

Pensions Administration Benchmarking Club 2014

Buckinghamshire County Council

compared with

49 authorities

FINAL REPORT

Computed and printed by:
CIPFA Business Limited
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PREFACE

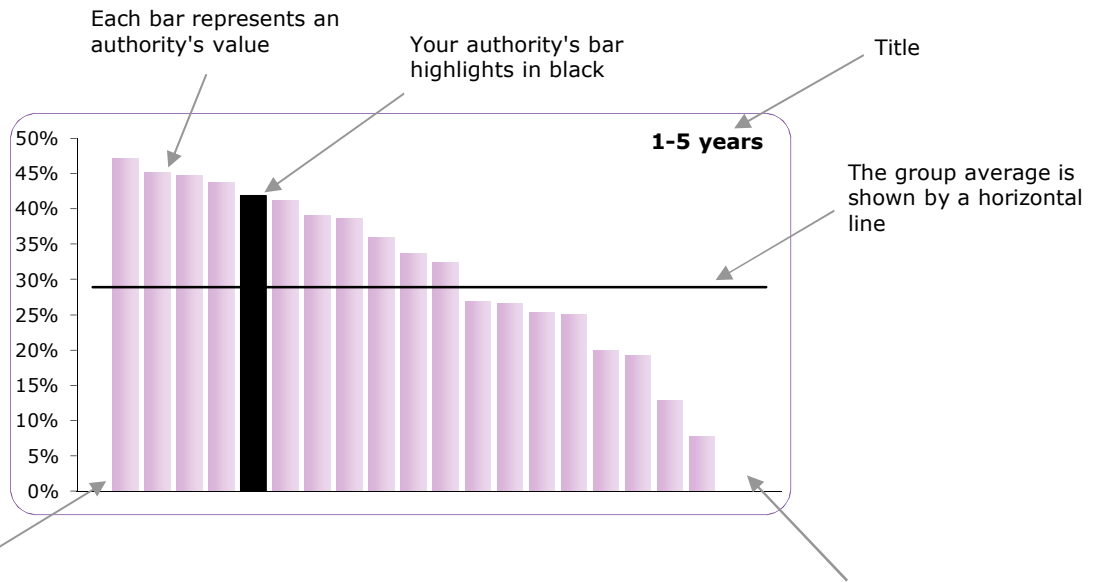
This report compares your data with the group of authorities specified on the title page.

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



'Missing bars' on the left represent missing data or excluded data and are not included in calculating the average

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		

'Missing bars' on the right represent zero values and are included in the average

INTRODUCTION

This report compares your performance with the group of authorities specified on the title page. It is divided into the following sections.

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Section 1 - Summary 2014

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
- AVCs, ARCs and Added years
- Appeals

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)

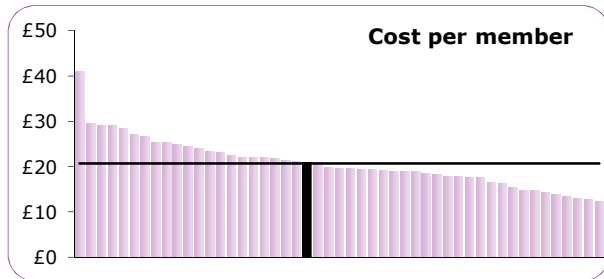
This shows members' costs and averages compared for in-house and externally managed pension schemes.

Section 7 -Timeseries (final report only)

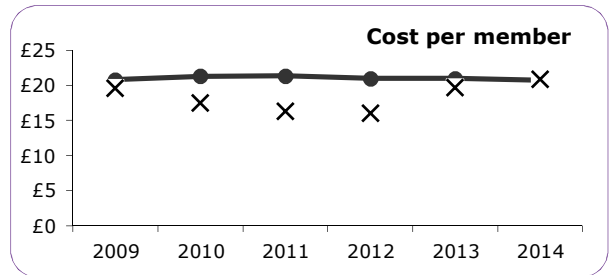
This shows the individual members' performance over time compared to the club average for cost per member, which is analysed over staff cost and other costs.

SECTION 1 - SUMMARY 2013/14

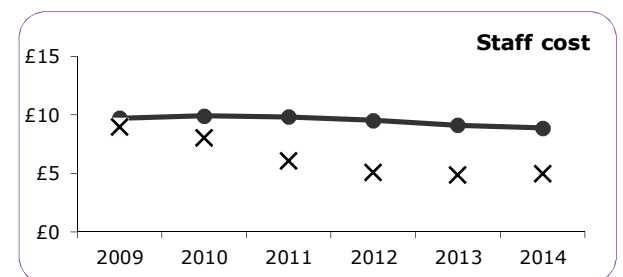
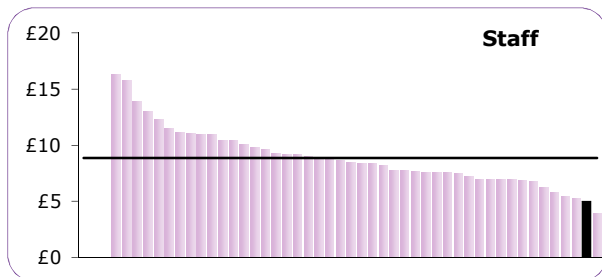
NET COST / MEMBER 2013/14



