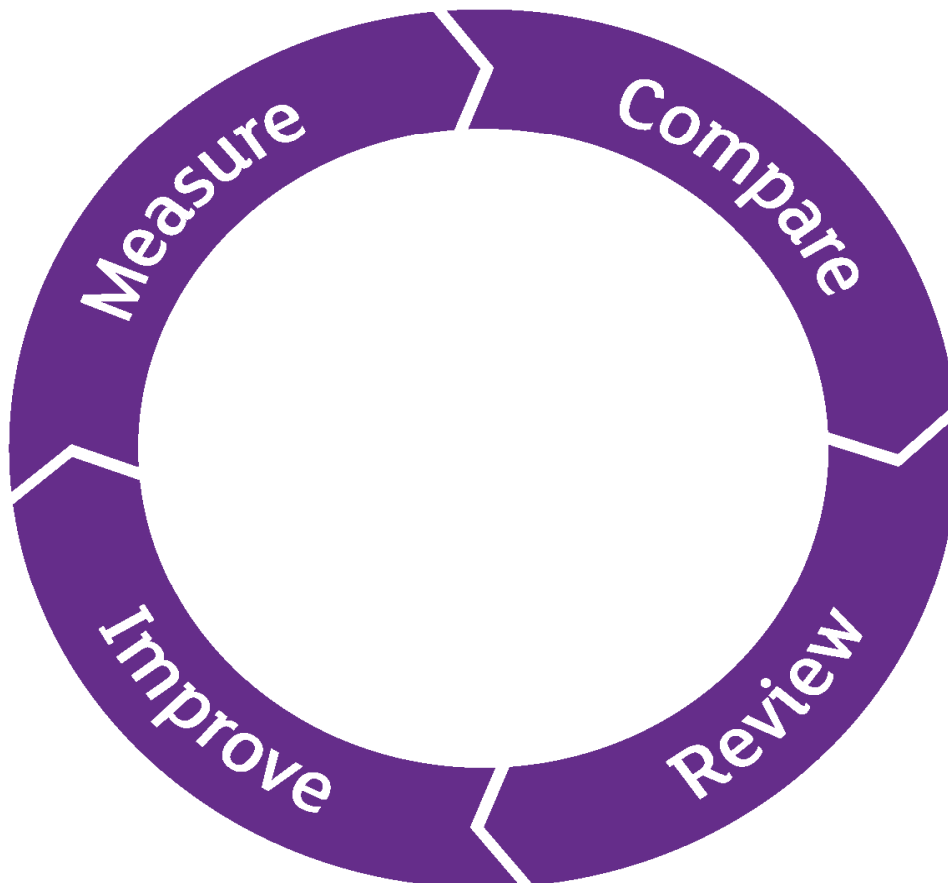


Analytics & Research

pensions administration benchmarking club

2017 - Barchester Comparator Report



This is a sample report. The averages contained within this report have been adjusted so they do not reflect true club averages.

Normally we would include a separate key with this report which would indicate which letter stood for which comparator.

PREFACE

Throughout the report your figures are shown in tables and in graphical form. If you are not familiar with our reports we hope this page will help you to better understand the way we present this data.

Averages:

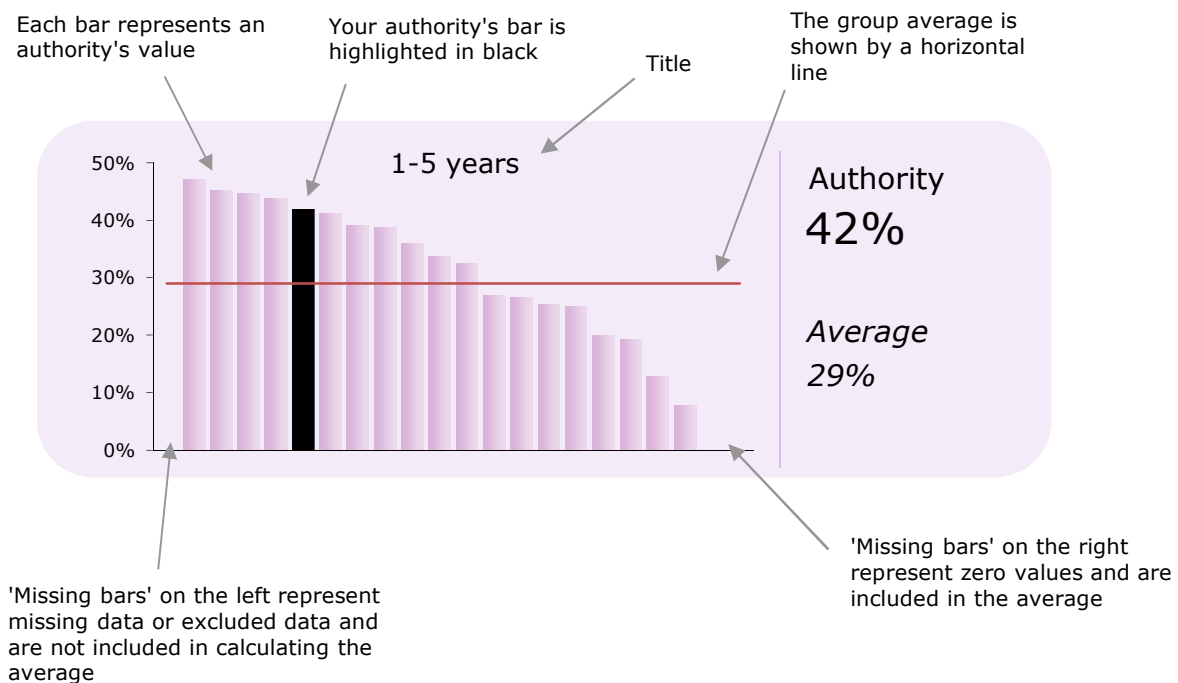
Almost all of our tables and charts compare your figure with a group average. The average is the unweighted mean value for the group. This average value ignores missing data, or data that we have excluded and for this reason sets of averages sometimes do not reconcile precisely.

Charts:

We display a large amount of data on charts as this allows us to show the data for the entire group efficiently and gives far more information than a simple average (i.e. range of data, individual authority values etc.). Below we have annotated an example chart to help explain what they are showing.

Bar Charts:

These are our standard method of displaying a full set of data



Staff experience	FTE	%	Avg
< 1 year	1.5	10%	9%
1-5 years	6.5	42%	29%
5-10 years	3.5	23%	21%
> 10 yrs	4.0	26%	41%
Total	15.5		

INTRODUCTION

This report compares your performance with other local authorities who have taken part in the Pensions Administration Benchmarking Club for 2017 and is divided into the following sections.

CIPFA will also be providing a Narrative Report for the text questions from the questionnaire as well as an Interactive Report that will provide additional information to this final report.

	Page
1 Summary	4
2 Cost Measures	5
3 Workload Measures	11
4 Staff Related Measures	21
5 Industry Standard Performance Indicators	25
6 Comparison by method of service delivery } <i>final report only</i>	27
7 Time Series } <i>final report only</i>	28

Section 1 - Summary

This page provides a brief summary of the most salient aspects of the report.

Section 2 - Cost Measures

This section concentrates on cost/member ratios starting with total cost/member which is then broken down by staff costs, payroll costs, direct costs, overheads and income. Further analysis of direct costs and overheads is also provided in this section.

Section 3 - Workload Measures

The first measure of workload is the number of members in the scheme, which is shown along with a breakdown by class of membership. This is followed by an analysis of the number and type of LGPS employers.

Other workload measures include:

- Joiners and leavers with a full analysis of the various types of retirements
- Number of quotations provided and actual events processed
- Additional Voluntary Contributions (AVCs), Additional Regular Contributions/Additional Pension Contributions (ARCs/APCs) and Added years

Section 4 - Staff Related Measures

The measures included here are an analysis of staff numbers by pay band, sickness absence, pensions work experience, staff qualifications and staff turnover.

Section 5 - Industry Standard Performance Indicators

In this section we show how authorities perform against each of the LGPC performance indicators.

Section 6 - Comparison by Method of Service Delivery (final report only)

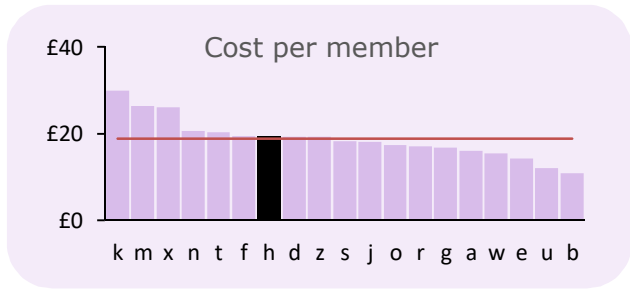
This shows members' costs and averages compared for in-house and externally managed pension schemes.

Section 7 - Time Series (final report only)

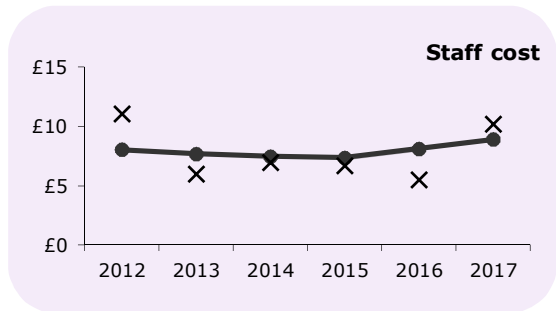
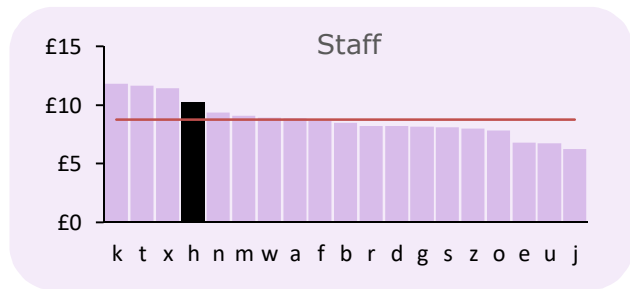
This shows the individual members' performance over time compared to the club average for cost per member, which is analysed over staff cost and other costs.

SECTION 1 - SUMMARY

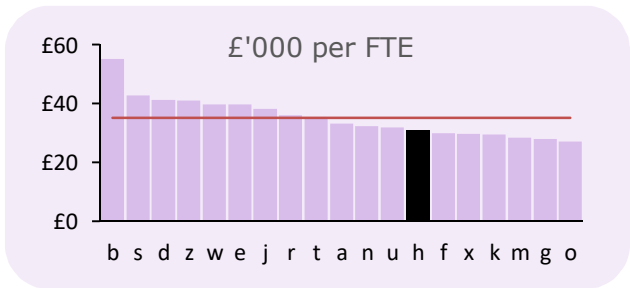
Net Cost / Member 2016/17



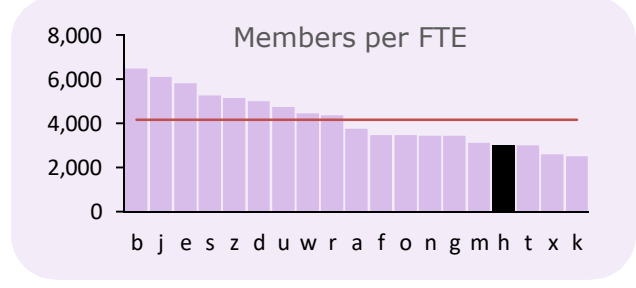
Staff Cost / Member 2016/17



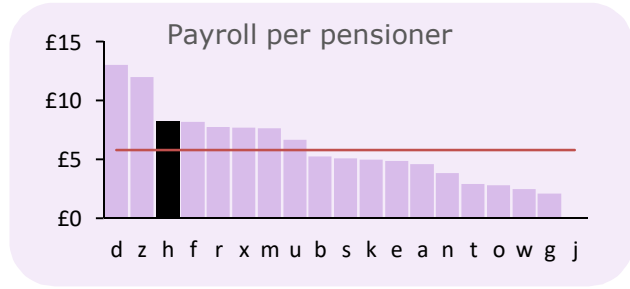
Cost £'000 / FTE



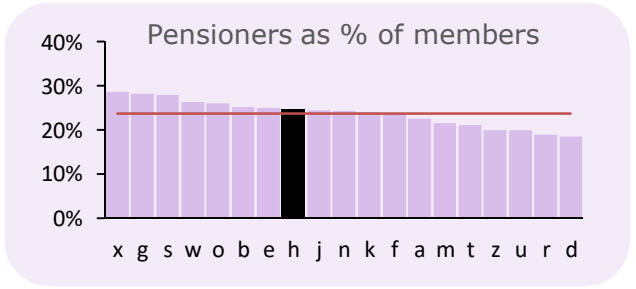
Members LGPS / Admin FTE



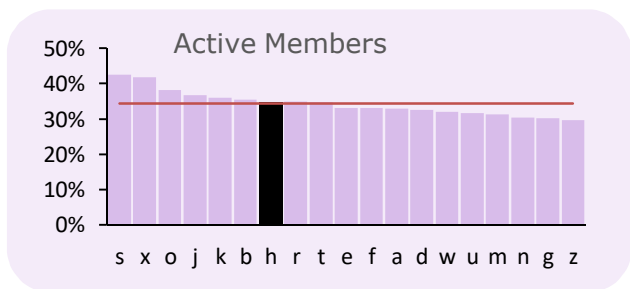
Payroll Cost / Pensioners



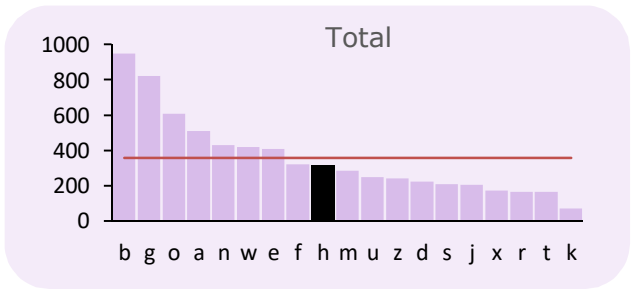
Pensioners as a % of Members



Actives as a % Members



Number of LGPS Employers

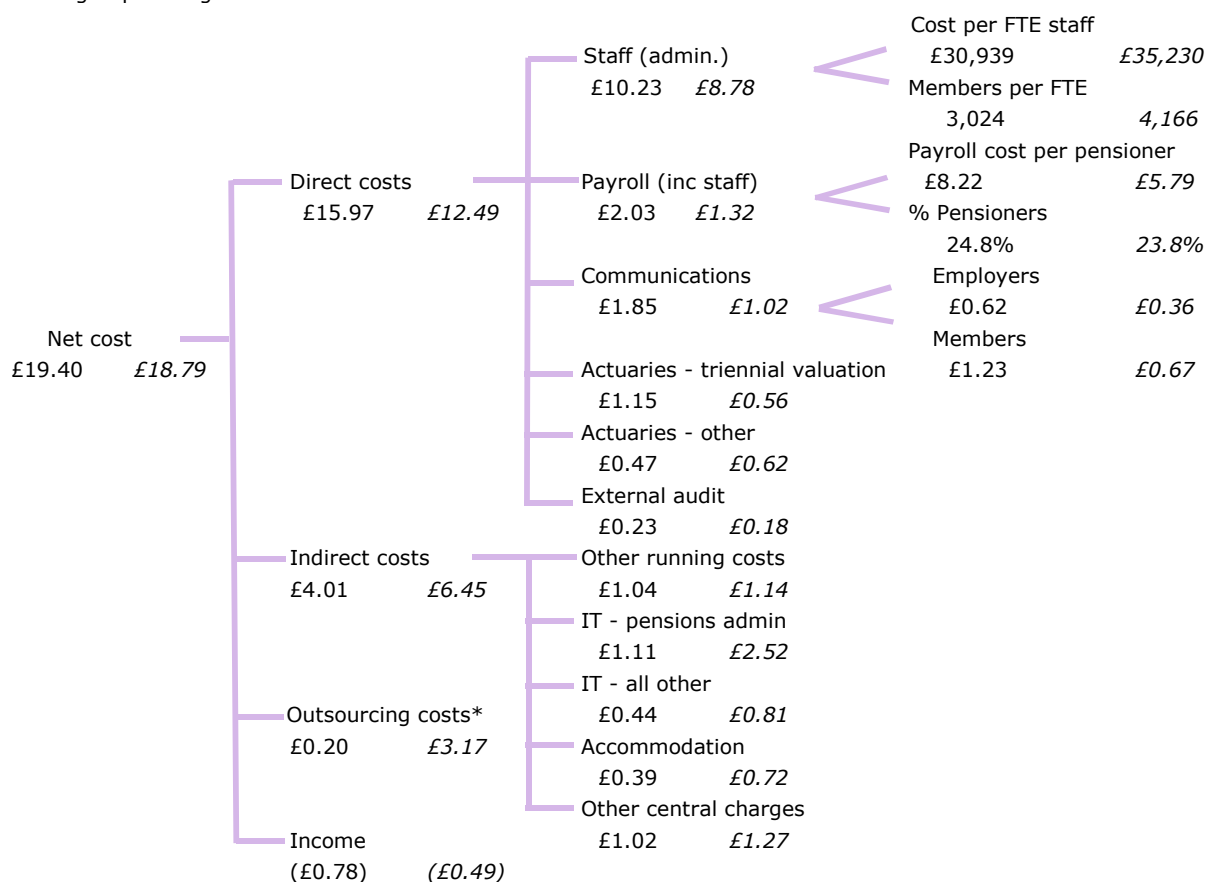


SECTION 2 - COST MEASURES

COST/MEMBERS TREE 2016/17

This tree diagram analyses the cost per member.

