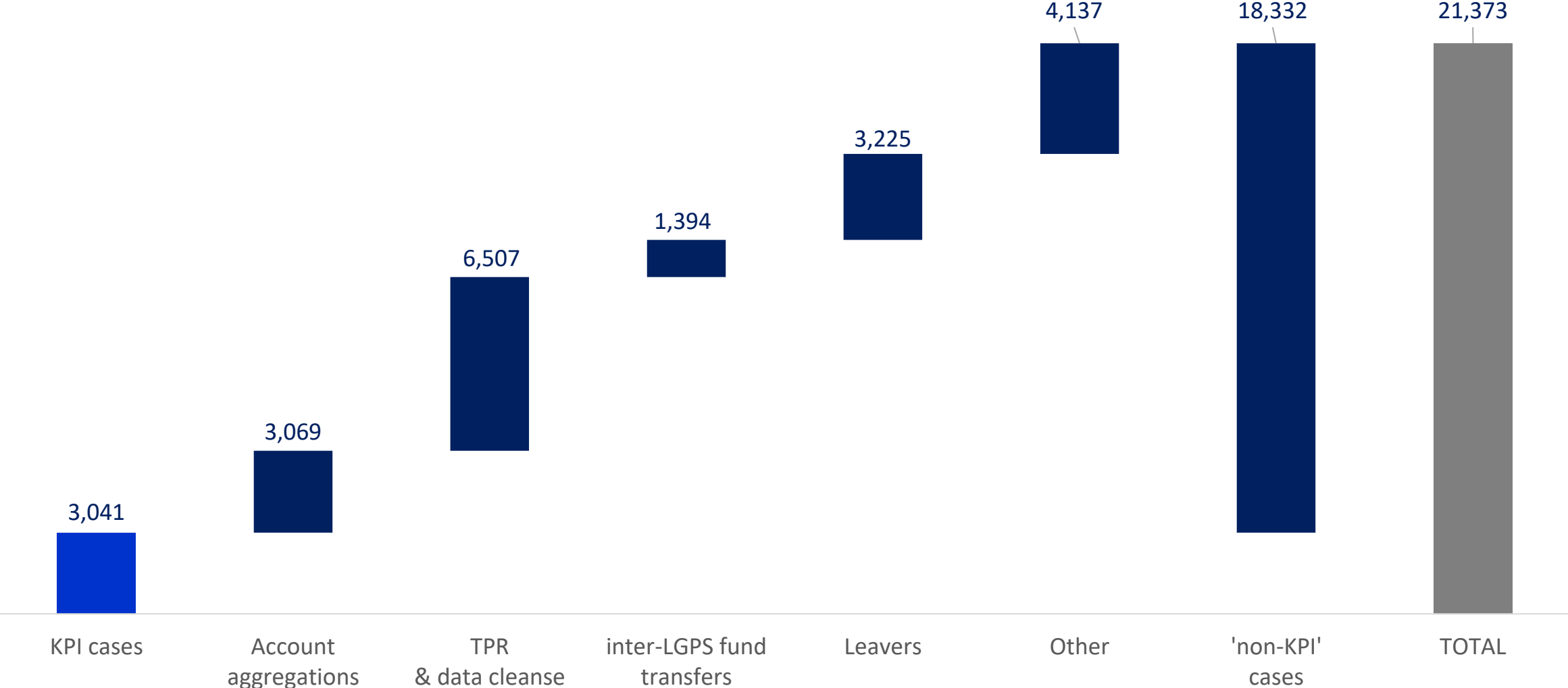**Outstanding KPI cases by duration – 31 January 2024**