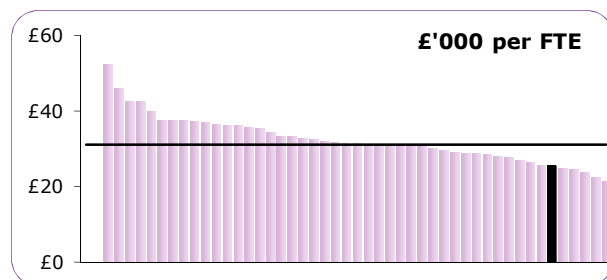
● Club average
X Buckinghamshire



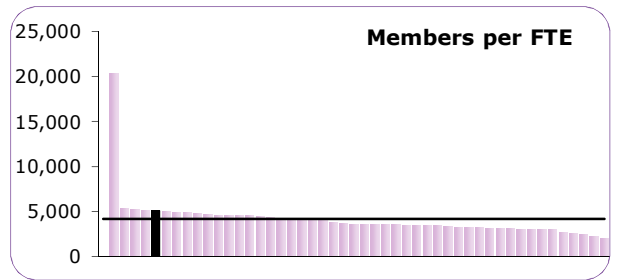
STAFF COST / MEMBER 2013/14



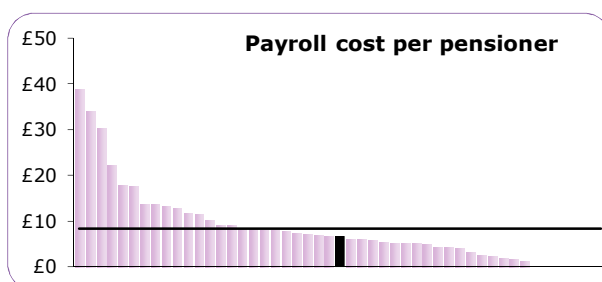
COST £'000 / FTE



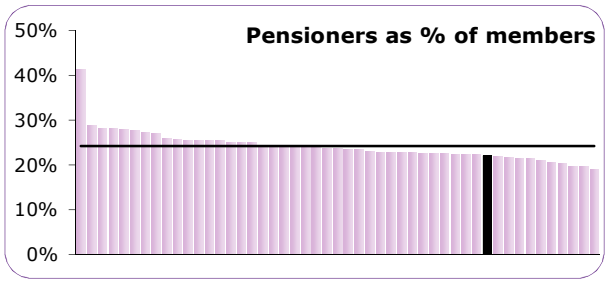
MEMBERS LGPS / ADMIN FTE



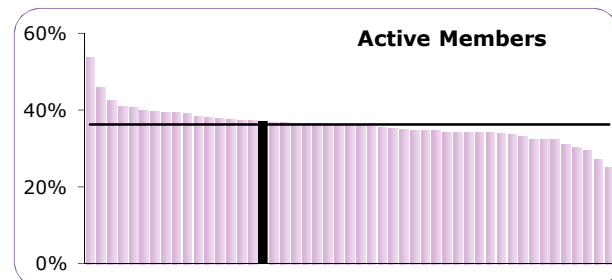
PAYROLL COST / PENSIONER



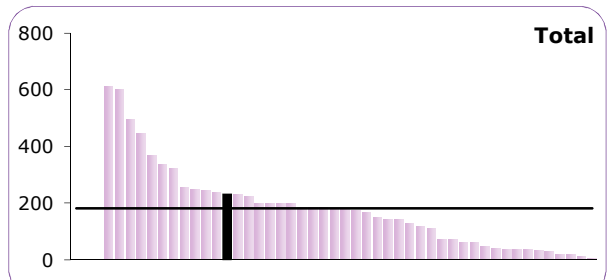
PENSIONERS AS A % MEMBERS



ACTIVES AS A % MEMBERS



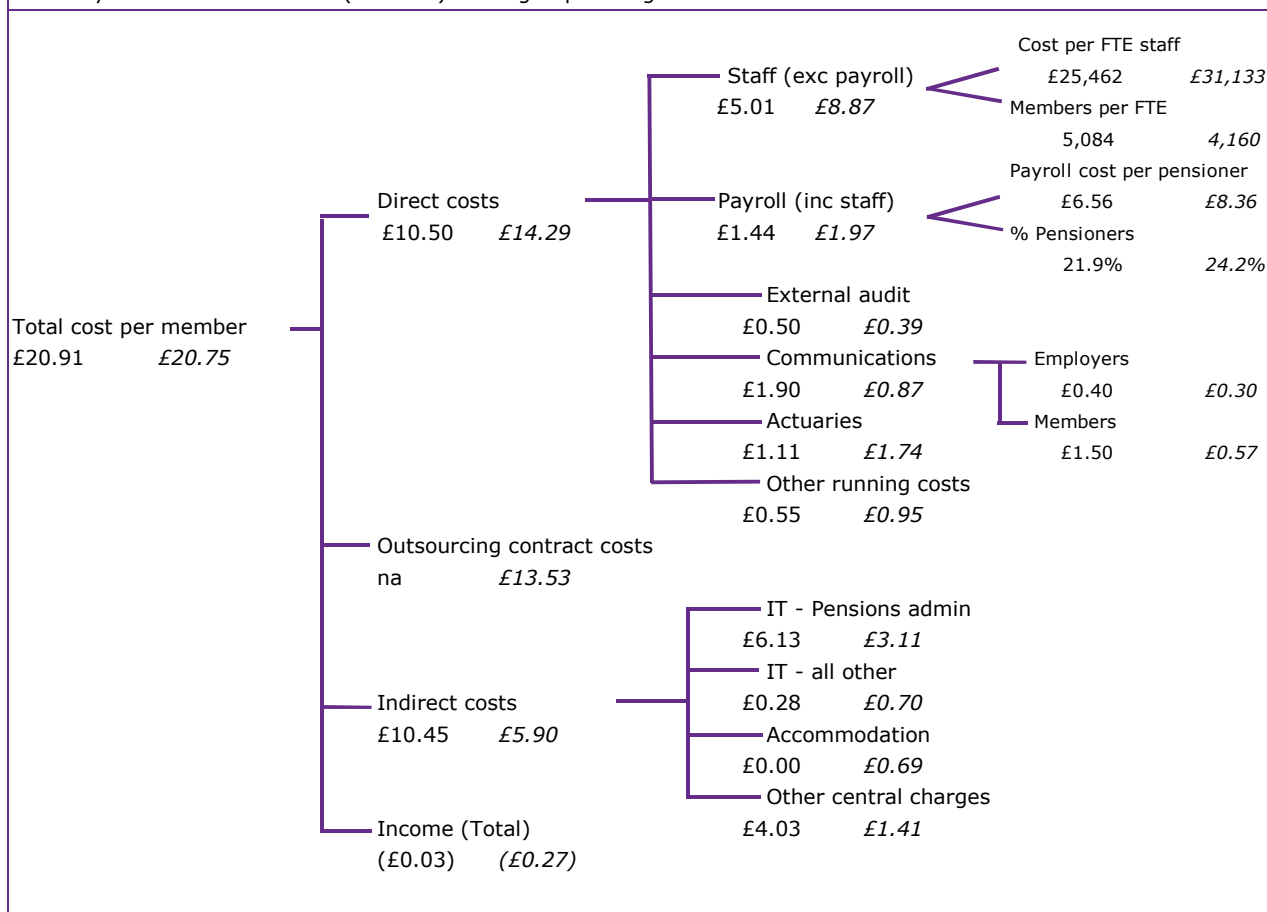
NUMBER OF LGPS EMPLOYERS



SECTION 2 - COST MEASURES

COST/MEMBER TREE 2013/14