For each benchmark two figures are given, the first being the authority's cost and the second (in italics) is the group average.



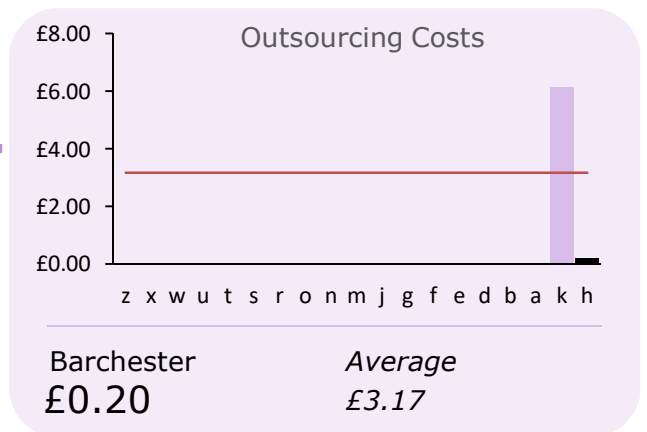
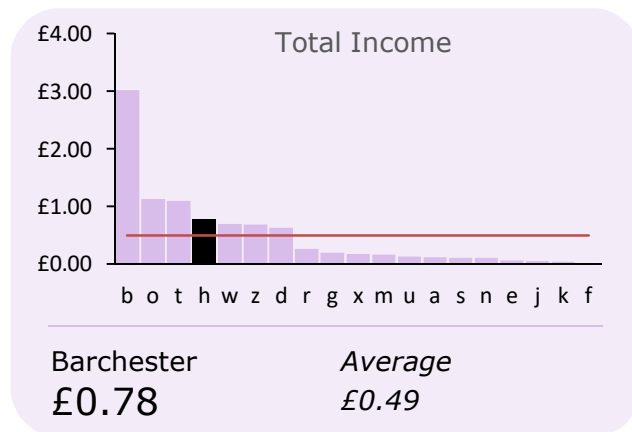
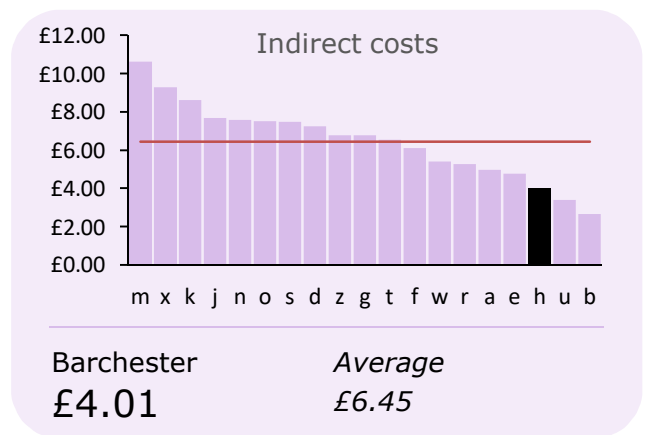
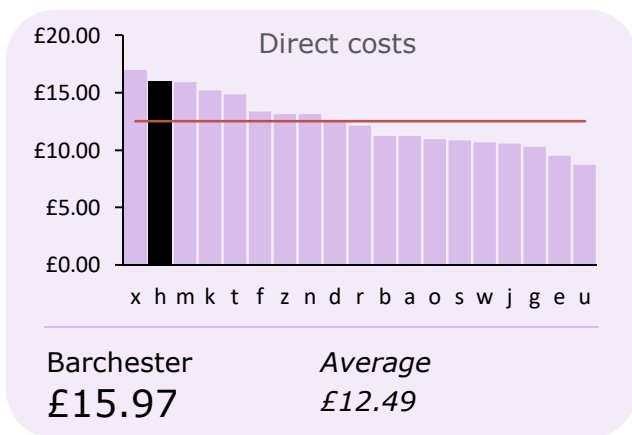
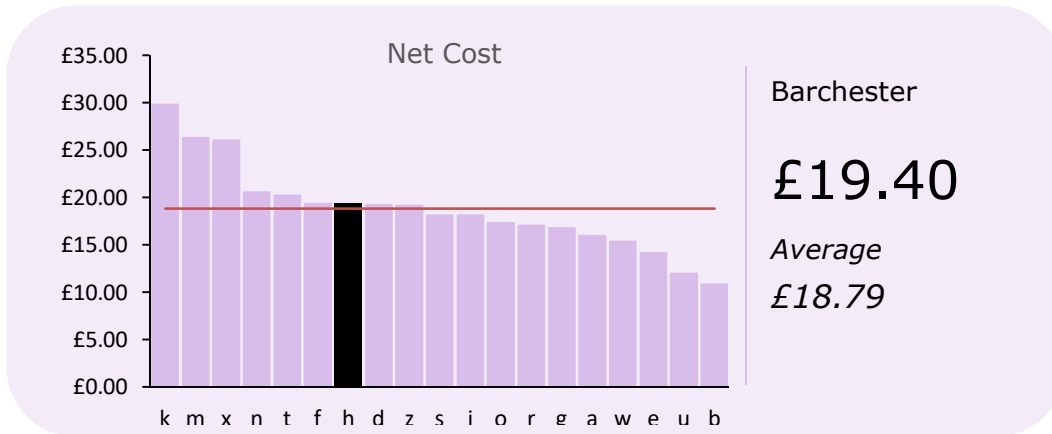
FTE Staff		Admin of LGPS costs	£'000	£ per member	Avg
Pension Section total	56.0	Staff - administration	1,021	10.23	8.78
less		Staff - payroll	148	1.48	0.65
IT staff	5.9	Payroll	55	0.55	0.67
Payroll staff	2.3	Communications - employers	62	0.62	0.36
Communications staff	5.2	Communications - members	123	1.23	0.67
Employing authority work	4.0	Actuaries - triennial valuation	115	1.15	0.56
Work for other schemes	5.0	Actuaries - other	47	0.47	0.62
Other work	10.6	External audit	23	0.23	0.18
		Total Direct Costs	1,594	15.97	12.49
		Other running costs	104	1.04	1.14
		IT - pensions admin.	111	1.11	2.52
		IT - all other	44	0.44	0.81
		Accommodation	39	0.39	0.72
		Other central charges	102	1.02	1.27
		Total Indirect Costs	400	4.01	6.45
		Outsourcing Costs*	20	0.20	3.17
		Gross Cost	2,014	20.18	19.28
		Income - members	(12)	(0.12)	(0.05)
		Income - employers	(62)	(0.62)	(0.26)
		Income - other	(4)	(0.04)	(0.19)
		Total Income	(78)	(0.78)	(0.49)
		Net Cost	1,936	19.40	18.79

Total Scheme Membership	99,790
Pensioners	24,703

*Outsourcing costs average only includes those members who have outsourcing costs.

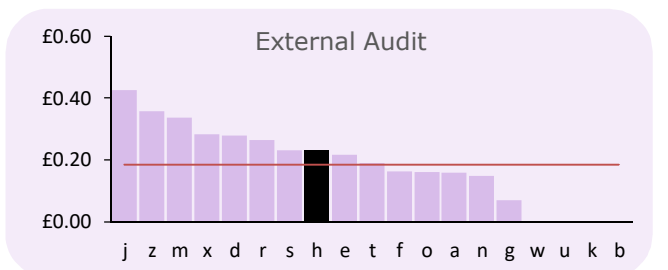
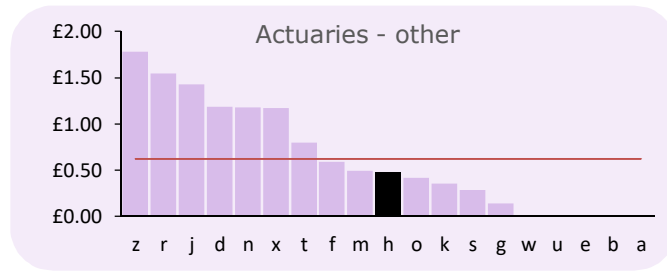
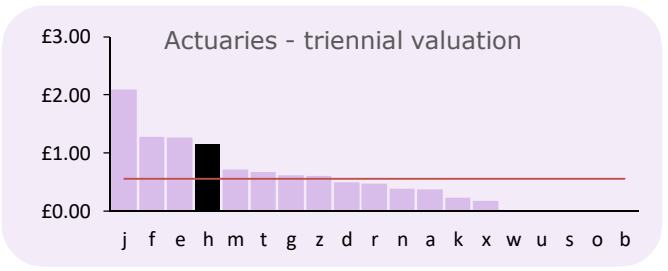
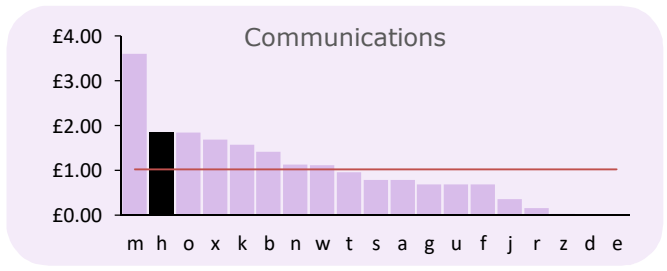
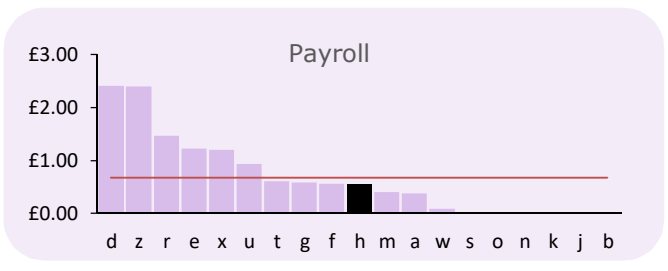
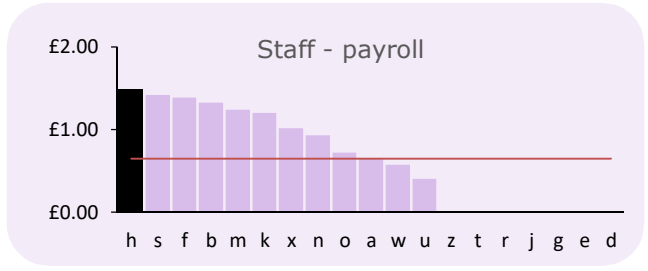
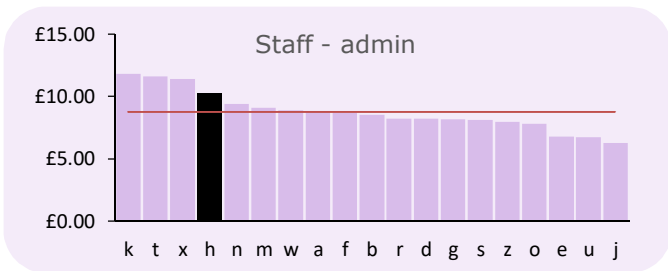
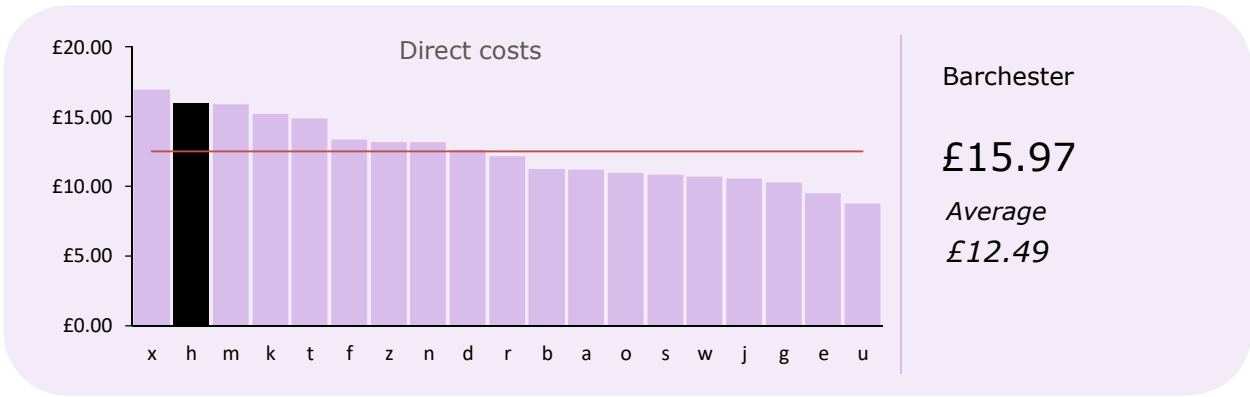
Source: Pensions Questionnaire, Sections 2 and 3

COST PER MEMBER 2016-17



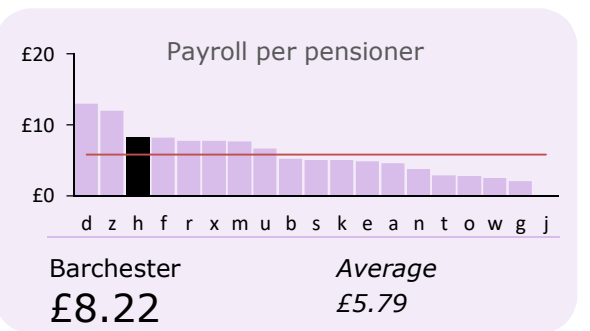
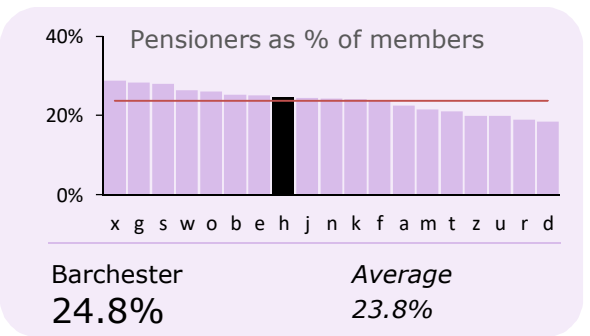
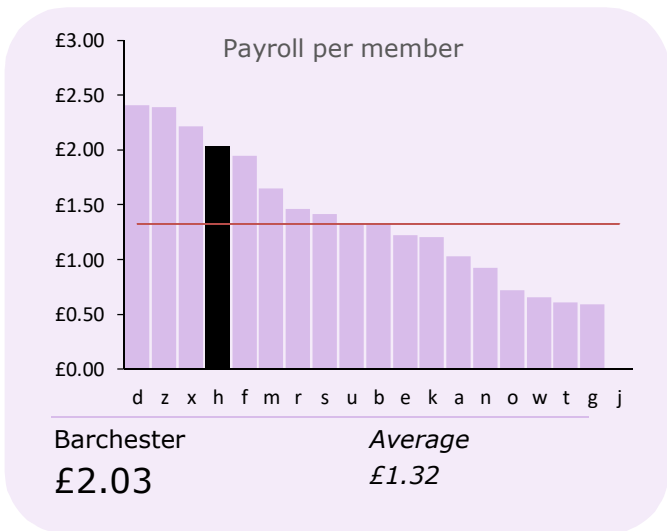
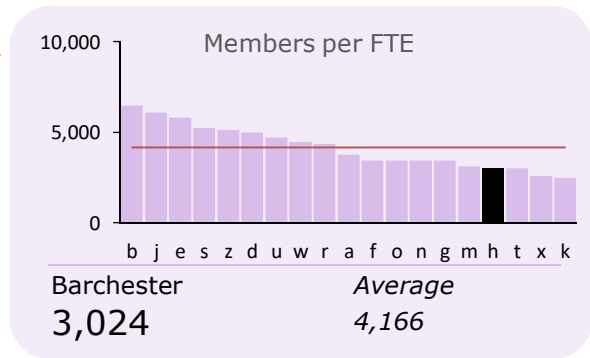
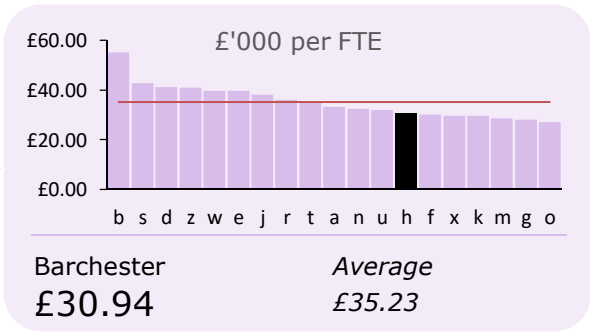
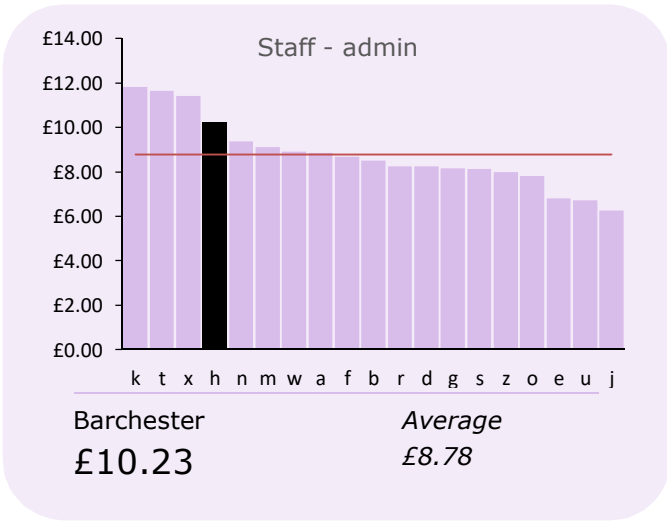
Source: Pensions Questionnaire, Section 3