Duration	Cases
0 -5 days	452
6 - 10 days	383
11 - 15 days	374
16 - 20 days	249
21 - 25 days	75
26 - 30 days	38
31 - 45 days	272
46 - 59 days	189
> 60 days	1,009
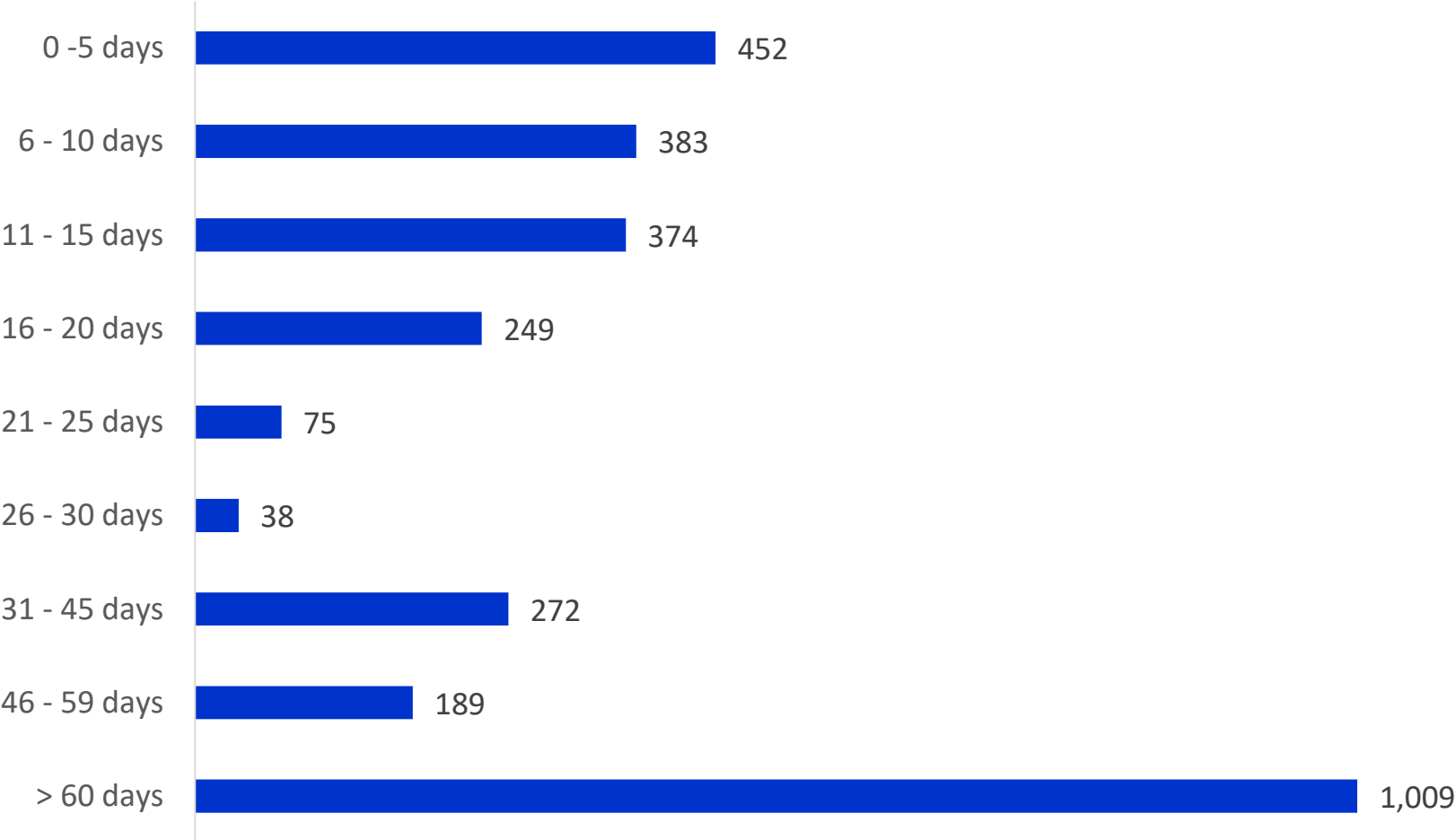
3,010 cases outstanding in July-2023 and 3,041 in January-2024