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	
Pension Section total	28.8
less	
IT staff	3.0
Payroll staff	1.4
Communications staff	6.0
Employing authority work	1.0
Work for other schemes	1.5
Other work	4.0
Admin of LGPS	11.9

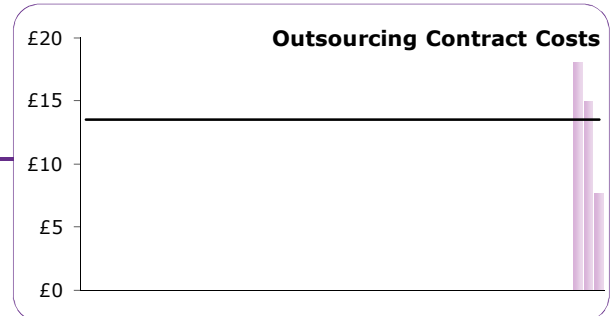
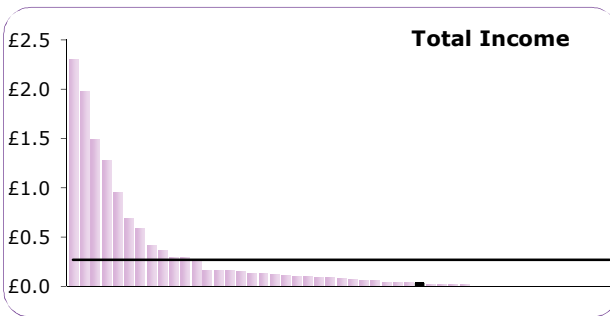
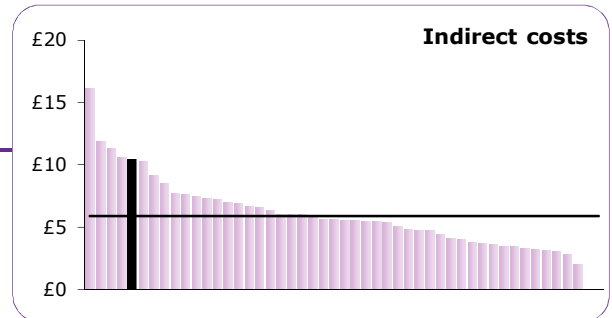
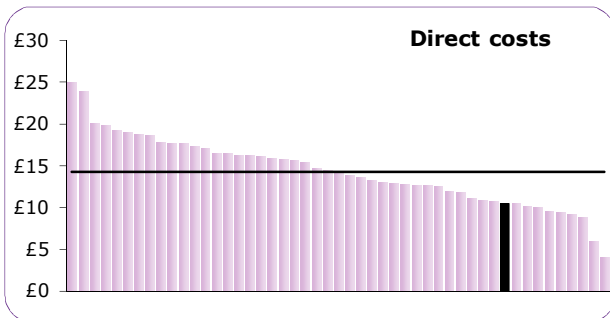
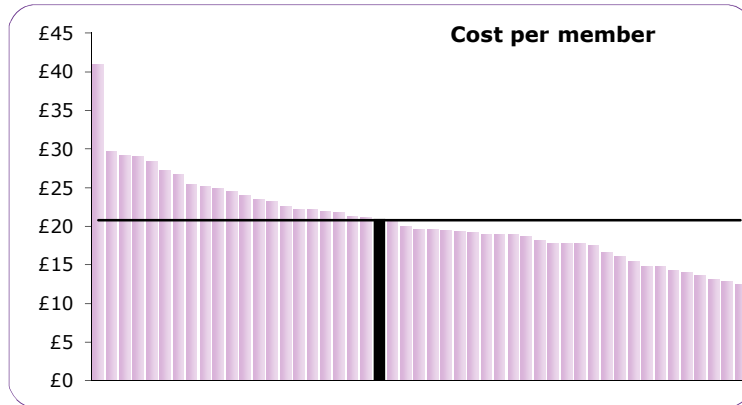
Net Costs £'000	
	£'000
Pension Section total	1,632
less	
Work for other schemes	44
Employing authority work	109
Other work	214
Admin of LGPS	1,265