COSTS PER MEMBER - Direct Costs 2016/17



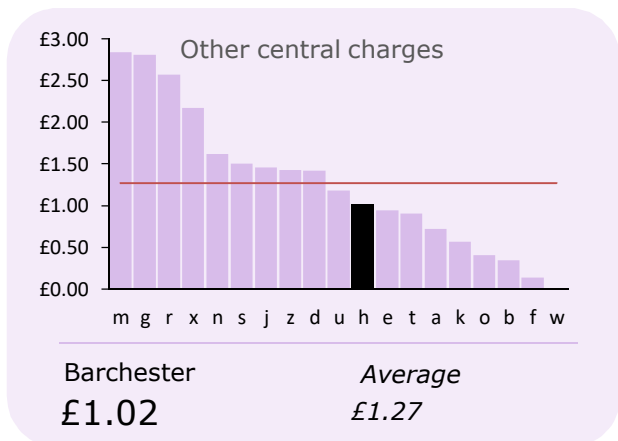
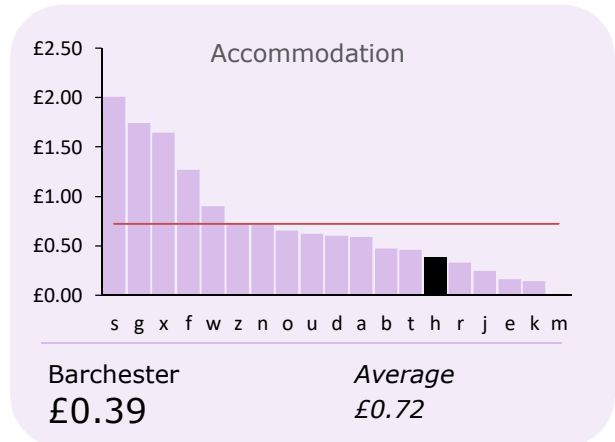
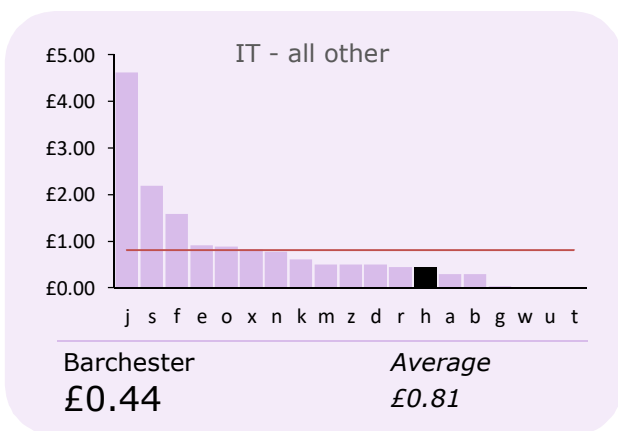
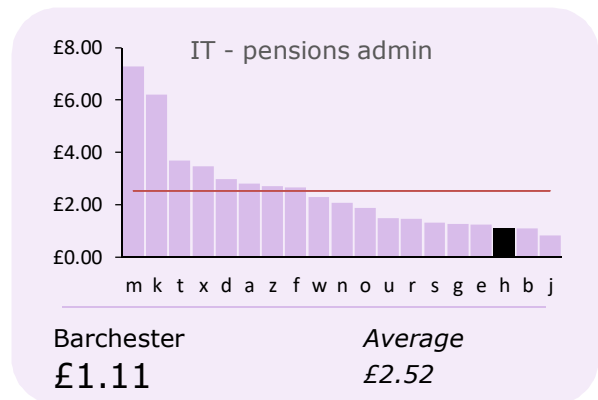
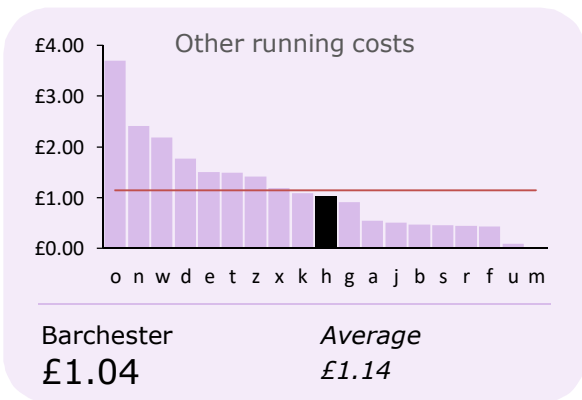
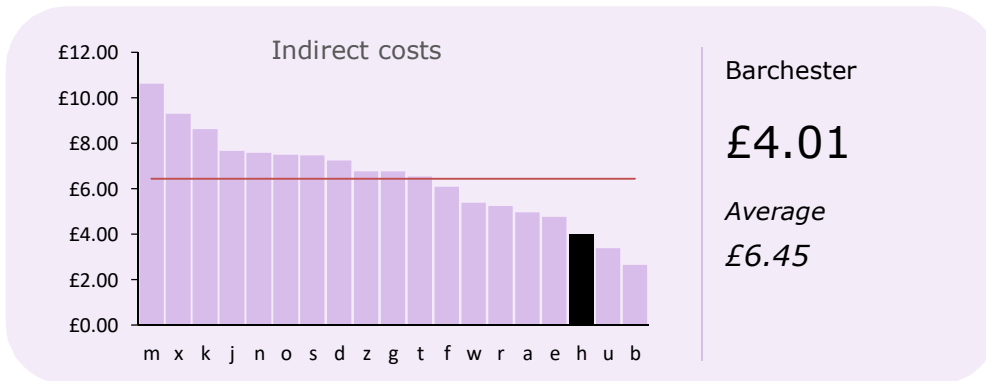
Source: Pensions Questionnaire, Section 3

DIRECT COSTS PER MEMBER - Staff and Payroll Costs 2016/17



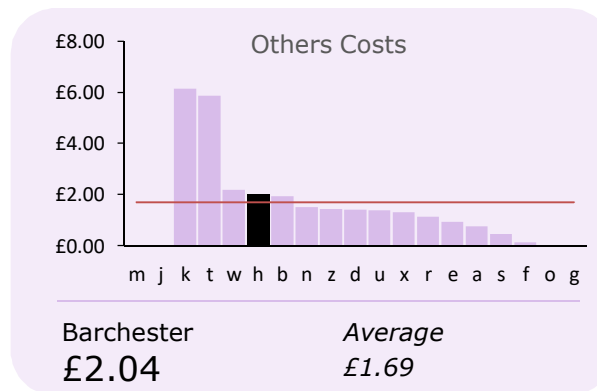
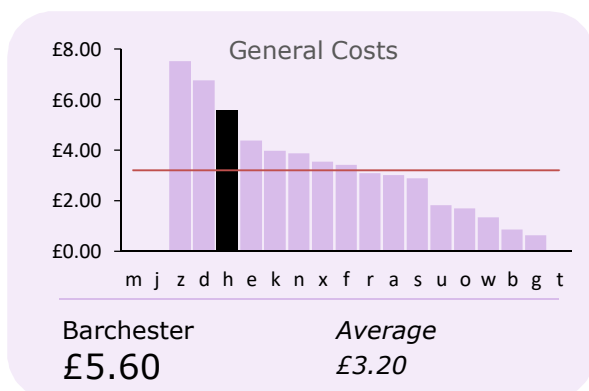
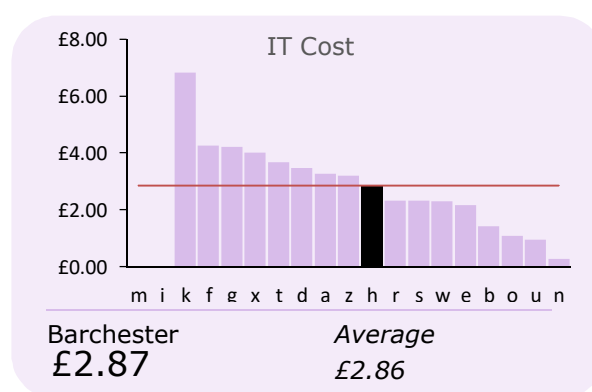
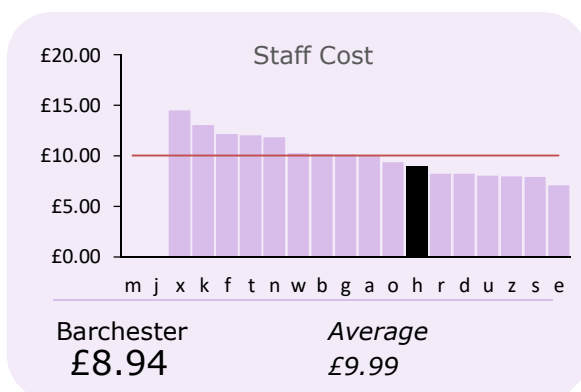
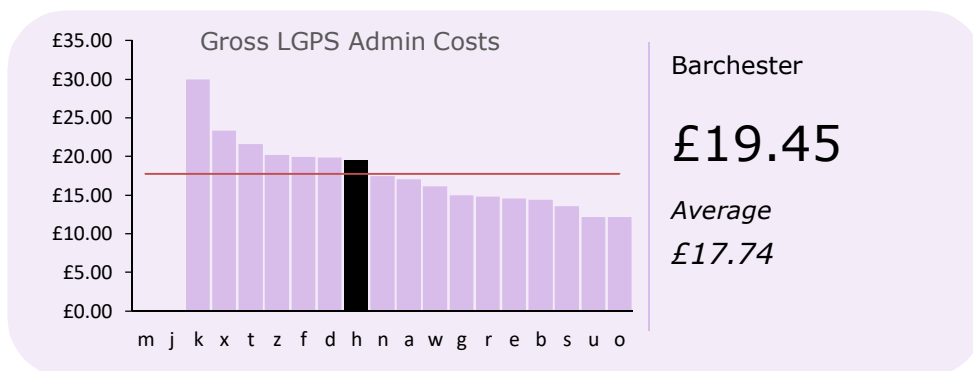
Source: Pensions Questionnaire, Section 3

COSTS PER MEMBER - Indirect Costs 2016/17



Source: Pensions Questionnaire, Section 3

COSTS PER MEMBER - LGPS Administration Expenses Analysis 2016/17



LGPS Administration Expenses	£'000	£ per member	Avg
Staff Costs	892	8.94	9.99
IT Costs	286	2.87	2.86
General Costs	559	5.60	3.20
Other Costs	204	2.04	1.69
Gross LGPS Admin Expenditure	1,941	19.45	17.74
Gross LGPS Income	31	0.31	0.68
Net LGPS Admin Expenditure	1,910	19.14	17.03

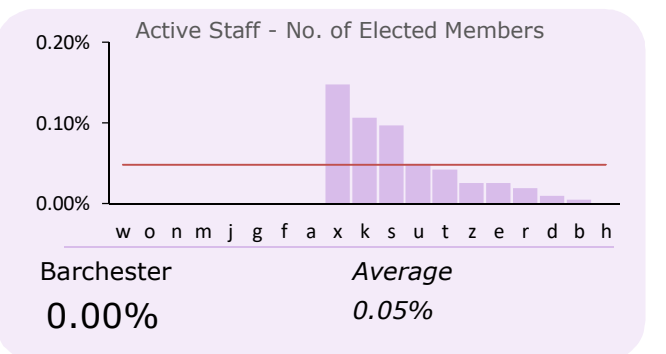
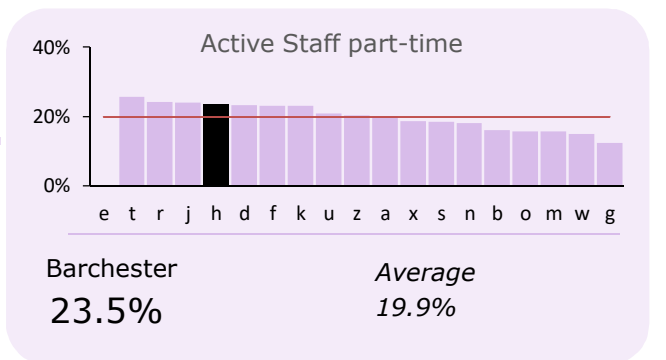
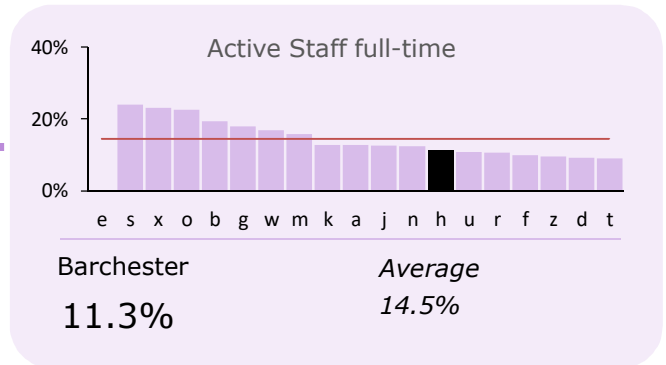
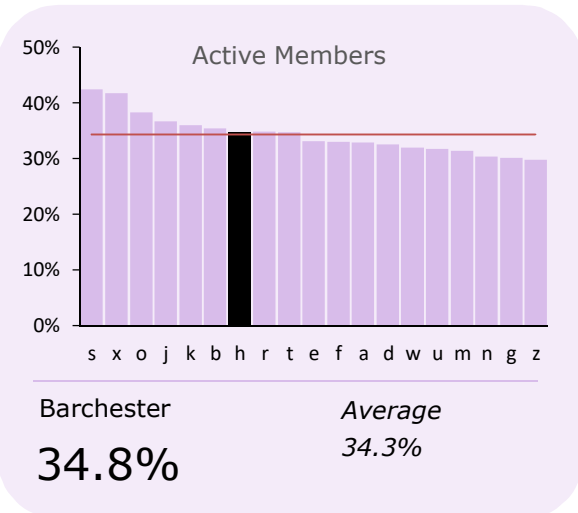
Source: Pensions Questionnaire, Section 4b

