

**West Northamptonshire Council**

**Pension Fund Committee**

**12 December 2022**

**Mark Whitby – Head of Pensions**

<b>Report Title</b>	<b>Northamptonshire Pension Fund Business Plan and Medium-Term Strategy Business Plan Update report</b>
<b>Report Author</b>	Michelle Oakensen Governance and Regulations Manager <a href="mailto:michelle.oakensen@westnorthants.gov.uk">michelle.oakensen@westnorthants.gov.uk</a>

**Contributors/Checkers/Approvers**

<b>MO</b>	Jeanette McGarry on behalf of Catherine Whitehead	17 November 2022
<b>S151</b>	James Smith on behalf of Martin Henry	24 November 2022
<b>Head of Pensions</b>	Mark Whitby	14 November 2022

**List of Appendices**

Appendix A –Variances against the forecast of investments and administration expenses based on original setting of assumptions.

**1. Purpose of Report**

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- 1.1 Good governance requires that updates to the pre-agreed Annual Business Plan and Medium-Term Strategy are provided to the Committee on a regular basis. This update highlights the progress made on the key activities for the period and seeks approval of the recommendations set out in section 3 below.

**2. Executive Summary**

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- 2.1 The Northamptonshire Pension Fund have for many years considered it good governance to have in place a Business Plan and Medium-Term Strategy that is agreed annually and regularly monitored by the Committee.
- 2.2 The report summarises the progress made on each activity for the period under review.
- 2.3 Section 4 of this report provides a progress update for each business plan activity. The table below provides an overview of the RAG status of each activity.

<b>Paragraph</b>	<b>Activity</b>	<b>RAG status</b>
4.1	Extend the existing contract and re-tender for actuarial consultancy services	Green
4.2	Extend the existing contract and re-tender for benefits and governance consultancy services	Green
4.3	Extend existing contract and re-tender for legal services provider	Green
4.4	Re-tender for pensions administration and pensioner payroll platform	Green
4.5	Continue to develop the Fund's Cyber Strategy	Green
4.6	Review and implement changes required from the Pension Regulator's new Code of Practice	Green
4.7	Review the administrative performance of the Fund's additional voluntary contribution providers	Completed
4.8	Implement the best practice recommendations of the Scheme Advisory Board's good governance review	Green
4.9	Complete the Guaranteed Minimum Pension Rectification	Amber
4.10	Application of the McCloud age discrimination remedy	Green
4.11	Processing of undecided leaver records	Amber
4.12	Complete the 2022 Valuation of the Pension Fund	Green
4.13	Prepare for the implementation of Pension Dashboards	Green
4.14	Continue development of the ACCESS asset pool	Green
4.15	Decarbonisation and improved stewardship reporting	Green
4.16	Review the Fund's Property Investment Strategy	Green
4.17	Review the Investment Strategy and Strategic Asset Allocation	Green
4.18	Private Equity Review	Green
4.19	Review of website and digital communications	Amber

2.4 The tables in appendix A provide an update of the Fund account, investment and administration income and expenditure against the cash flow projection outlined in the Annual Business Plan as agreed by the Pension Committee in March 2022. There are no material variances identified.

2.5 The link to the full Business Plan approved by the Committee in March 2022 is provided in section 7 for full context and reference.

### **3. Recommendations**

3.1 The Pension Fund Committee is asked to:

3.1.1 note the Business Plan Update

### **4. Progress against business plan activities**

#### **Procurement of Services**

#### **4.1 Extend the existing contract and re-tender for actuarial consultancy services**

4.1.1 Activity: To extend the existing contract and re-tender for actuarial consultancy services currently with Hymans Robertson due to expire on 31 March 2024 (following extension).

4.1.2 Key milestones:

Key Milestones	Dates	On target for completion?
Extend contract	January 2023	On target
Register to access national LGPS Frameworks	August 2023	On target
Draft specification of services required and associated documentation	August 2023 – September 2023	On target
Issue invitation to tender to suppliers on the Framework	October 2023	On target
Evaluate tender responses	November 2023 – December 2023	On target
Award contract	January 2024	On target

4.1.2 Update: No activity to report for the period.

**4.2 Extend the existing contract and re-tender for benefits and governance consultancy services**

4.2.1 Activity: To extend the existing contract and re-tender for the supplier of benefits and governance consultancy services currently with Aon due to expire 31 March 2024 (following extension).