Admin of LGPS costs	£'000	£ per member	Avg
	Staff - administration	303	5.01
Staff - payroll	52	0.86	0.47
Payroll	35	0.58	1.50
Communications (Total)	115	1.90	0.87
Actuaries	67	1.11	1.74
External audit	30	0.50	0.39
Other running costs	33	0.55	0.95
Total Direct Costs	635	10.50	14.29
Outsourcing costs	-	na	13.53
IT - Pensions admin	371	6.13	3.11
IT - All other	17	0.28	0.70
Accommodation	-	-	0.69
Other central charges	244	4.03	1.41
Total Indirect Costs	632	10.45	5.90
Gross Cost	1,267	20.94	21.02
Income - Members	(1)	(0.02)	(0.06)
Income - Employers	(1)	(0.02)	(0.18)
Income - Other	-	-	(0.03)
Total Income	(2)	(0.03)	(0.27)
Net Cost	1,265	20.91	20.75

Total Scheme Membership 60,496

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

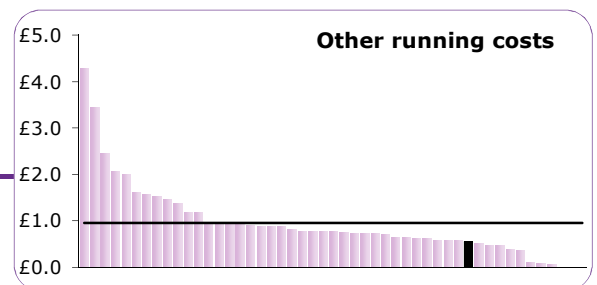
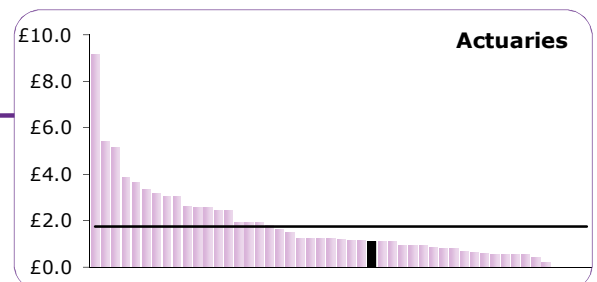
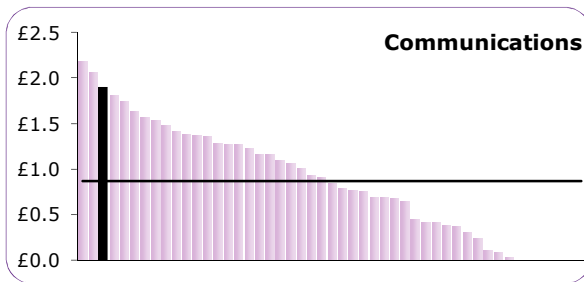
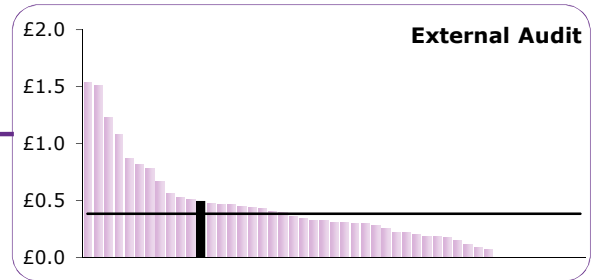
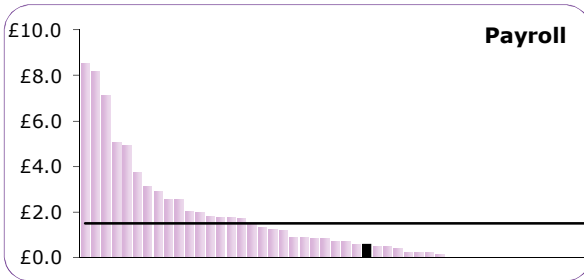
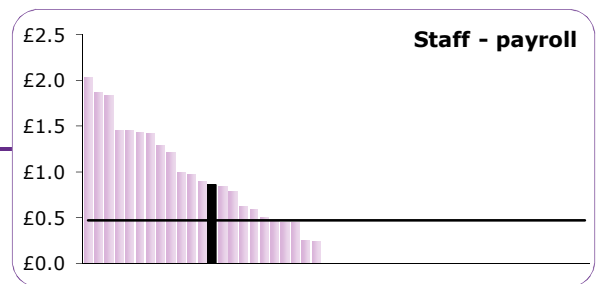
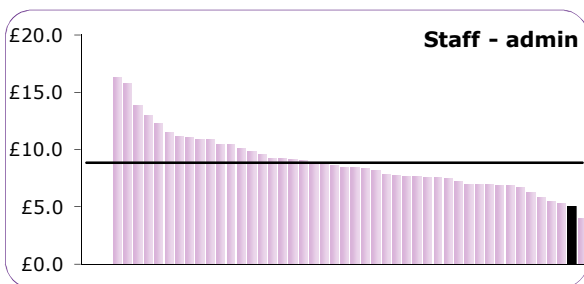
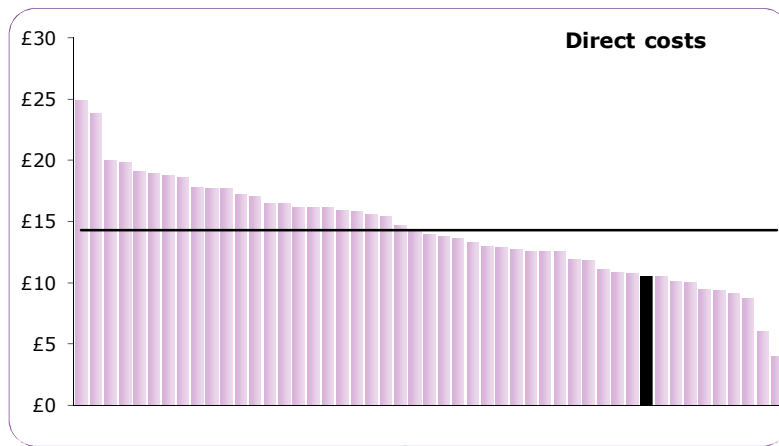
COST PER MEMBER 2013-14



Admin of LGPS costs		£ per member	
	£'000		Avg
Total Direct Costs	635	10.50	14.29
Outsourcing costs	-	na	13.53
Total Indirect Costs	632	10.45	5.90
Total Income	(2)	(0.03)	(0.27)
Net Cost	1,265	20.91	20.75

Total Scheme Membership 60,496

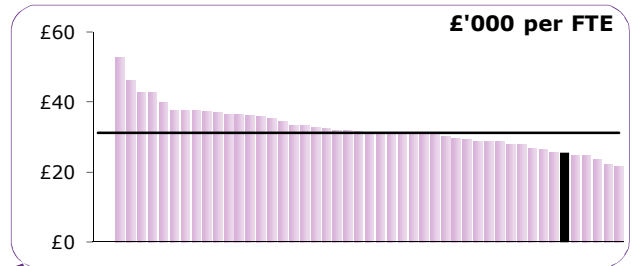
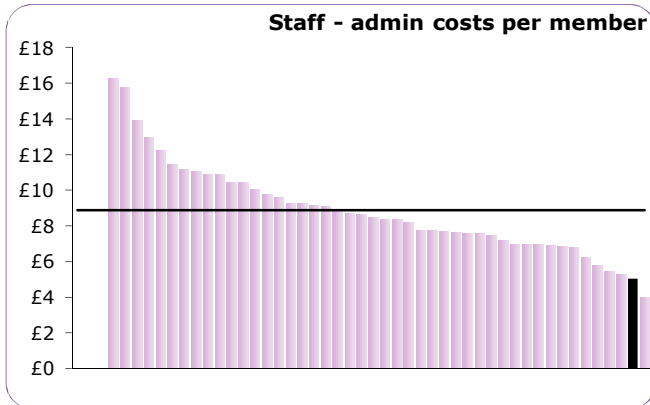
COSTS PER MEMBER - Direct costs 2013/14