SECTION 3 - WORKLOAD MEASURES

COMPOSITION OF MEMBERS AS AT 31/03/2017

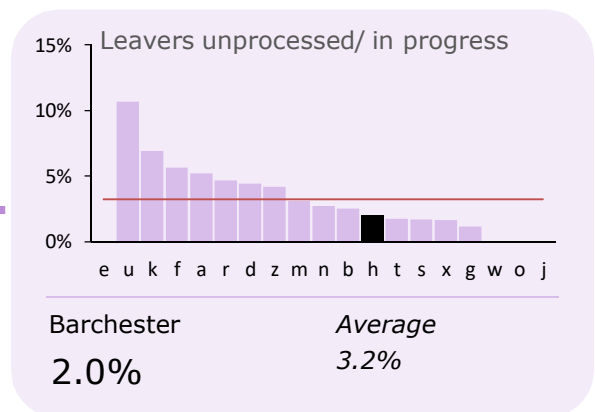
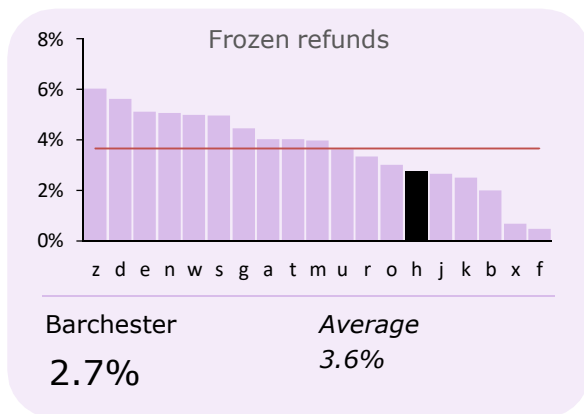
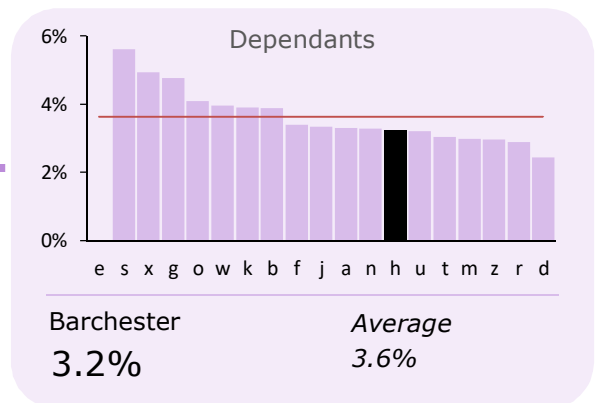
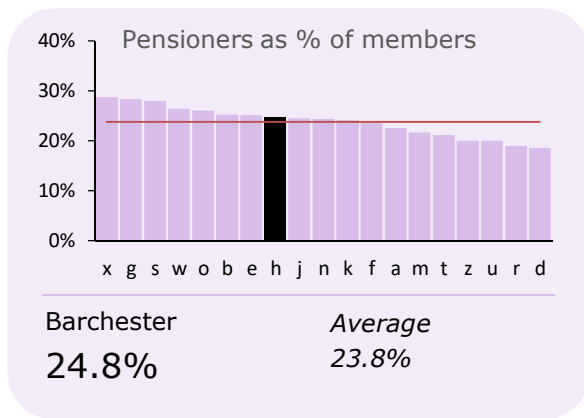
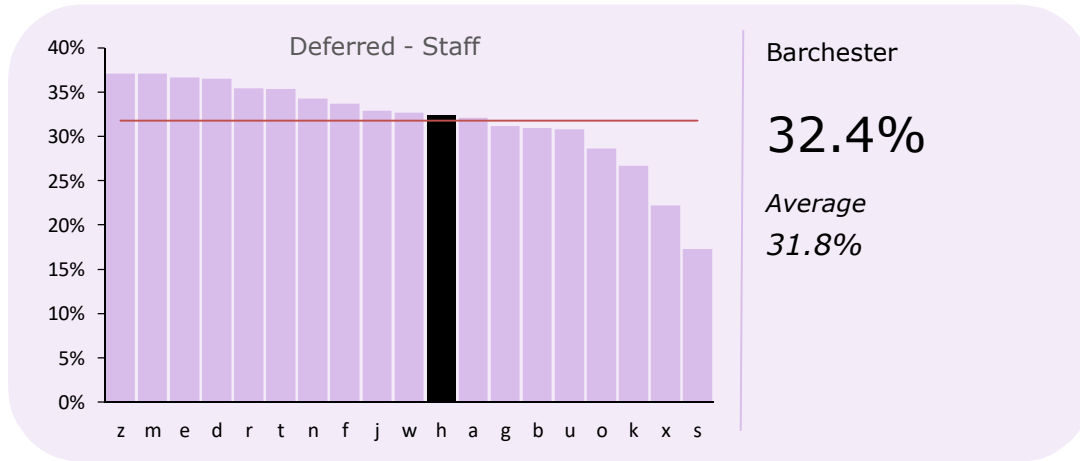
Composition of members	Number	%	Avg	Avg %
Active:				
Full-time	11,324	11.3%	24,584	14.5%
Part-time	23,441	23.5%	25,282	19.9%
No. of elected Members	1	0.0%	28	0.0%
Sub-total	34,766	34.8%	48,564	34.3%
Deferred:				
Staff	32,335	32.4%	43,368	31.8%
Elected Members	75	0.1%	48	0.0%
Pensioners	24,703	24.8%	34,972	23.8%
Dependants	3,212	3.2%	5,522	3.6%
Frozen refunds	2,735	2.7%	5,171	3.6%
Leavers unprocessed/in progress	1,964	2.0%	3,639	3.2%
Total	99,790		141,283	

Active Members



Source: Pensions Questionnaire, Section 5b

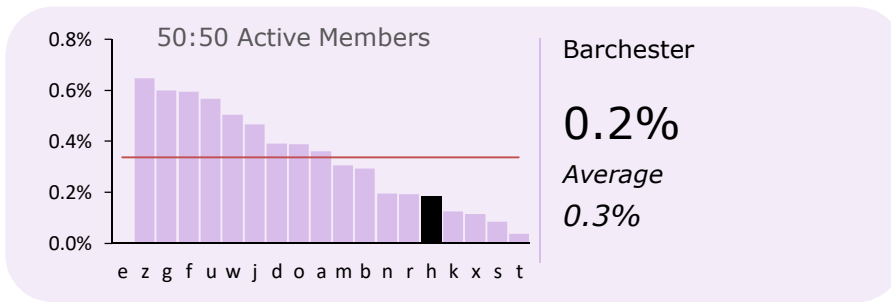
Deferred Members



Source: Pensions Questionnaire, Section 5b

COMPOSITION OF MEMBERS AS AT 31/03/2017

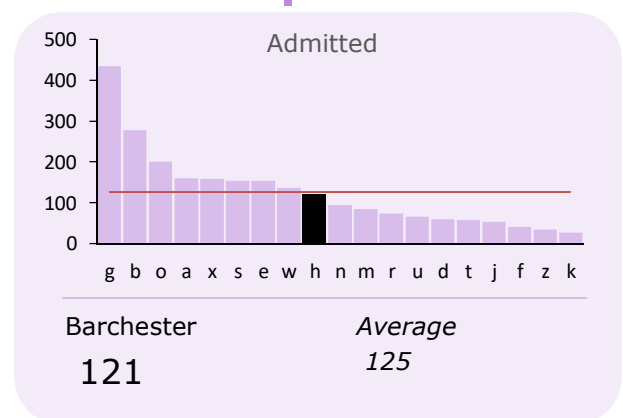
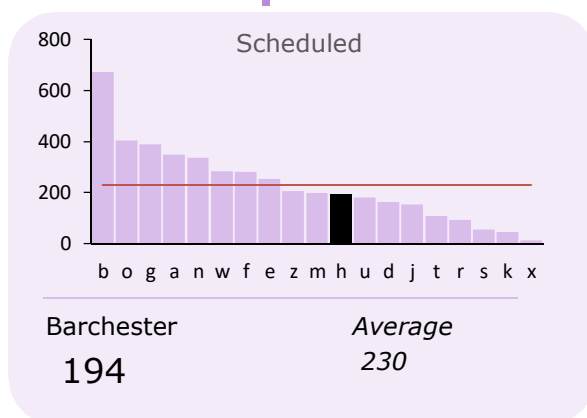
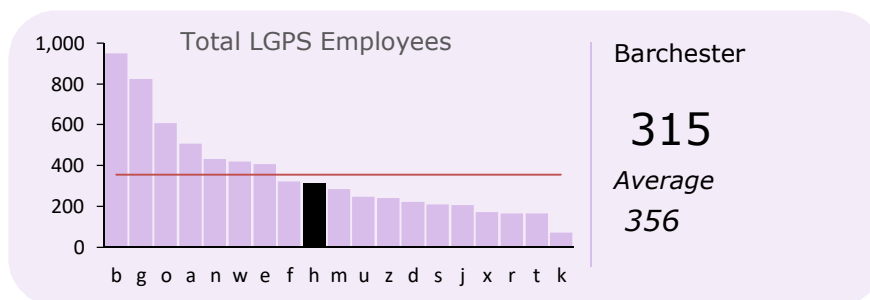
Composition of active members	Number	%	Avg
50:50	64	0.2%	0.3%



NUMBER OF LGPS EMPLOYERS AS AT 31/03/2017

LGPS employers (31/03/2017)	Number	Avg
Scheduled	194	230
Admitted	121	125
Total	315	356

Employer changes 2016/17	+/- Changes		Admitted		Leaving	
	Number	Avg	Number	Avg	Number	Avg
Scheduled	0	-2	22	28	0	2
Admitted	0	-2	33	13	0	-2



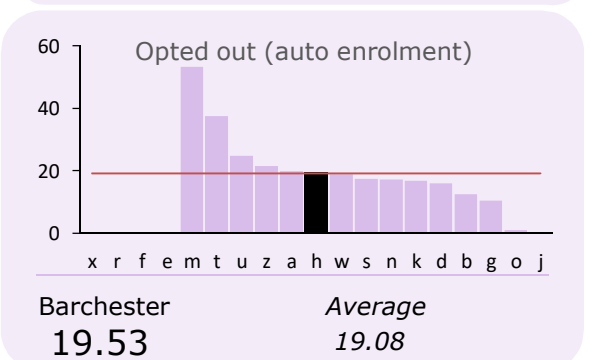
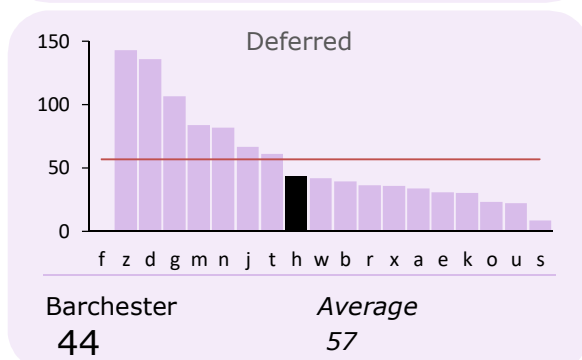
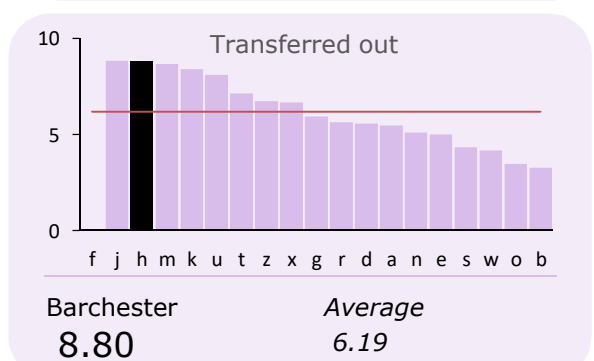
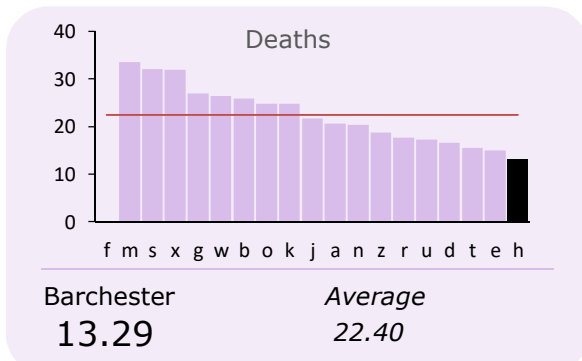
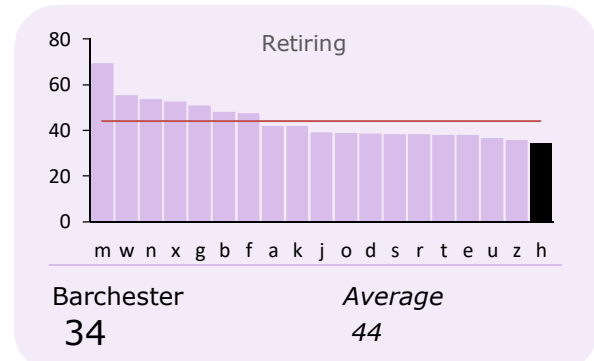
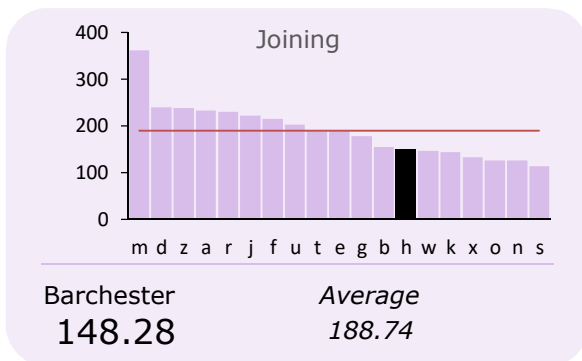
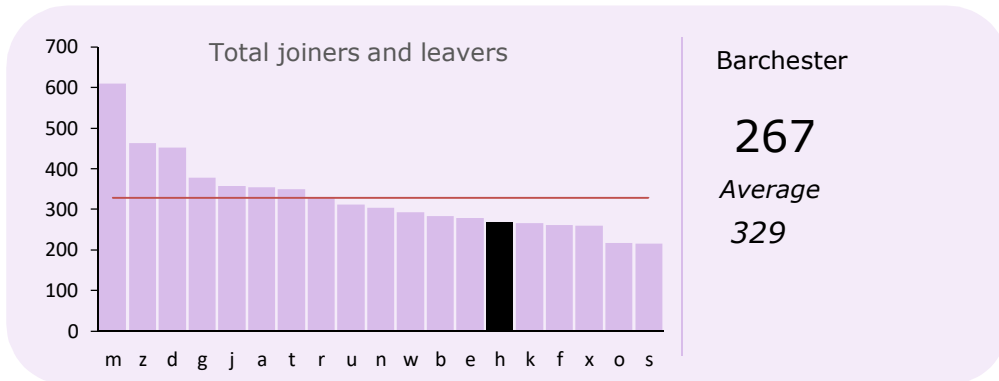
Source: Pensions Questionnaire, Section 5a

JOINERS & LEAVERS (per '000 active members) 2016/17

Joiners & Leavers	Number	'000	Avg
Joining	5,155	148	189
Retiring	1,182	34	44
Deaths	462	13	22
Transferred out	306	9	6
Deferred	1,513	44	57
Opted out	679	20	19
Total	9,297	267	329