4.2.2 Key milestones:

Key Milestones	Dates	On target for completion?
Extend contract	January 2023	On target
Register to access national LGPS Frameworks	January 2023	Completed
Draft specification of services required and associated documentation	January 2023 – February 2023	On target
Issue invitation to tender to suppliers on the Framework	March 2023	On target
Evaluate tender responses	May 2023 – June 2023	On target
Award contract	July 2023	On target

4.2.3 Update: No activity to report for the period.

**4.3 Extend existing contract and re-tender for legal services provider**

4.3.1 Activity: To extend the existing contract with Squire Patton Boggs to February 2024 and re-tender for a legal services provider.

4.3.2 Key milestones:

Key Milestones	Dates	On target for completion?
Extend existing contract	January 2023	On target
Register to access national LGPS Frameworks	January 2023	On target
Draft specification of services required and associated documentation	July 2023 – August 2023	On target
Issue invitation to tender to suppliers on the Framework	September 2023	On target

Key Milestones	Dates	On target for completion?
Evaluate tender responses	October 2023 - November 2023	On target
Award contract	December 2023	On target

4.3.3 Update: No activity to report for the period.

#### 4.4 Re-tender for pensions administration and pensioner payroll platform

4.4.1 Activity: To re-tender for pensions administration and pensioner payroll platform currently with Heywood that is due to cease in September 2024.

4.4.2 Key milestones:

Key Milestones	Dates	On target for completion?
Soft market testing and discussions with other Funds	April 2022 – December 2022	Completed
Obtain and complete National LGPS Framework documents	September 2022	Completed
Develop tender documents	January 2023 to March 2023	On target
Undertake framework procurement	April 2023 – September 2023	On target
Award contract to successful provider	October 2023	On target
Business process re-engineering and systems development (if new supplier)	October 2023 to September 2024	On target
Contract commences	October 2024	On target

4.4.3 Update: All relevant forms have been obtained from the National LGPS Frameworks and have been completed to allow access to the framework. Work has now begun on developing the tender documents in line with the planned schedule. Consultation is also under way with Procurement, Legal and Data Protection teams.

#### Core governance activities

#### 4.5 Continue to develop the Fund's Cyber Strategy

4.5.1 Activity: Cyber-crime continues to evolve and become increasingly sophisticated and as such the cyber strategy and action plan developed in 2021/22 will need to be regularly reviewed and new activities added as time goes on.

4.5.2 Key milestones:

Key Milestones	Dates	On target for completion?
Ongoing monitoring and development of the cyber strategy and action plan evidenced by a separate agenda item at each meeting of the Pension Committee and Local Pension Board.	2022/23	On target

4.5.3 Update: Cyber Hygiene Guidelines are now in force for members following approval at the October Pension Fund Committee meeting.

Work continues on the cyber security survey analysis and incident response plan and an update will be provided to the Committee at the March 2023 meeting.

#### **4.6 Review and implement changes required from the Pension Regulator's new Code of Practice**

4.6.1 Activity: The new code of practice was expected to come into force summer 2022 following a delay from the Pensions Regulator and the Fund will have six months to achieve full compliance with its contents.

4.6.2 Key milestones

Key Milestones	Dates	On target for completion?
Develop an action plan of changes required on launch of code of practice	Rescheduled to 2023. Date to be confirmed following release of the Code	Dependent upon release of the Code
Present action plan	As above	As above
Present update on progress on action plan	As above	As above

4.6.3 Update: The Pension Regulator's new code of practice was due to come into force in November 2021 and was postponed until Autumn 2022. To date, the new code has not been released with no further indication of when the new release date will be. Once the code comes into effect the Fund will have 6 months to achieve full compliance. Activity has been rescheduled and changed to a RAG status of Green.

#### **4.7 Review the administrative performance of the Fund's additional voluntary contribution providers**

4.7.1 Activity: The administrative performance of Prudential began to deteriorate in mid-2020 and in February 2022, Prudential's performance had still not improved. Aon have been commissioned to undertake a further review of both Standard Life and Prudential's administrative performance.

4.7.2 Key milestones:

4.7.3

Key Milestones	Dates	On target for completion?
Present to the Pension Committee the findings of the independent review alongside any recommendations for action	Estimated July 2022	Completed October 2022

Update: The Committee agreed to review again in 12 months' time.