	Change Jan 2024 vs July 2023	
	# change	% change
0 -5 days	25	6%
6 - 10 days	144	60%
11 - 15 days	267	250%
16 - 20 days	32	15%
21 - 25 days	-91	-55%
26 - 30 days	-30	-44%
31 - 45 days	12	5%
46 - 59 days	-102	-35%
> 60 days	-226	-18%
TOTAL CHANGE	31	1%

3

We are also managing multiple 'non-KPI' cases

Outstanding cases by – 31 January 2024

KPI cases: 3,041
Account aggregations: 3,069
TPR & data cleanse: 6,507
inter-LGPS fund transfers: 1,394
Leavers: 3,225
Other: 4,137
'non-KPI' cases: 18,332
TOTAL: 21,373

Resolution of non-KPI cases strengthens service foundations

	Description	Why important
Account Aggregations	• Members with 2+ pension records, typically a result of jobs with different employers • Aggregation joins these into a single account	• Required before key processes, e.g. retirement, transfer out • Required for Pensions Dashboard • Supports accurate record keeping and members' online view
TPR data	• Cleansing of common and scheme specific data set by the Pension Regulator	• Pay the right pension • Service accuracy • Meet requirements of TPR and required for annual reporting
Inter-LGPS fund transfers	• Member has other LGPS pensions outside Avon • Not clear if they want to transfer in / out or take no action	• Transfer resolution required for ensuring accurate records and enabling retirement in LGPS
Leavers	• Leaver status uncertain • For example, do they want to stay with APF, take refund, or transfer ?	• Transfer resolution required for ensuring accurate records and enabling retirement
Other	• Employer changes, e.g. school moves from local authority control to academy • Change in payroll provider • Next-day post changes for members	• Meet TPR record keeping requirements • Data required for setting new employer's contribution rate and subsequent employer valuation • Required for Pensions Dashboard

Outstanding non-KPI cases rising gently ...
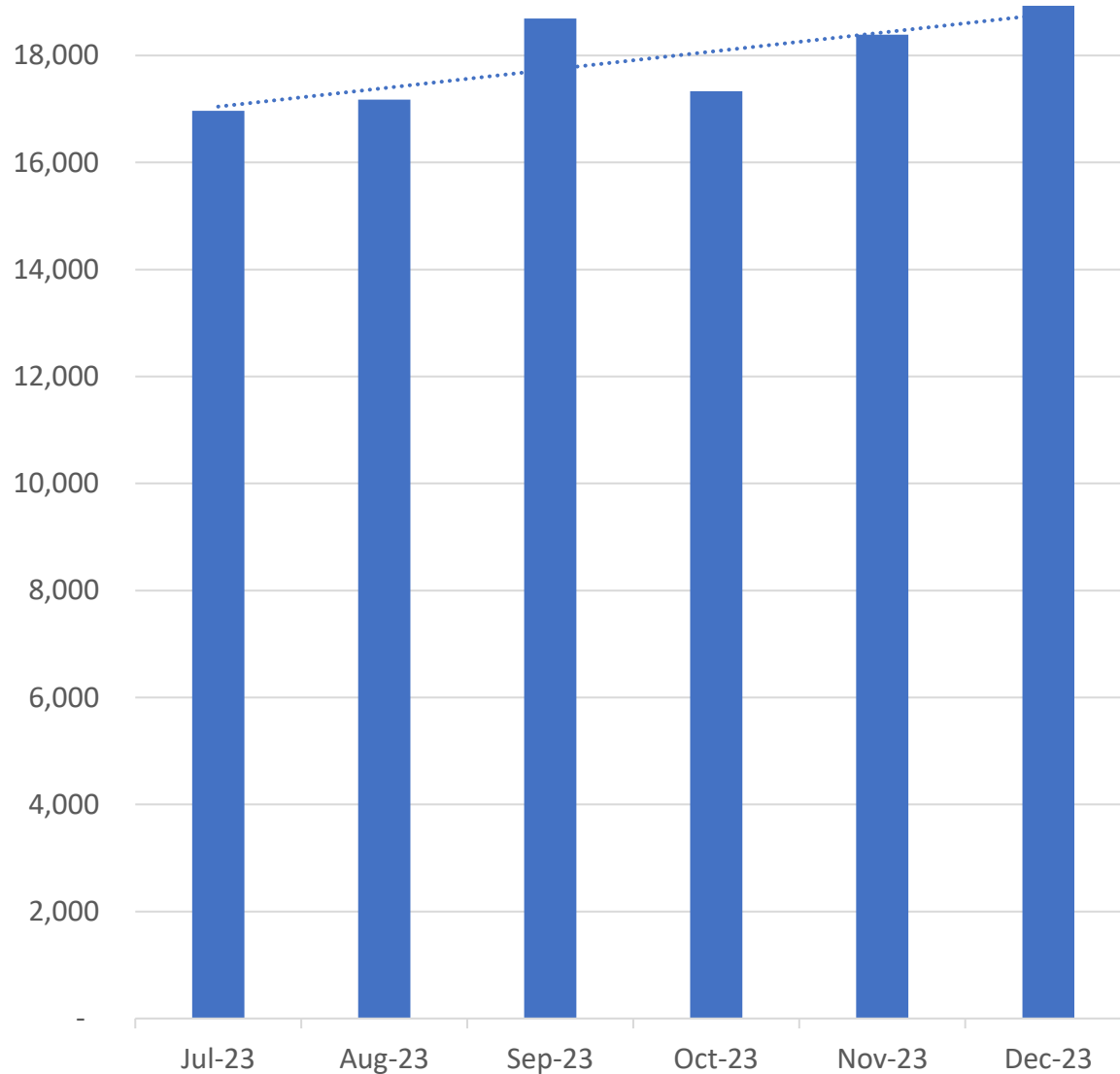
... driven by