Active members

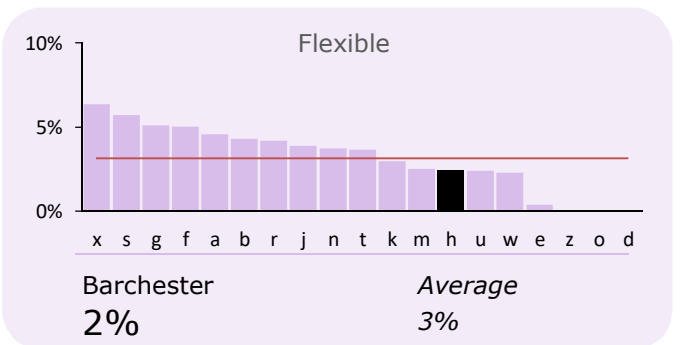
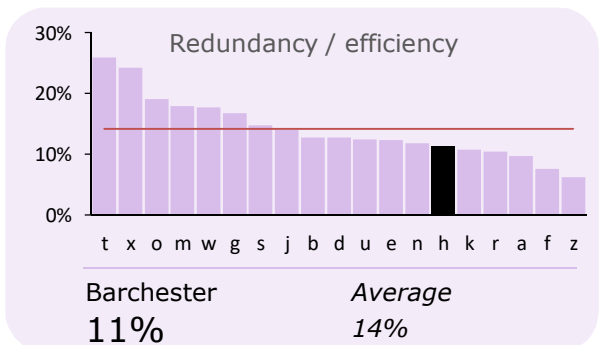
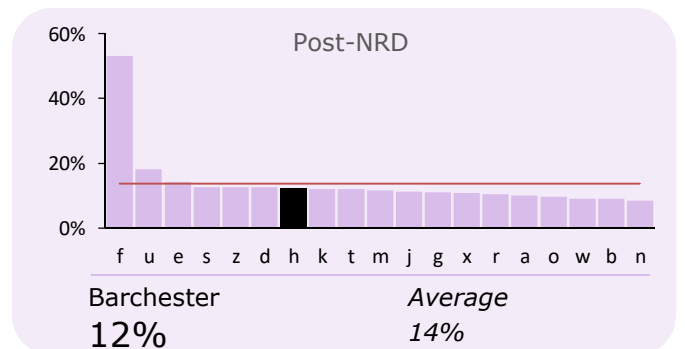
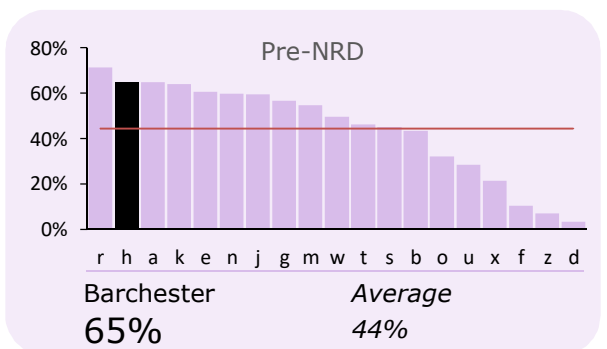
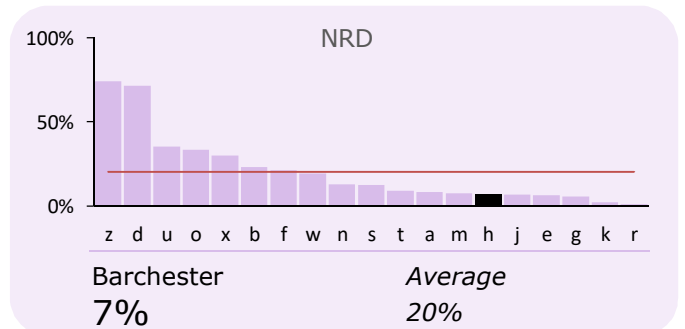
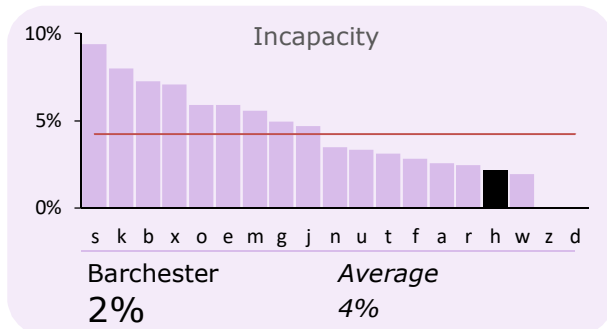
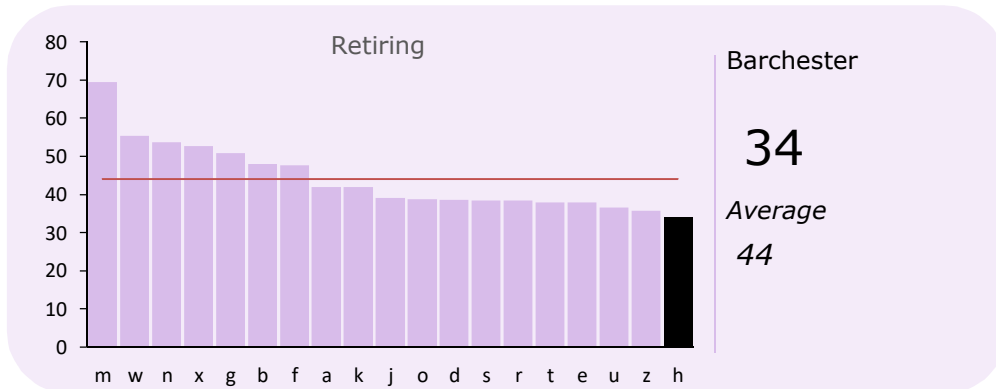
34,766



Source: Pensions Questionnaire, Section 5c

RETIRING (per '000 active members)

Retiring per '000 active members	Number	%	Avg	Active members
Retiring	1,182	34	44	34,766
Retirements	Number	%	Avg	
Incapacity	25	2%	4%	
NRD	81	7%	20%	
Pre-NRD	768	65%	44%	
Post-NRD	145	12%	14%	
Redundancy / efficiency	134	11%	14%	
Flexible	29	2%	3%	
Total	1,182			

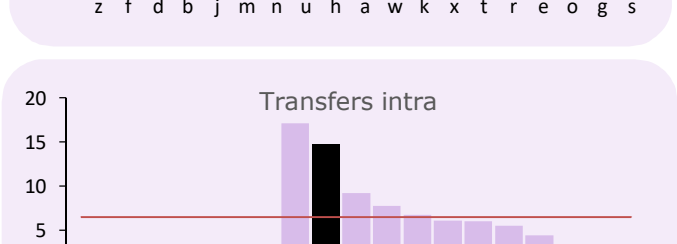
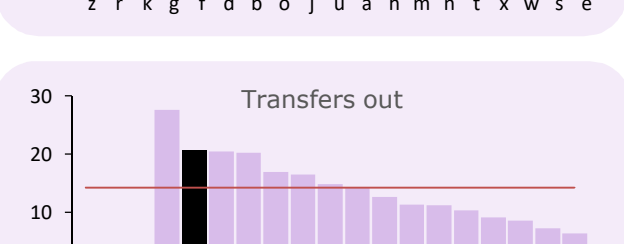
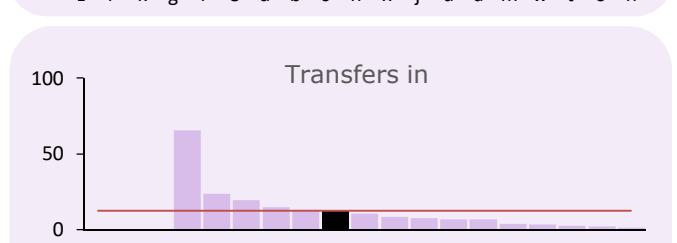
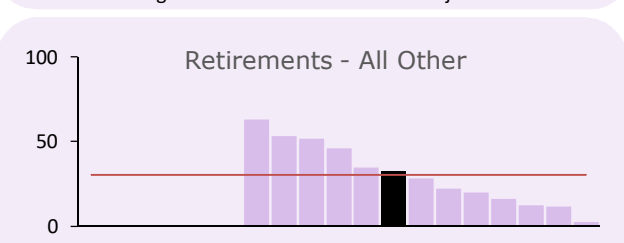
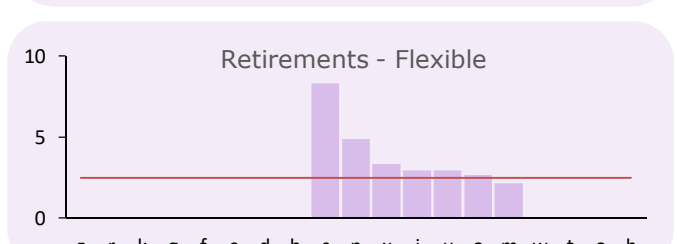
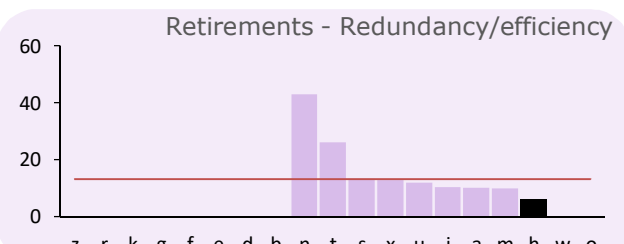
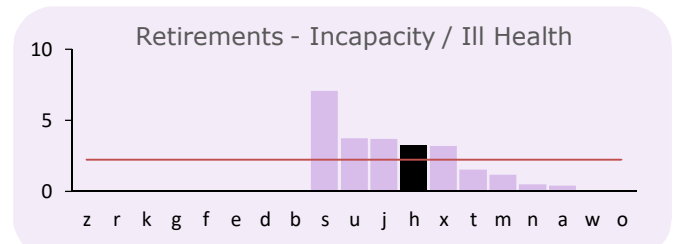
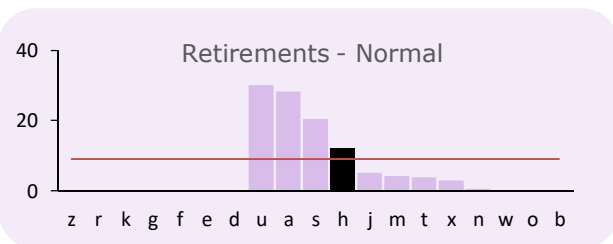


Source: Pensions Questionnaire, Section 5d

NUMBER OF QUOTATIONS PROVIDED (per '000 active members)

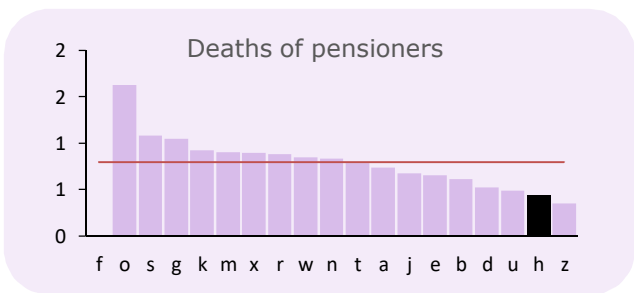
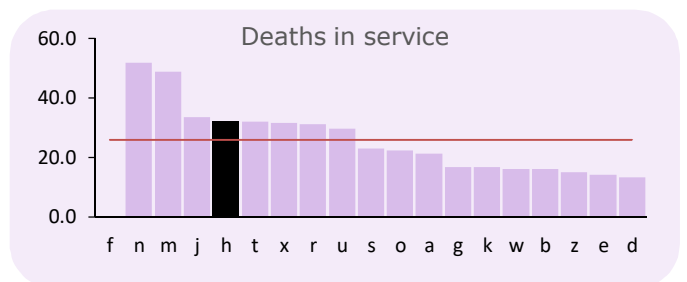
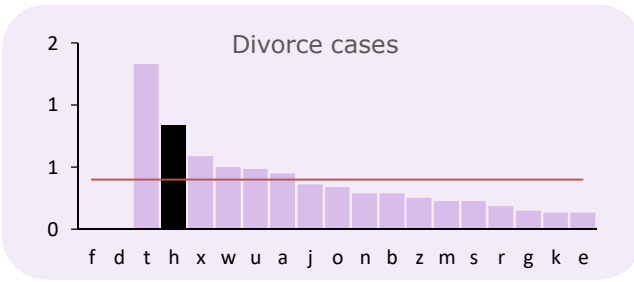
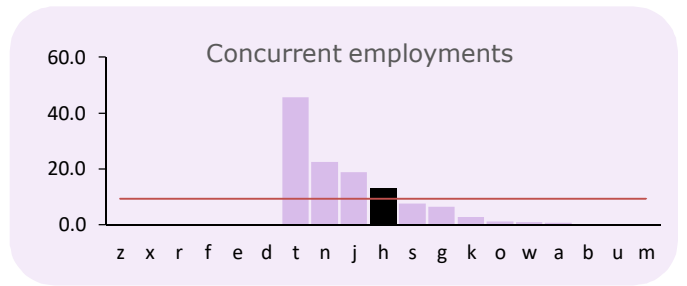
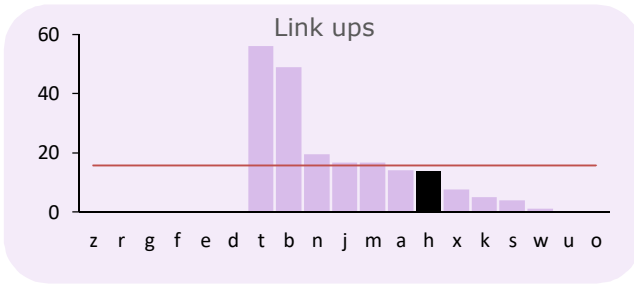
Number of bulk transfers	Number	'000	Avg
TUPE - in	-	-	0
TUPE - out	-	-	0
Academies	-	-	0

Quotations provided	Number	'000	Avg	Active members
TUPE - in	-	-	-	34,766
TUPE - out	-	-	-	
Academies	-	-	-	
Transfers in	433	12	12	
Transfers out	721	21	14	
Transfers intra	511	15	6	
Retirements:				
- Normal	423	12	9	
- Incapacity/ill-health	112	3	2	
- Redundancy/efficiency	211	6	13	
- Flexible	-	-	2	
- All other	1,123	32	30	
Link ups	478	14	16	
Concurrent employments	448	13	9	
Divorce cases	29	1	0	
Deaths in service	1,121	32	26	
Deaths of pensioners	15	0	1	



Source: Pensions Questionnaire, Section 5f

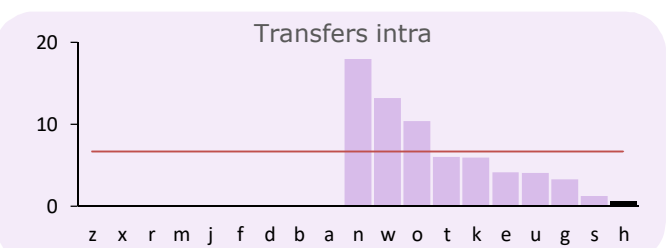
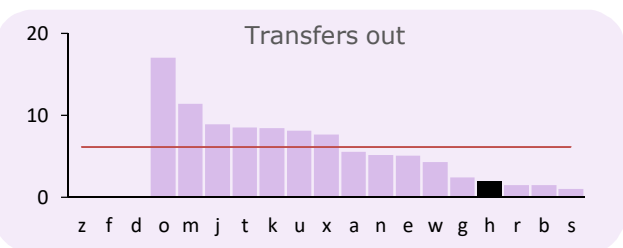
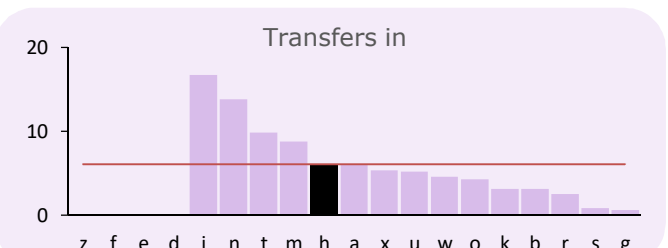
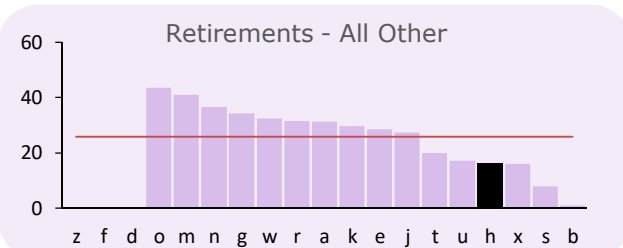
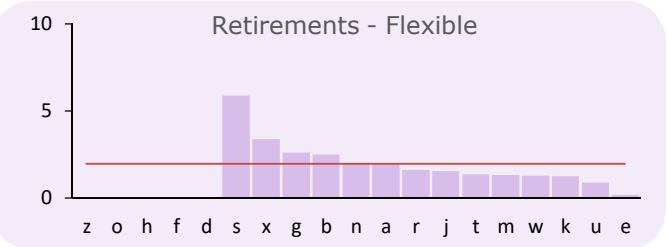
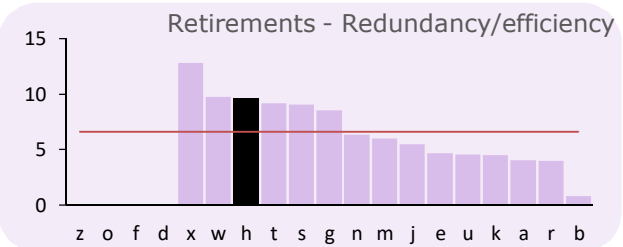
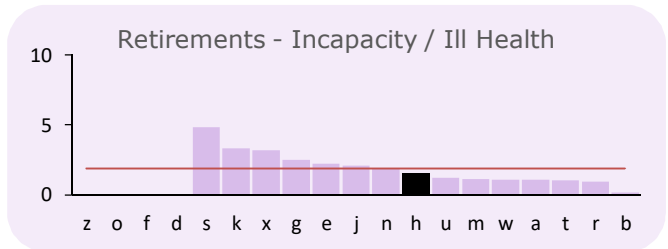
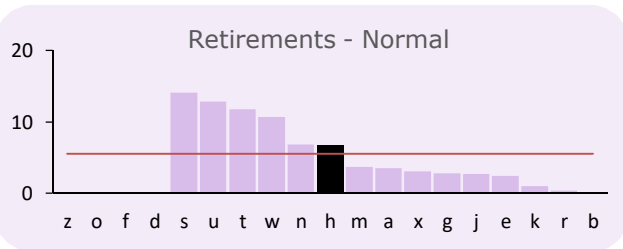
NUMBER OF QUOTATIONS PROVIDED (continued)