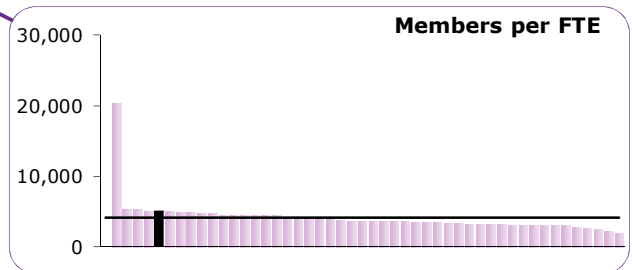
Direct costs	£'000	£ per member	Avg
Staff - admin	303	5.01	8.87
Staff - payroll	52	0.86	0.47
Payroll	35	0.58	1.50
External audit	30	0.50	0.39
Communications	115	1.90	0.87
Actuaries	67	1.11	1.74
Other running costs	33	0.55	0.95
Total	635	10.50	14.29

DIRECT COSTS PER MEMBER - Staff and Payroll costs 2013/14

	£'000	£ per member	Avg
Staff - admin	303	5.01	8.87

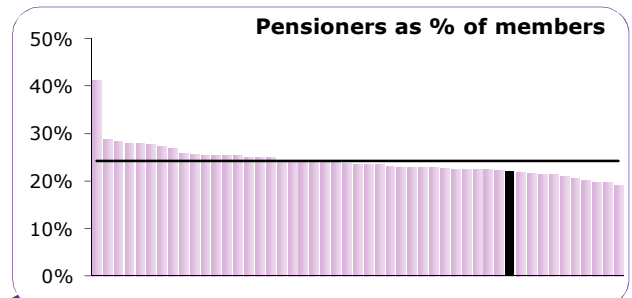
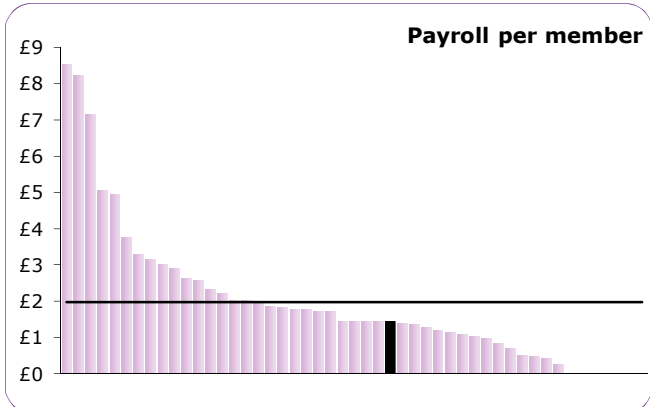