#### **4.8 Implement the best practice recommendations of the Scheme Advisory Board's good governance review**

4.8.1 Activity: There has been no further progress on any of the recommendations either by the Department for Levelling Up, Housing and Communities (DLUHC) or the Scheme Advisory Board (SAB).

4.8.2 Key milestones:

Key Milestones	Dates	On target for completion?
Develop an action plan to implement the best practice activities	Rescheduled to 2023. Date to be confirmed upon receipt of further information	Dependent upon when the Scheme Advisory Board resume focus on the workplan
Present action plan and Conflicts of Interest Policy	Pension Committee December 2022/ Local Pension Board January 2023	On target for the Conflicts of Interest Policy.
Present update on progress on action plan	Rescheduled to 2023. Date to be confirmed upon receipt of further information	Dependent upon SAB as above
Implementation of activities requiring SAB and DLUHC guidance	Rescheduled to 2023. Date to be confirmed upon receipt of further information	Dependent upon SAB as above

4.8.3 Update: There has been no activity from the SAB or DLUHC in this area since February 2021. Once the Scheme Advisory Board provides further details on the recommendations the Fund will develop an action plan. The Conflicts of Interest Policy is a separate agenda item at this meeting following training delivered by Aon in November. Activity has been rescheduled and changed to a RAG status of Green.

**Scheme member and data projects**

**4.9 Complete the Guaranteed Minimum Pension Rectification**

4.9.1 Activity: To complete the rectification stage for scheme members, making adjustments to pensions in payment where necessary.

4.9.2 Key milestones:

Key Milestones	Dates	On target for completion?
Manual rectification of outstanding records	April 2022 – March 2023	extension to 31 July 2023 to be confirmed (see update)

4.9.3 Update: In September 2022 there were approximately 550 cases requiring rectification of a scheme member's pension in payment. At the time of writing approximately 515 cases remain outstanding as a result of an increased focus of resources on unprocessed leavers. There will be an increased focus on this project commencing 1 January 2023. An extension to 31 July 2023 may be required to complete this project and this will be confirmed in the Business Plan Update report that will be presented to the Pensions Committee in March 2023.

#### 4.10 Application of the McCloud age discrimination remedy

4.10.1 Activity: To rectify the pension records of scheme members within scope of the McCloud ruling following the implementation of the age discrimination remedy once legislation is in place.

4.10.2 Key milestones:

Key Milestones	Dates	On target for completion?
Data sheets returned from scheme employers	February 2022 – April 2022	Completed
Data sheets checked by Fund	May 2022 – July 2022	Completed
Uploading of revised scheme member data	August 2022 – March 2023	In progress
Respond to DLUHC consultation on draft regulations (expected December 2022)	January 2023 – February 2023	Anticipated
Devise communication plan for scheme members and scheme employers	Rescheduled to January 2023 (November 2022)	On target
Undertake scheme member record preparations to identify in scope members in readiness for the application of the underpin	April 2023 – September 2023	On target
Application of the revised underpin following release of amended LGPS Regulations	October 2023 onwards	On target

4.10.3 Update: DLUHC have announced that they expect draft regulations to be issued in late 2022, followed by a consultation in early 2023. As a result, this activity has been realigned accordingly and a new milestone added. The uploading of revised scheme member data is underway and is expected to complete in the set timescale. This activity is being run on a full project basis with several separate workstreams and a detailed project plan.

#### 4.11 Processing of undecided leaver records

4.11.1 Activity: To reduce the backlog by 2,500 cases per year for the next 3 years from a baseline of approximately 9,000 at the beginning of April 2022.

4.11.2 Key milestones:

Key Milestones	Dates	On target for completion?
Re-baseline project	April 2022	Completed
Reduce cases by 2,500	April 2022 – March 2023	On target
Reduce cases by a further 2,500	April 2023 – March 2024	On target
Reduce cases by a further 2,500 to a business as usual baseline	April 2024 – March 2025	On target

4.11.3 Update: At 31 October 2022, the number of unprocessed leavers ringfenced as backlog had decreased by approximately 2,400 from the baseline in April 2022. However, the service has not been able to keep on top of business as usual (BAU) cases following an influx of leavers which has offset the backlog reduction and led to the overall number of aged cases increasing by circa 500 as a result. Further resource has been added to the BAU team and bulk processing is now operating on both backlog and business as usual cases.