Source: Pensions Questionnaire, Section 5f

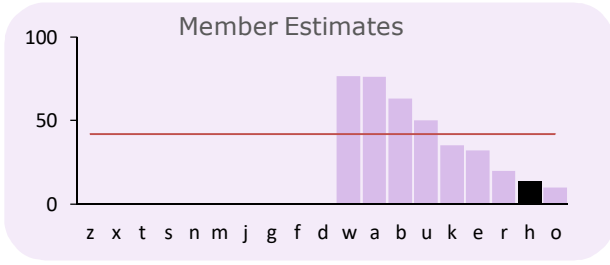
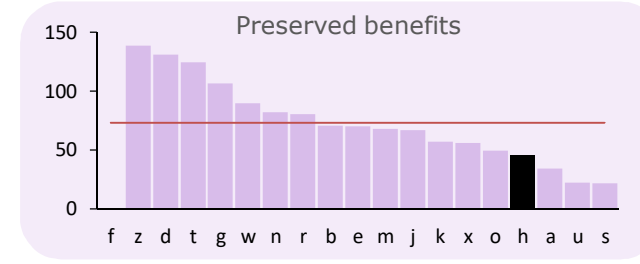
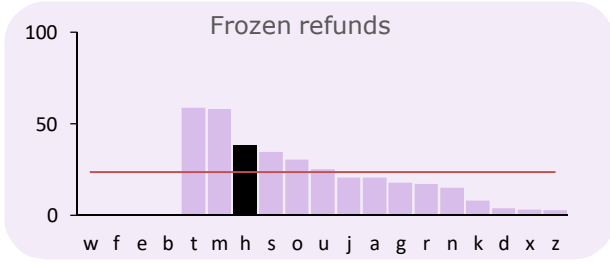
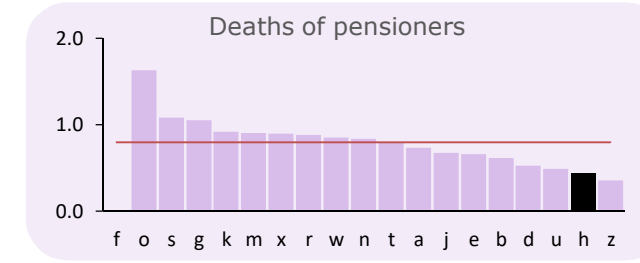
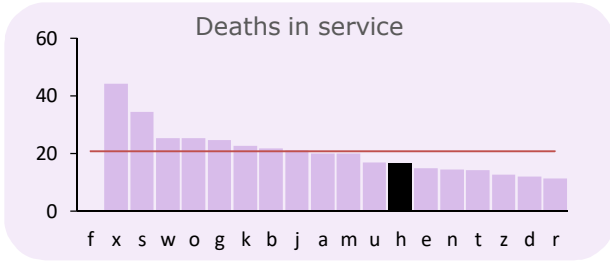
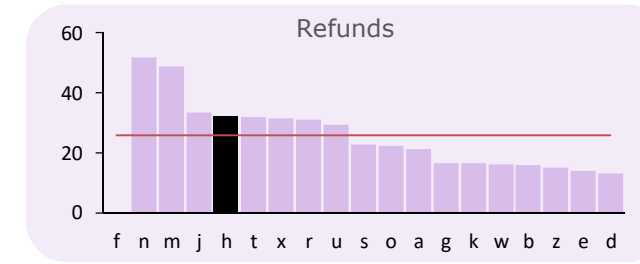
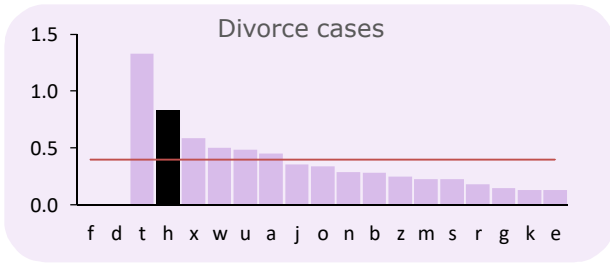
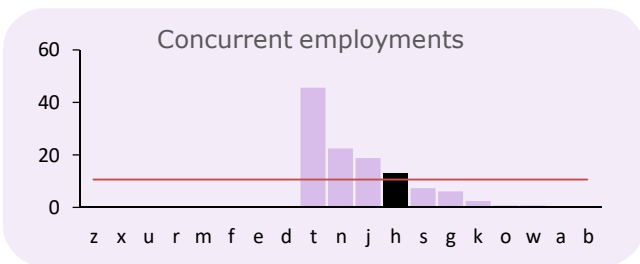
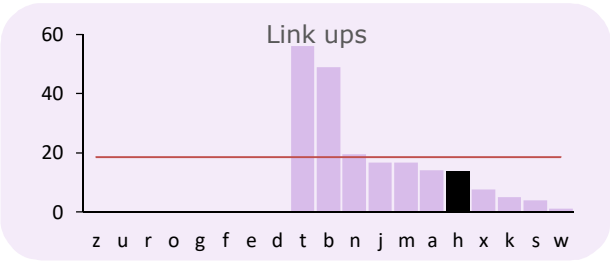
NUMBER OF ACTUAL EVENTS (per '000 active members)

Actual events	Number	'000	Avg	Active members
TUPE - in	572	16	21	34,766
TUPE - out	-	na	1	
Academies	-	na	23	
Transfers in	211	6	6	
Transfers out	68	2	6	
Transfers intra	23	1	7	
Retirements:				
- Normal	234	7	5	
- Incapacity/ill-health	53	2	2	
- Redundancy/efficiency	334	10	7	
- Flexible	-	na	2	
- All other	562	16	26	
Link ups	478	14	19	
Concurrent employments	448	13	11	
Divorce cases	29	1	0	
Refunds	1,121	32	26	
Deaths in service	572	16	21	
Death of pensioners	15	0	1	
Frozen refunds	1,322	38	24	
Preserved benefits	1,587	46	73	
Single Status / Job Evaluation	-	na	na	
Members Estimates	461	13	42	



Source: Pensions Questionnaire, Section 5f

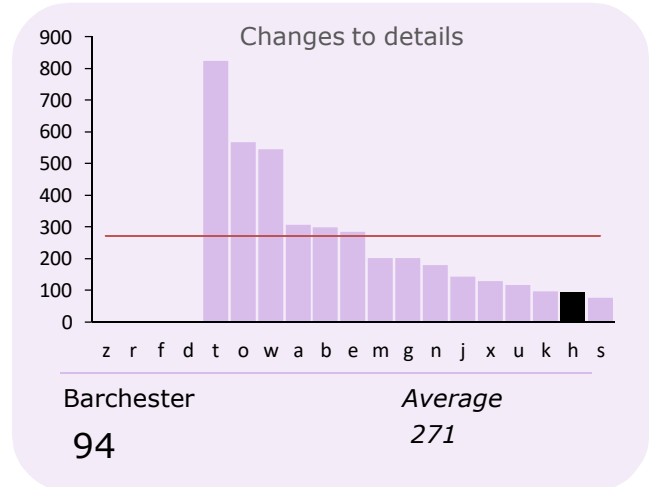
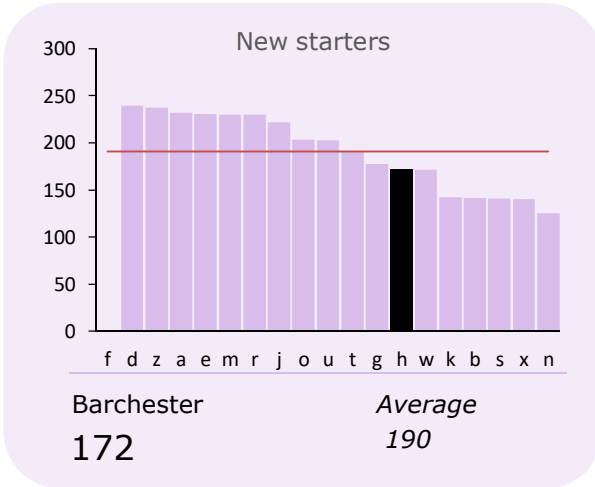
NUMBER OF ACTUAL EVENTS (continued)



Source: Pensions Questionnaire, Section 5f

ACTUAL CALCULATIONS (per '000 active members)

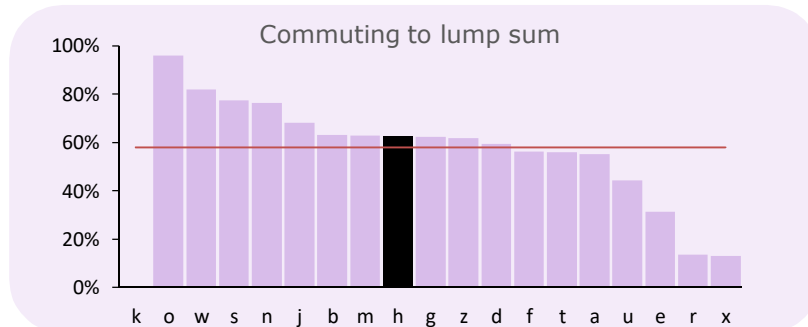
Actual calculations	Number	'000	Avg	Active members
New starters	5,987	172	190	34,766
Changes to details	3,261	94	271	



RETIREMENTS

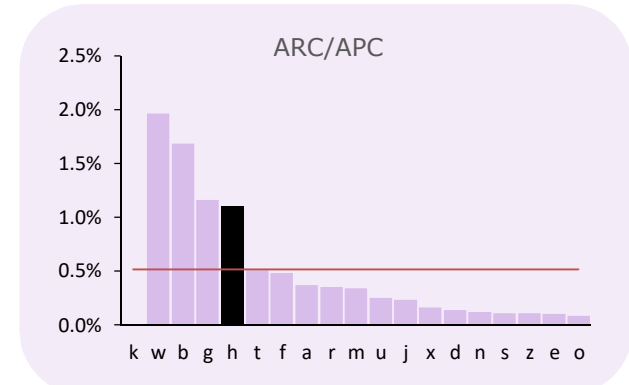
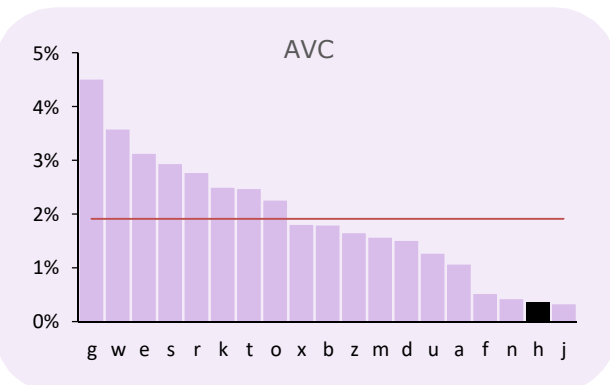
Retirements commuting to lump sum

Number	% total	Avg
740	63%	58%



AVCs, ARCs and Added years

Contributors to AVCs and ARCs	Number	%	Avg	Active members
Currently contributing				34,766
- AVC	123	0.4%	1.9%	
- ARC/APC	382	1.1%	0.5%	
- Added years	186	0.5%	0.3%	
Total	691	2.0%	2.7%	

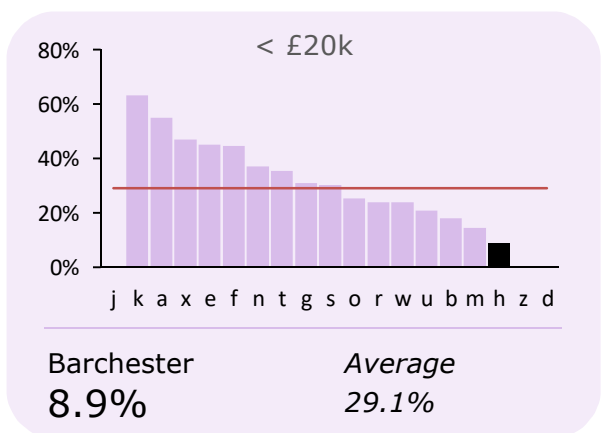
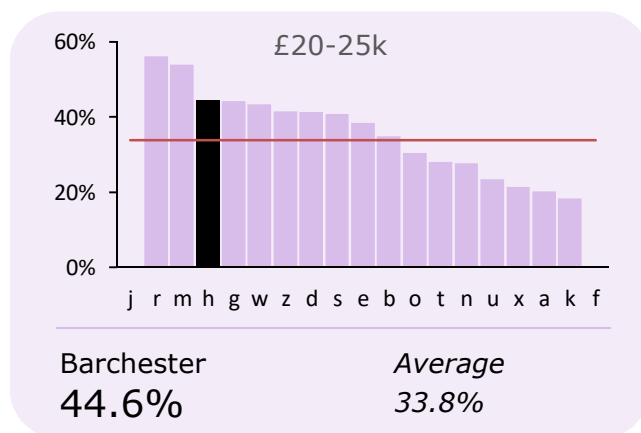
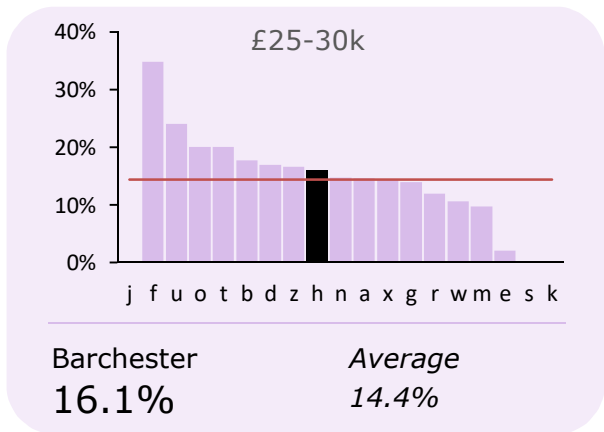
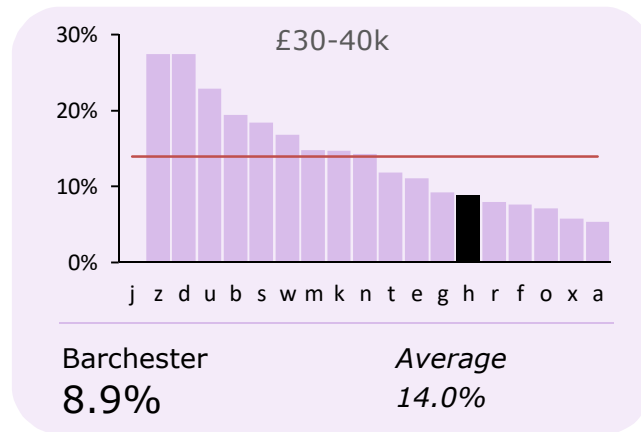
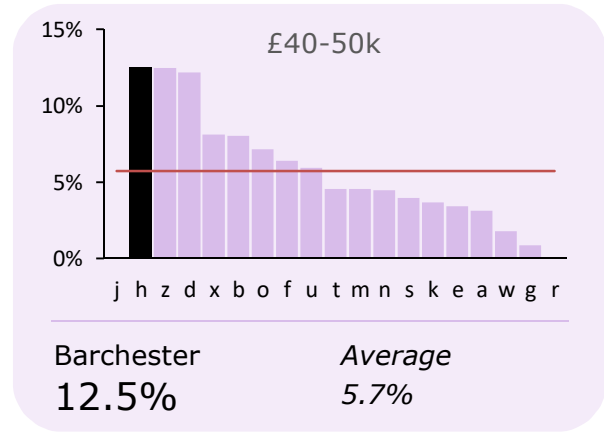
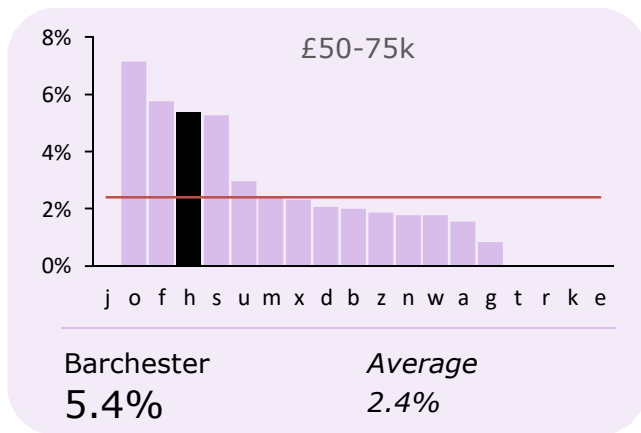
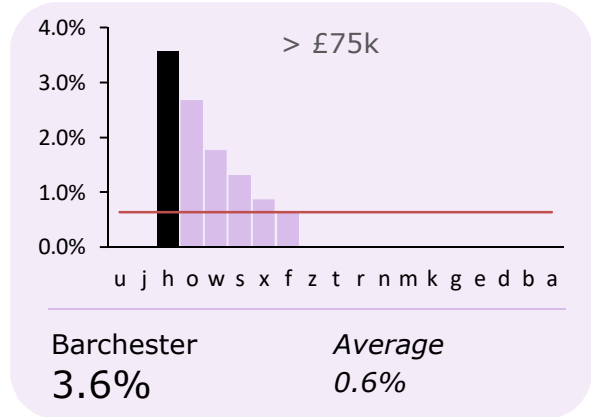