Buckinghamshire 25.5 Avg 31.1

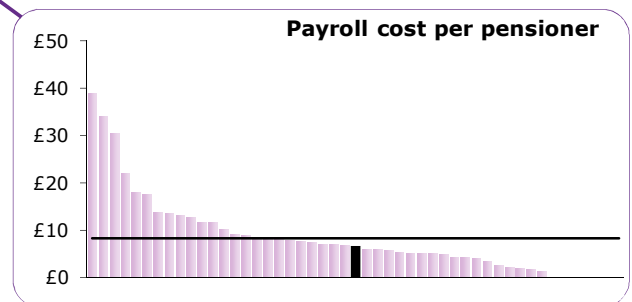


Buckinghamshire 5,084 Avg 4,160

	£'000	£ per member	Avg
Payroll (combined)	87	1.44	1.97

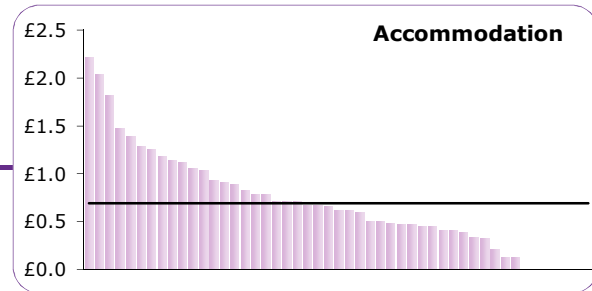
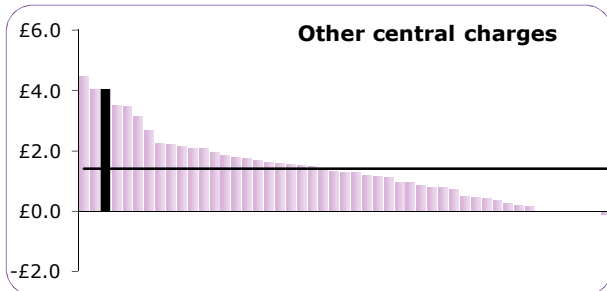
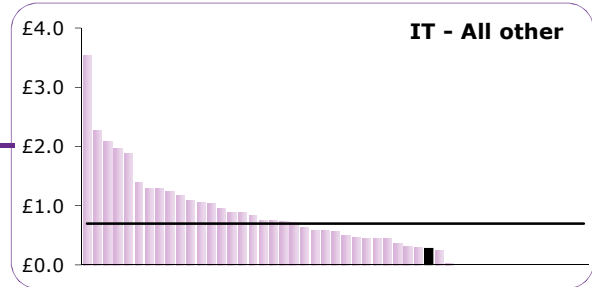
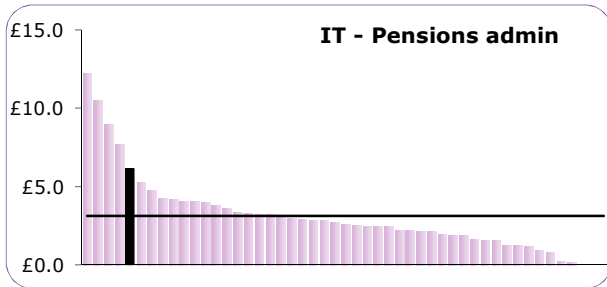
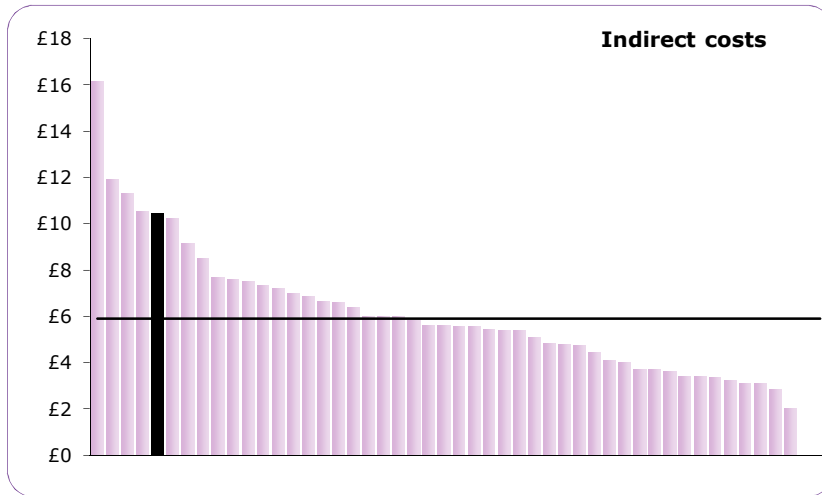


Buckinghamshire 22% Avg 24%



Buckinghamshire 6.6 Avg 8.4