#### 4.12 Complete the 2022 Valuation of the Pension Fund

4.12.1 Activity: The valuation date is 31 March 2022, and the work is carried out during 2022/23 with results to be published by 31 March 2023. New employer contribution rates will be effective from 1 April 2023.

4.12.2 Key milestones:

Key Milestones	Dates	On target for completion?
Provision, validation and sign-off of valuation data	July 2022 – August 2022	Completed
Provision of whole Fund results by Fund Actuary	September 2022	Completed
Discuss whole Fund results with Committee	October 2022	Completed
Committee to approve Funding Strategy Statement for consultation	October 2022	Completed
Funding Strategy Statement issued for consultation	November 2022	Completed
Issue draft employer results and contribution strategies to scheme employers	November 2022 to December 2022	Completed
Committee to approve final Funding Strategy Statement	December 2022	A verbal update will be provided as part of the valuation agenda item due to the close proximity of the end of the consultation and this meeting.
Consultation and discussions with employers to agree contribution strategies	December 2022 – February 2023	On target
Publication of final valuation report and certified contribution rates	31 March 2023	On target

4.12.3 Update: The valuation project is progressing as planned with all target dates currently on track. However, due to the proximity of the Committee meeting to the end of the consultation on the Funding Strategy Statement, the approval of the final statement may be rescheduled for March, depending on the nature and volume of any responses received. A valuation update is on the agenda of this meeting and a verbal update will be provided under that item.



#### 4.13 Prepare for the implementation of Pension Dashboards

4.13.1 Activity: To prepare for the implementation of Pension Dashboards by 30 September 2024.

4.13.2 Key milestones:

Key Milestones	Dates	On target for completion?
Work with the Pensions Administration Software supplier to connect to a Pensions Dashboard by the deadline of 30 September 2024.	April 2022 – September 2024	On target
Devise project plan and workstreams to prepare for connection to the Dashboard with clean value data.	October to November 2022	Complete
Connect to the Pension Dashboard	By 30 September 2024	On target
Provide value data to the Pension Dashboard	By 1 April 2025	On target

4.13.3 Update: The initial project plan and identification of the workstreams provided has been completed. The work plan will be continually reviewed as further information is released from the associated industry bodies.

#### Investment related activities

#### 4.14 Continue development of the ACCESS asset pool

4.14.1 Activity: The ACCESS asset pool has recently appointed MJ Hudson as Implementation Adviser for Illiquid Assets. During 2022/23 MJ Hudson will be implementing pooled solutions for investing in Illiquid assets. Due to the illiquid nature of this asset class, migration of the Fund's assets may take several years.

4.14.2 Key milestones:

Key Milestones	Dates	On target for completion?
Transition into the new Multi Asset Credit sub fund	By 31 March 2023	On target
Produce plan for investing in illiquid assets in the pooled solution	By 31 March 2023	On target

4.14.3 Update: Following data collection and analysis on non-listed assets by MJ Hudson across ACCESS pool members, Real Estate (Property) has been approved by the ACCESS Joint Committee (AJC) as the first asset class to be progressed. Hampshire County Council have been appointed as the procurement lead and procurement documents have been developed and are currently being finalised. MJ Hudson have prepared a document, for consideration by ACCESS pool members, detailing the proposed running order for the procurement of remaining non-listed asset classes.

#### 4.15 Decarbonisation and improved stewardship reporting

4.15.1 Activity: During 2022/23 the Fund is planning to commence the transition to a more sustainable portfolio by reviewing its passive equities mandates and commence Task Force on Carbon-Related Financial Disclosures (TCFD) reporting. The Fund will also prepare its first submission under the UK Stewardship Code.

4.15.2 Key milestones:

Key Milestones	Dates	On target for completion?
Draft TCFD report to be included in Fund annual report	December 2022	Complete
Commence implementation of decarbonisation changes to passive and active equity mandates	December 2022	On target
Draft Stewardship Code submission presented to the Investment Sub Committee	March 2023	On target

4.15.3 Update: It was agreed with the Pension Fund Committee that the Fund’s TCFD position will be reported within the 21/22 Statement of Accounts which is currently being finalised.

The Fund has developed a Climate Action Plan which includes approved decarbonisation targets to reduce carbon emissions with the aim of achieving net zero by 2050 or earlier. Progress against the Plan is shown in Appendix B.

Implementation of decarbonisation changes to passive mandates is progressing well with new passively managed options presented to Investment Sub-Committee members in September, with a decision planned for the November Sub-Committee meeting. Active equity fund managers have been engaged with and made aware of the intentions of the Fund.