Source: Pensions Questionnaire, Sections 5 d-f

SECTION 4 - STAFF RELATED MEASURES

STAFF PAY

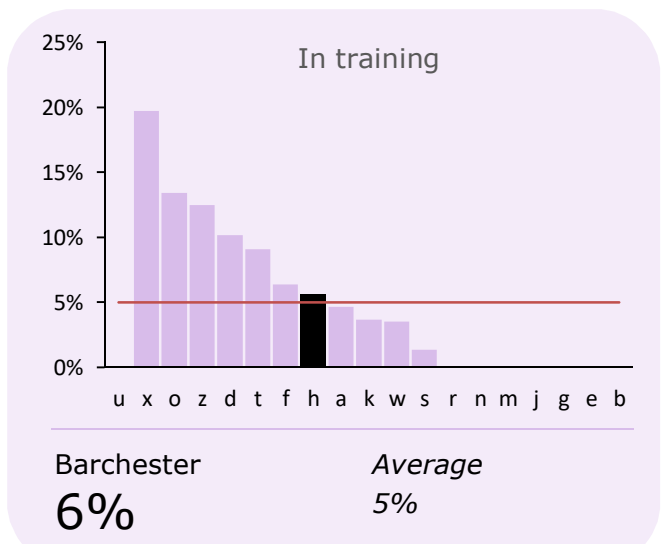
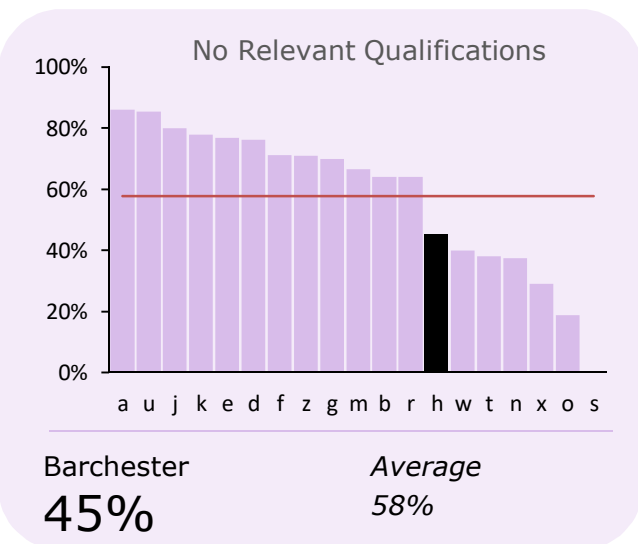
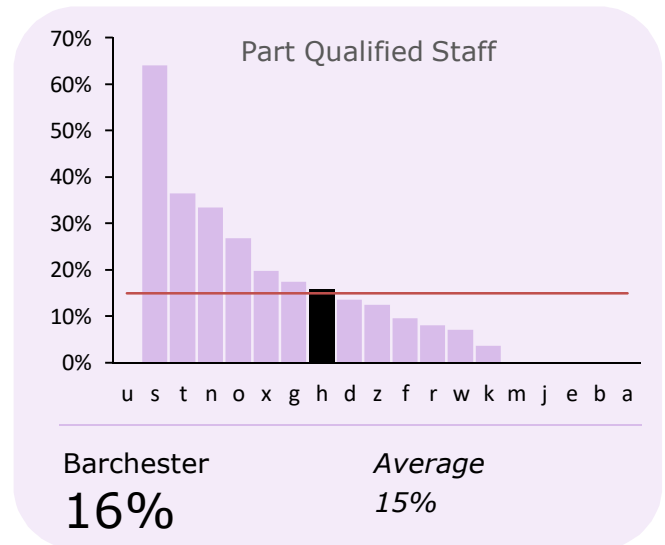
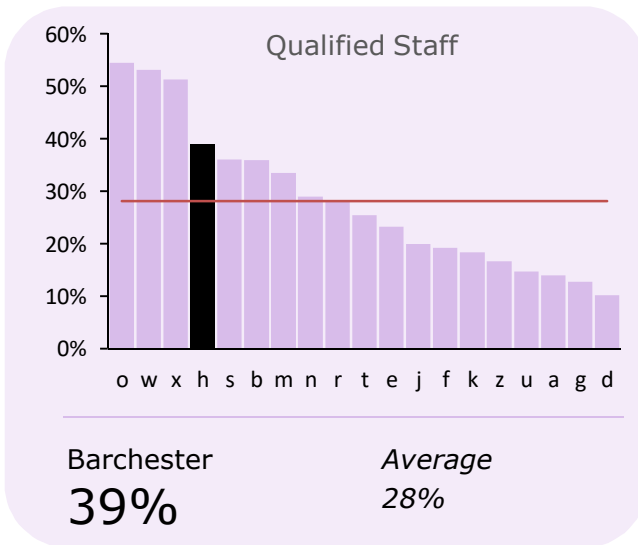
Staff Pay	FTE	%	Avg
> £75k	2.0	3.6%	0.6%
£50-75k	3.0	5.4%	2.4%
£40-50k	7.0	12.5%	5.7%
£30-40k	5.0	8.9%	14.0%
£25-30k	9.0	16.1%	14.4%
£20-25k	25.0	44.6%	33.8%
< £20k	5.0	8.9%	29.1%
Total	56.0		



Source: Pensions Questionnaire, Section 6a

STAFF QUALIFICATIONS

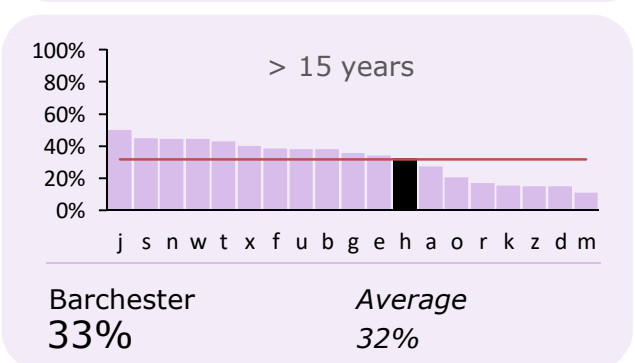
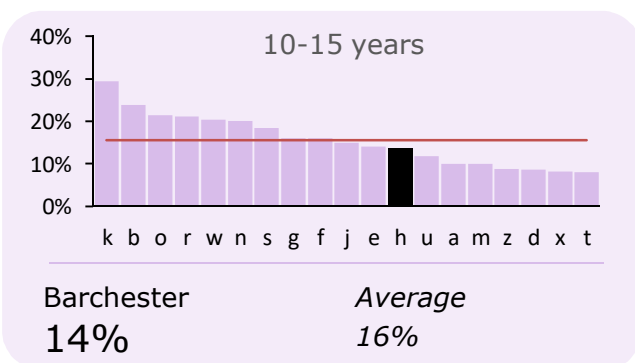
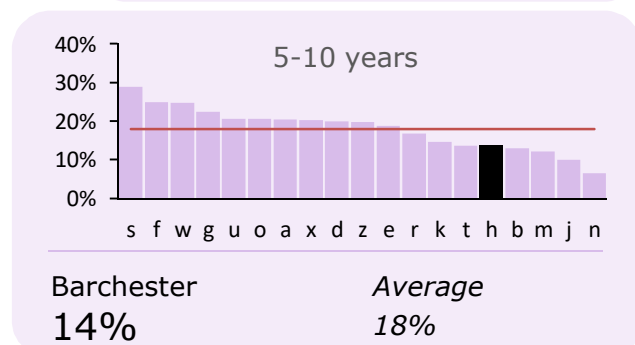
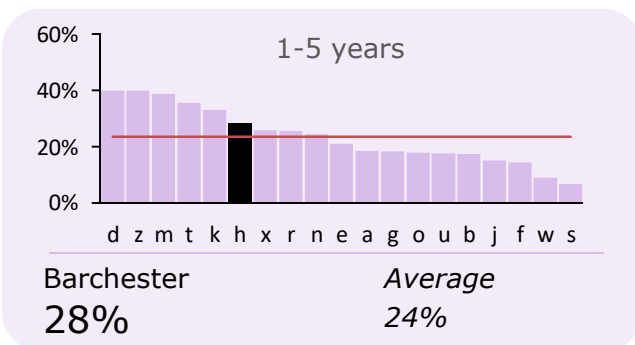
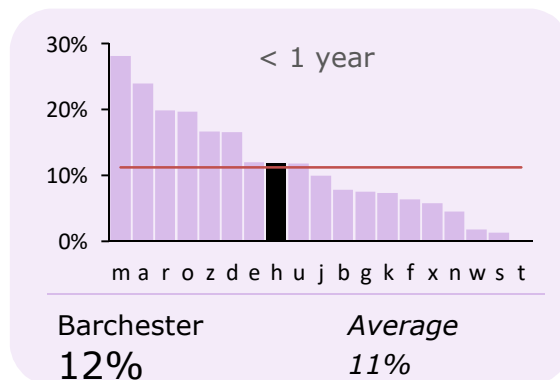
Staff Qualifications	FTE	%	Avg
Qualified Staff	21.0	39%	28%
Part Qualified Staff	8.5	16%	15%
No Relevant Qualifications	24.3	45%	58%
Total	53.8		
Number in Training	3.0	6%	5%



Source: Pensions Questionnaire, Section 6c

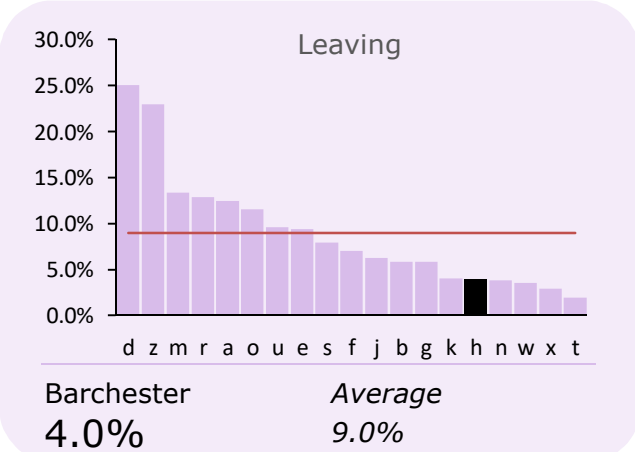
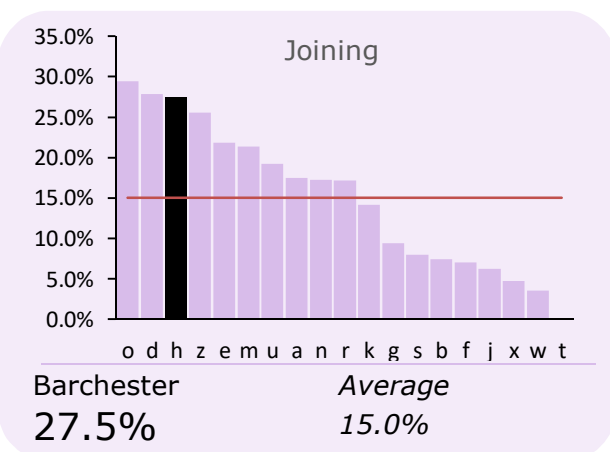
STAFF PENSIONS EXPERIENCE

Staff Experience	FTE	%	Avg
< 1 year	6.5	12%	11%
1-5 years	15.6	28%	24%
5-10 years	7.5	14%	18%
10-15 years	7.5	14%	16%
> 15 years	18.0	33%	32%
Total	55.1		



STAFF TURNOVER

Staff Turnover	FTE	% Change	Avg
Staff at 01/04/2016	40.3		
+ Staff joining Pension section	11.1	27.5%	15.0%
+/- Change hours	3.0	7.4%	1.1%
- Staff leaving Pension section	1.6	4.0%	9.0%
Staff at 31/03/2017	56.0	39.0%	7.5%

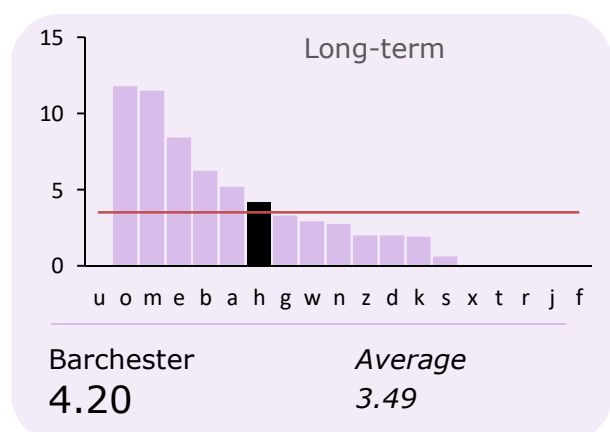
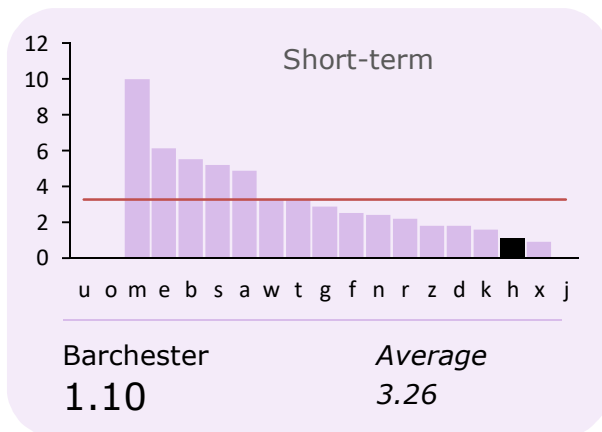
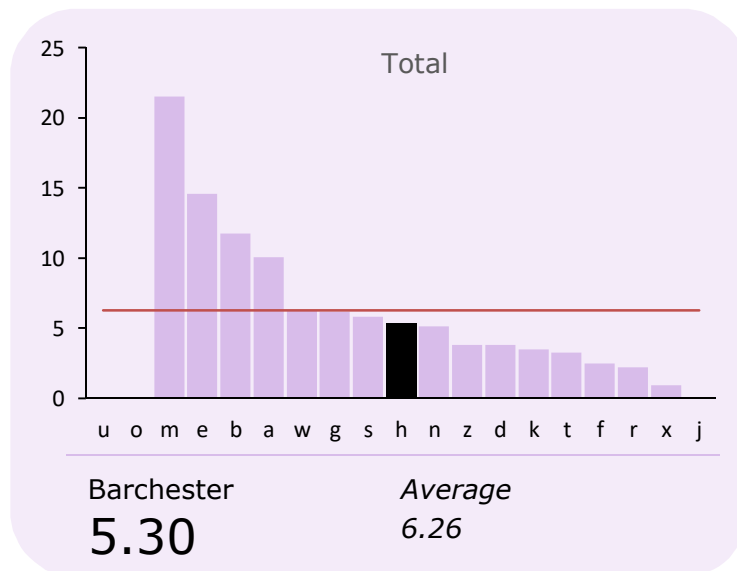


Source: Pensions Questionnaire, Sections 6b and d

SICKNESS ABSENCE

Sickness Absence	Days/FTE	Avg
Long-term sickness	4.2	3.5
Short-term sickness	1.1	3.3
Total	5.3	6.3