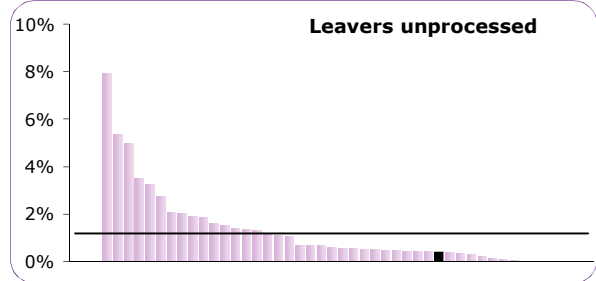
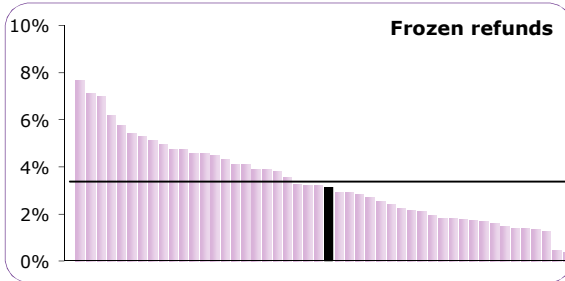
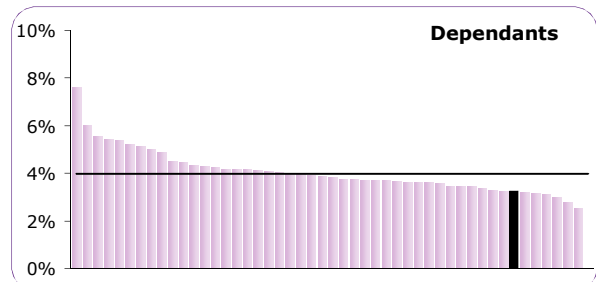
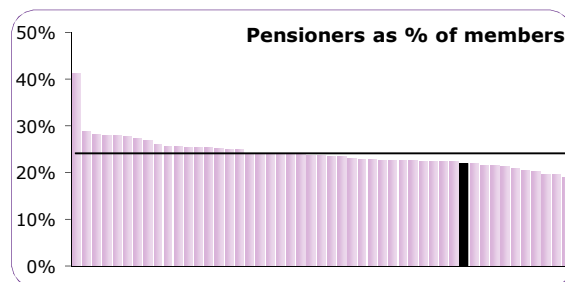
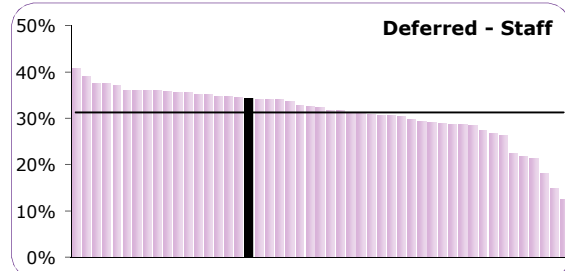
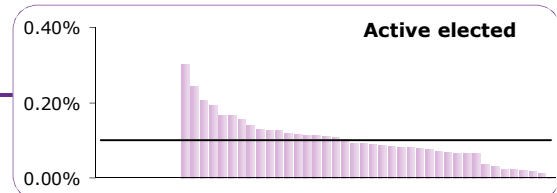
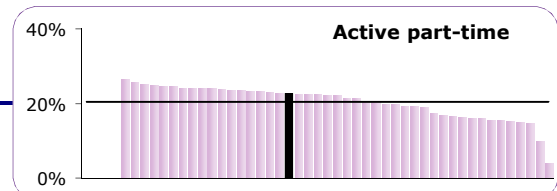
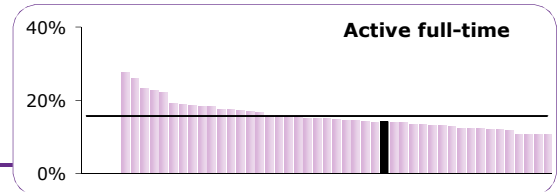
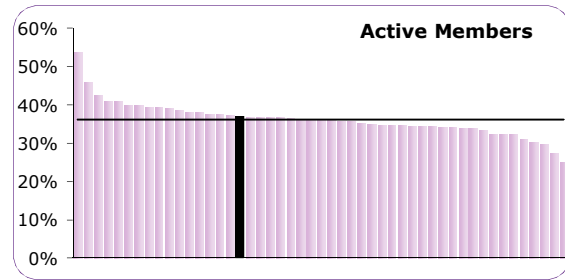
COSTS PER MEMBER - Indirect costs 2013/14