**4.16 Review the Fund’s Property Investment Strategy**

4.16.1 Activity: A review of the mandate will be undertaken, including consideration of possible enhancements to the property strategy, especially considering the expected benefits arising from the pooling agenda.

4.16.2 Key milestones:

Key Milestones	Dates	On target for completion?
Report on strategy review presented to Investment Sub Committee	November 2022	On target
Implement required asset class changes from property review	December 2022 – March 2023	On target
Communicate Fund’s new requirements to the ACCESS illiquid asset programme	December 2022	On target

4.16.3 Update: A property portfolio review covering the target split across real estate styles, sectors, geographies, and implementation route/timeline was presented at the November 2022 ISC for consideration. This review will help shape the Fund’s Property Investment Strategy and feed into the Fund’s overall Investment Strategy Review which will agree target allocations across all asset classes

#### 4.17 Review the Investment Strategy and Strategic Asset Allocation

4.17.1 Activity: The Fund must review and amend its strategic investment strategy in consultation with the s 151 officer as required pursuant to section 4.8 Section 1.3 (e) (k) of the Constitution and will undertake a strategic asset allocation (SAA) once the outcomes of the triennial valuation process is known. This will ensure the Fund's investment approach is appropriately aligned with its funding strategy and that the Fund can pay liabilities as they fall due over time.

It is proposed for this review to be undertaken with the Pensions Committee, supplemented by virtual training where required.

4.17.2 Key milestones:

Key Milestones	Dates	On target for completion?
Development of revised Investment Strategy/SAA by officers and advisors	November to December 2022	On target
Investment Strategy Training to Pensions Committee	January 2023	On target
Revised Investment Strategy/SAA approved by Pensions Committee	March 2023	On target
Implementation of revised Investment Strategy	2023 onwards	On target

4.17.3 Update: The Fund's Officers have engaged with its investment advisors, Mercer, and are on track to deliver training and a revised Investment Strategy as planned.

#### 4.18 Private Equity Review

4.18.1 Activity: The Fund has a strategic asset allocation (SAA) for Private Equity of 5% within an overall allocation to Alternative assets of 25%. To maintain this the Fund must make regular private equity commitments.

To ensure the continued suitability of the portfolio, a deeper fundamental portfolio review covering exposures, risks and opportunities needs to be undertaken. This will also include modelling of expected commitment levels and deployment rates.

4.18.2 Key milestones:

Key Milestones	Dates	On target for completion?
Private Equity Portfolio Review	December 2022 to January 2023	On target
Investment Sub Committee approve future private equity commitments	February 2023	On target
Implementation of agreed private equity commitments	March 2023 onwards	On target

4.18.3 Update: The Fund's Officers have engaged with its investment advisors, Mercer, and are on track to bring forward proposals for private equity commitments for approval at the February 2023 Investment Sub Committee meeting.

## Communications

### 4.19 Review of website and digital communications during 2022/23

4.19.1 Activity: The Fund’s web offering will be reviewed to assess whether the website is still fit for purpose and alternative options available to meet the needs of the Fund’s stakeholders.

4.19.2 Key milestones:

Key Milestones	Dates	On target for completion?
Initial engagement with key stakeholders and agreement of project objectives	April 2022 – June 2022	Completed
Review of initial engagement including mapping of user journeys and key insights	July 2022 – August 2022	Completed
Investigation into any identified “pain points” identified by user groups and identification of any further areas for improvement	Rescheduled to September – October 2022 (August 2022 - September 2022)	Completed
Stakeholder demonstration of new user journeys and prototype web pages/functions	Rescheduled to October – November 2022 (September 2022 – October 2022)	Completed
Presentation of key recommendations to officers	Rescheduled to November – December 2022 (October 2022 – November 2022).	Completed
Present outcomes and recommendations to Committee	March 2023	On target

4.19.3 Update: The review of the website has been progressing as planned. Initial findings and key recommendations have been presented to officers along with prototype webpages. These have also been tested with users and results are currently being collated for presenting to officers.

## 4 Issues and Choices

5.1 The Pension Committee approved the Business Plan and Medium-Term Strategy 2022/23 on 30 March 2022. Officers are seeking the approval of as further two business plan activities in line with the previously approved budget.