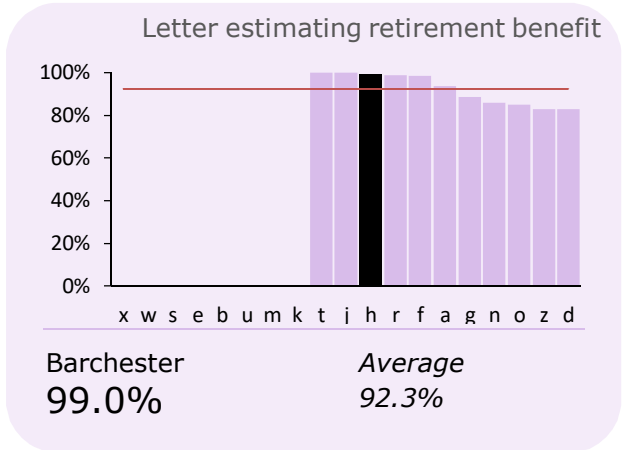
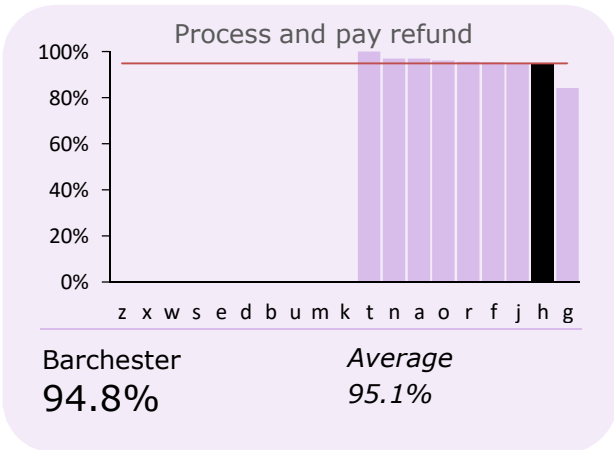
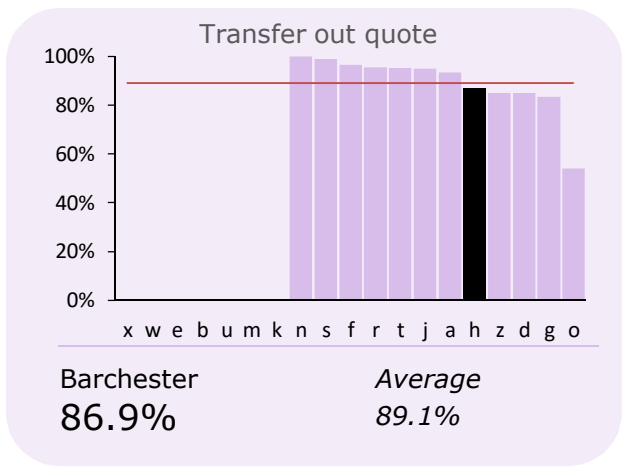
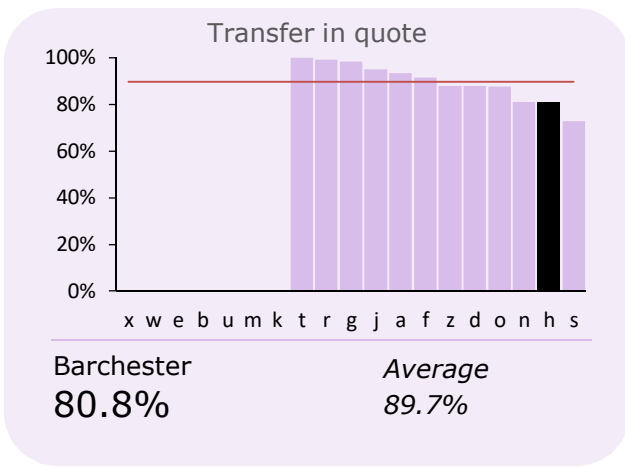
Long-term sick (periods of sickness over 20 working days)
 Short-term sick (periods of sickness of 20 days or less)



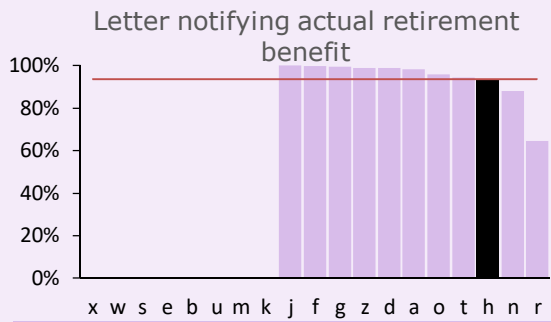
Source: Pensions Questionnaire, Section 6e

SECTION 5 - INDUSTRY STANDARD PI'S

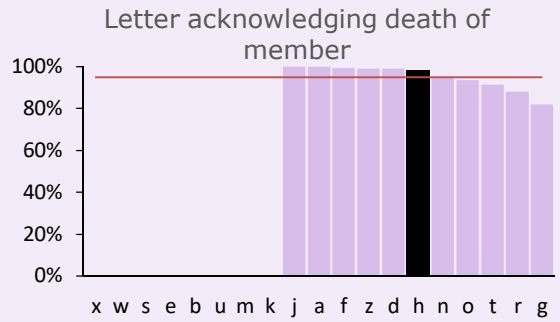
Industry Standard PI's	Target	Achieved	Avg
Letter detailing transfer in quote	10 days	80.8%	89.7%
Letter detailing transfer out quote	10 days	86.9%	89.1%
Process and pay refund	5 days	94.8%	95.1%
Letter notifying estimate of retirement benefit	10 days	99.0%	92.3%
Letter notifying actual retirement benefit	5 days	93.2%	93.8%
Process and pay lump sum retirement grant	5 days	94.0%	94.0%
Letter acknowledging death of member	5 days	98.3%	95.1%
Letter notifying amount of dependant's benefits	5 days	97.1%	88.1%
Calculate and notify deferred benefits	10 days	57.9%	82.4%



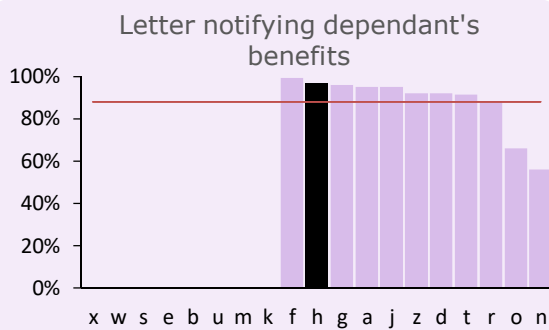
Source: Pensions Questionnaire, Section 9



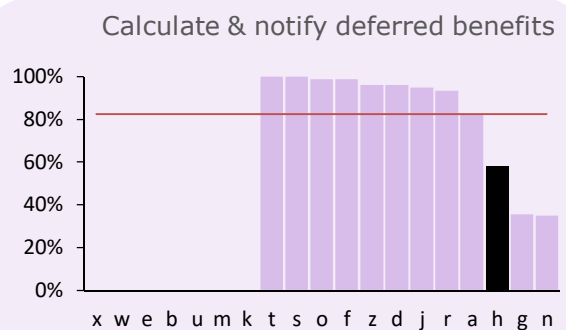
Barchester **93.2%** *Average* **93.8%**



Barchester **98.3%** *Average* **95.1%**



Barchester **97.1%** *Average* **88.1%**



Barchester **57.9%** *Average* **82.4%**

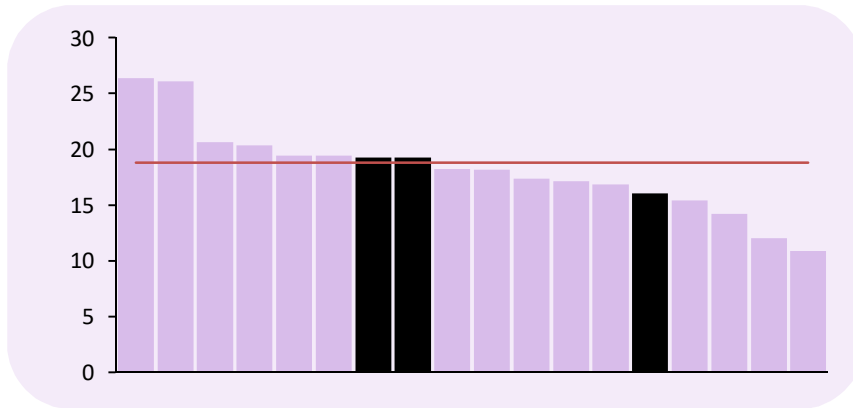
Source: Pensions Questionnaire, Section 9

SECTION 6 - COMPARISON BY METHOD OF SERVICE DELIVERY

COMPARISON OF OUTSOURCED/IN-HOUSE MEMBERS

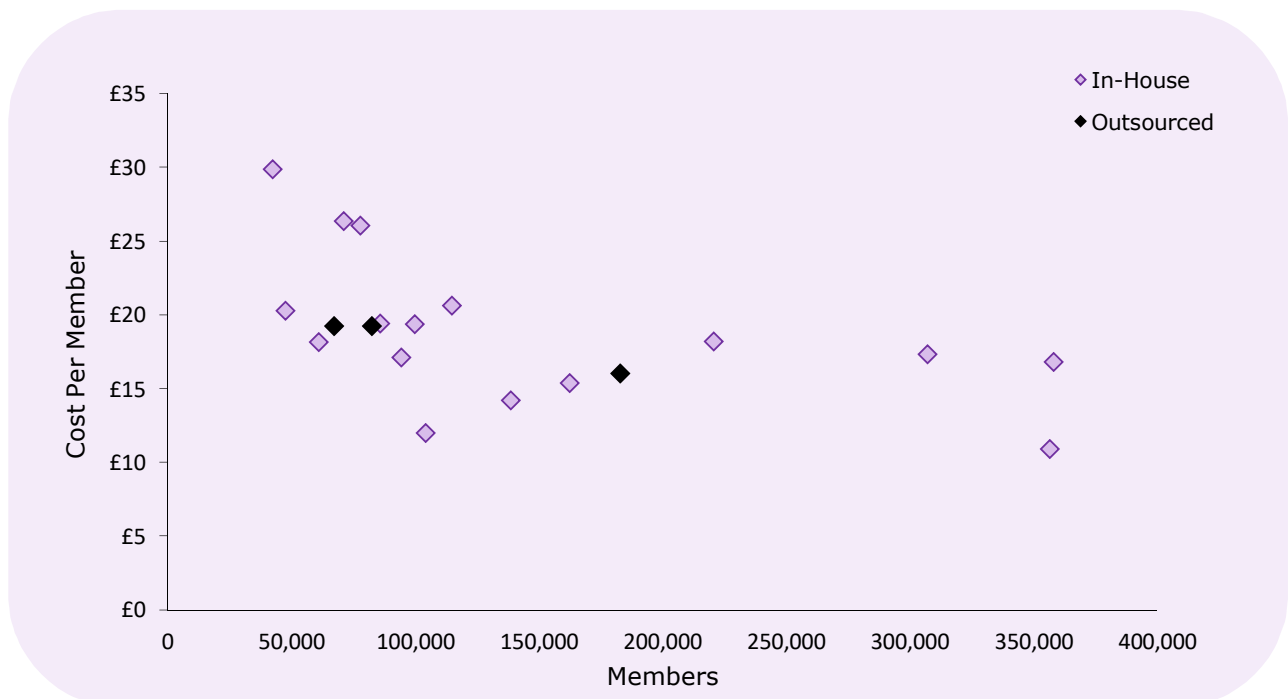
Total members with data:	20
Outsourced members:	3

LGPS ADMIN COST PER MEMBER (INCLUDING PAYROLL)



	Cost	Members	Cost per Member
Barchester	£1,936	99,790	£19.40
Club average	£2,403	140,802	£18.79
Outsourced average	£1,941	110,943	£18.19
In-house average	£2,489	146,401	£18.90

COST PER MEMBER COMPARED WITH NUMBER OF MEMBERS

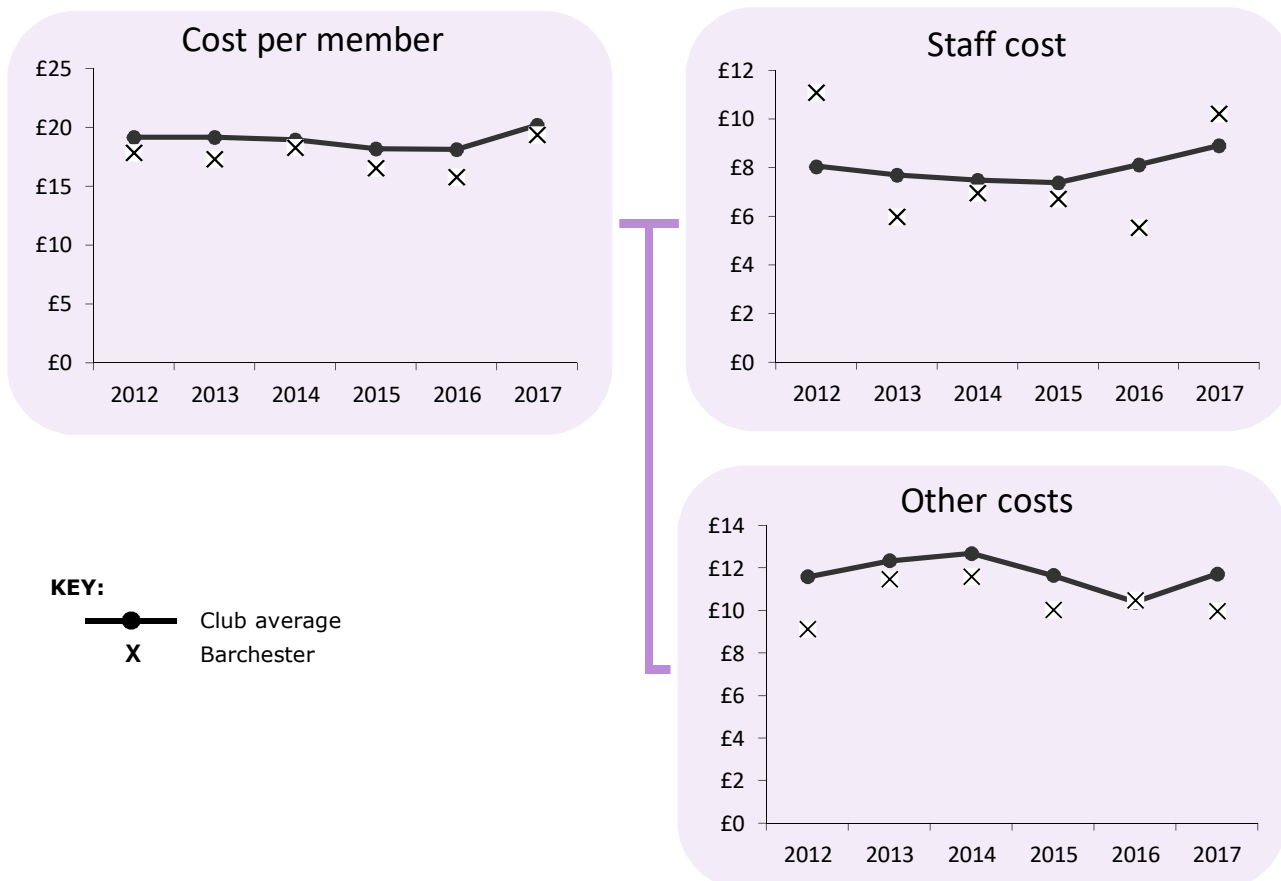


Source: Pensions Questionnaire, Section 1

Section 7 - TIMESERIES

The 2017 averages are the actual club averages.

For previous years, the averages shown here are scaled up or down from the 2016 figure based on the average rate of change in each year. This is calculated using data from members who supplied figures in consecutive years, otherwise the simple average in each year would be distorted by changes in the composition of the club from year to year.



Time series analysis

	2012	2013	2014	2015	2016	2017
Members	86,339	91,851	99,209	104,532	108,965	99,790
Net cost (£'000)	1,544k	1,593k	1,813k	1,730k	1,721k	1,936k
Cost per member	£17.88	£17.34	£18.27	£16.55	£15.79	£19.40
Average	£19.14	£19.15	£18.94	£18.17	£18.13	£20.18
Staff cost	£11.11	£5.99	£6.97	£6.73	£5.54	£10.23
Average	£8.05	£7.70	£7.48	£7.38	£8.12	£8.91
Other costs	£9.12	£11.48	£11.57	£10.02	£10.47	£9.95
Average	£11.58	£12.34	£12.68	£11.63	£10.40	£11.71

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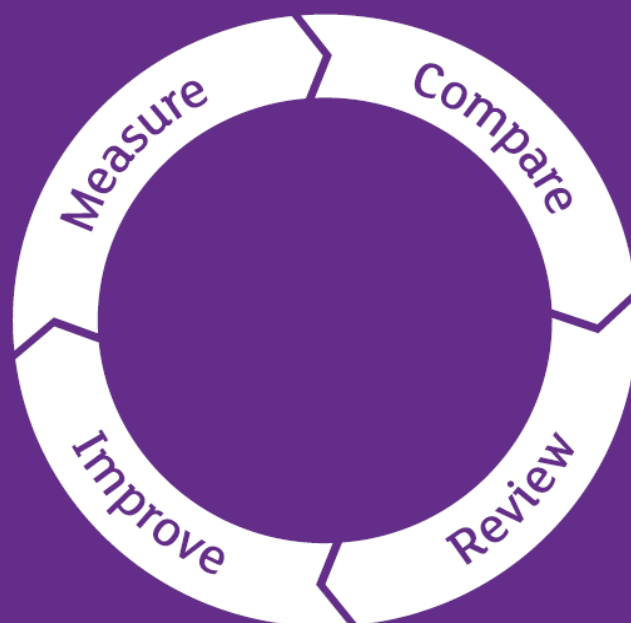
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To find out more about our other Corporate Services Benchmarking Clubs please visit our website:

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For more information about how CIPFA Benchmarking can help your organisation or to sign up today contact:

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