- Increased number of new cases

- This is a result of ....
  - increase in next-day post changes
  - improved recording of emails and phone calls

- iConnect data changes without automated data management

- Focus on addressing more complex older cases, and fixing underlying causes

Management summary actions …

KPI Cases

- Aggregated performance is stable but not yet improving

- Outstanding cases overall not reducing – though older more complex cases have been reduced

Non-KPI cases

- Non-KPI backlog rising

In flight	Planning:
• Recruitment & Training • Data & insight development • Process Improvements (non-IT)	• Simpler online sign up for members • Broader self-service capability • Backlog reduction • IT strategic road map

In flight	Planning:
• New Digital Services team • Backlog focus • Process improvements (non-IT)	• Bulk processing data • iConnect automation • IT strategic road map

Appendix

New KPI service cases created per month .....

	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24
Death Notification	34	53	49	41	67	11	28	45
Death - Act/Def/Pen - Payment	28	52	26	51	42	30	49	35
Retirement (Active) - Quote	67	178	150	182	199	26	49	129
Retirement (Active) - Actual	45	74	46	47	80	80	115	49
Retirement (Deferred) - Quote	117	120	97	78	243	126	147	164
Retirement (Deferred) - Actual	38	124	36	50	84	101	218	96
Divorce - Quote	10	20	22	35	30	20	26	23
Divorce - Actual	-	-	-	1	5	-	-	1
Refund - Quotes	120	391	649	121	201	105	196	168
Refund - Actual	-	30	17	61	61	154	137	103
Deferred Benefits	232	515	443	129	278	90	81	223
Transfer In - Quote	-	76	38	2	20	29	45	36
Transfer In - Actual	-	8	5	7	6	6	24	3
Transfer Out - Quote	39	150	82	66	82	8	11	61
Transfer Out - Actual	3	9	15	2	10	8	7	6
Employer Estimate - Quote	33	18	9	23	6	17	21	18
Member Estimate - Quote	32	58	28	20	55	34	27	132
Joiner	1,073	1,332	1,112	408	1,731	492	206	1,070
TOTAL	**1,871**	**3,208**	**2,824**	**1,324**	**3,200**	**1,337**	**1,387**	**2,362**