## 6 Implications (including financial implications)

### 6.1 Resources and Financial

6.1.1 The financial estimates and associated budgets included with the Business Plan and Medium-Term Strategy were approved by the Pension Committee on 30 March 2022.

6.1.2 Performance against the financial estimates in the Business Plan will be presented to the Pension Committee and Board each meeting. The Business Plan sets out the cost of each activity where known and where costs become known during the course of the year the Pension Committee and Board will be updated accordingly.

### 6.2 Legal

6.2.1 There are no legal implications arising from the proposals.

### 6.3 Risk

6.3.1 The mitigated risks associated with this report has been captured in the Fund's risk register as detailed below –

Risk	Residual risk rating
Those charged with the governance of the Fund and scheme are unable to fulfil their responsibilities effectively	Green
Pension Fund objectives are not defined and agreed.	Green
Failure to provide relevant information to the Pension Committee/Pension Board to enable informed decision making.	Green

6.3.2 Please see the [Northamptonshire Pension Fund Risk Register Executive Summary](#).

### 6.4 Relevant Pension Fund Objectives

6.4.1 The following objectives as per the Business Plan have been considered in this report -

- To have robust governance arrangements in place, to facilitate informed decision making, supported by appropriate advice, policies and strategies, whilst ensuring compliance with appropriate legislation and statutory guidance.
- To continually monitor and measure clearly articulated objectives through business planning.
- To continually monitor and manage risk, ensuring the relevant stakeholders are able to mitigate risk where appropriate.

### 6.5 Consultation

6.5.1 Not applicable.

## 7. Background Papers

7.1 [Northamptonshire Pension Fund Business Plan and Medium-Term Strategy](#)

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Appendix A – Variances against the forecast of investments and administration expenses based on original setting of assumptions

Fund Account	2022/23 Estimate	2022/23 Forecast	Variance	Comments
	£000	£000	£000	
Contributions	(120,000)	(123,000)	(3,000)	Contributions in line with current membership numbers
Transfers in from other pension funds	(8,500)	(9,000)	(500)	Demand led
<b>Total income</b>	<b>(128,500)</b>	<b>(132,500)</b>	<b>(3,500)</b>	
Benefits payable	108,000	108,000	-	
Payments to and on account of leavers	8,500	9,500	1,000	Demand led
<b>Total Payments</b>	<b>116,500</b>	<b>117,500</b>	<b>1,000</b>	
<b>Net (additions)/withdrawals from dealings with members</b>	<b>(12,000)</b>	<b>(14,500)</b>	<b>(2,500)</b>	
Management Expenses	3,645	3,670	25	See below
<b>Total income less expenditure</b>	<b>(8,355)</b>	<b>(10,830)</b>	<b>(2,475)</b>	
Investment income	(26,000)	(26,000)	-	
Taxes on income	-	-	-	
(profit) and losses on disposal of investments and changes in the market value of investments	(127,000)	220,400	347,400	Actual Q2 return followed by actuarial long term growth assumption
<b>Net return on investments</b>	<b>(153,000)</b>	<b>194,400</b>	<b>347,400</b>	
<b>Net (increase)/decrease in the net assets available for benefits during the year</b>	<b>(161,355)</b>	<b>183,570</b>	<b>344,925</b>	

<b>Management Expenses</b>	<b>2022-23 Estimate</b>	<b>2022-23 Forecast</b>	<b>Variance</b>	<b>Comments</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	
Total Administration Expenses	2,331	2,419	88	See below
Total Governance Expenses	834	767	(67)	Forecasts for legal and actuarial fees are currently lower than expected
Total Investment Invoiced Expenses	480	484	4	
<b>Total Management Expenses</b>	<b>3,645</b>	<b>3,670</b>	<b>25</b>	

<b>Administration Expenses Analysis</b>	<b>2022-23 Estimate</b>	<b>2022-23 Forecast</b>	<b>Variance</b>	<b>Comments</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	
Staff Related	1,458	1,544	86	Budget based on estimated 22/23 pay rates, higher than expected pay awards received. Expected vacancies to be filled during the next quarter
Altair administration and payroll system	329	329	-	
Data assurance	45	45	-	
Communications	39	39	-	
Other Non-Pay and Income	15	17	2	Bank charges are higher than expected
County Council Overhead Recovery	445	445	-	
<b>Total Administration Expenses</b>	<b>2,331</b>	<b>2,419</b>	<b>88</b>	