Indirect costs	£'000	£ per member	Avg
IT - Pensions admin	371	6.13	3.11
IT - All other	17	0.28	0.70
Accommodation	-	-	0.69
Other central charges	244	4.03	1.41
Total	632	10.45	5.90

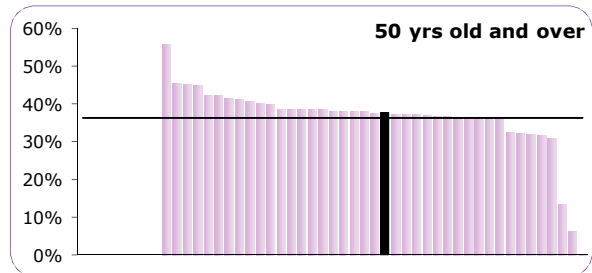
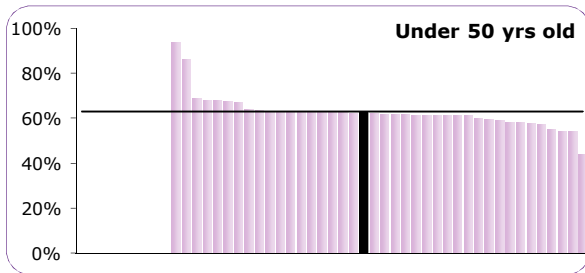
SECTION 3 - WORKLOAD MEASURES

COMPOSITION OF MEMBERS AS AT 31/3/2014



Composition of members				
	No.	%	Avg	Avg %
Active:				
- full-time	8,640	14%	13,959	16%
- part-time	13,714	23%	16,836	20%
- no. of elected Members	-	na	63	0.1%
- sub-total	22,354	37%	29,480	36%
Deferred:				
- Staff	20,780	34%	24,468	31%
- Elected Members	-	na	13	0%
Pensioners	13,269	22%	19,682	24%
Dependants	1,960	3.2%	3,272	4.0%
Frozen refunds	1,890	3.1%	2,614	3.4%
Leavers unprocessed	243	0.4%	831	1.2%
Total	60,496		80,358	

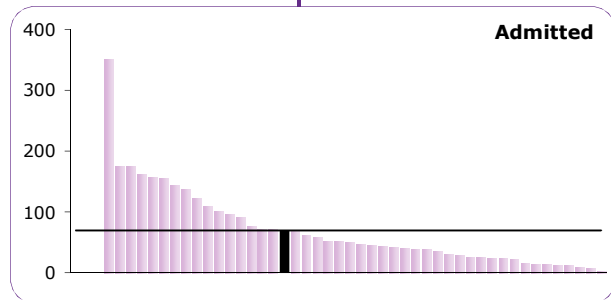
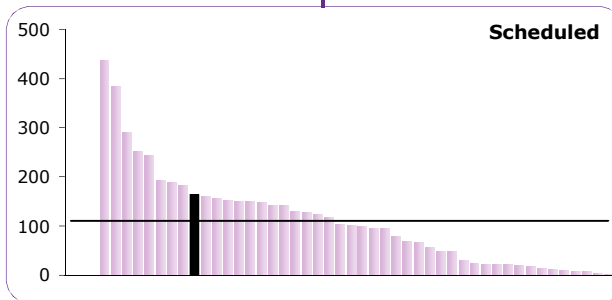
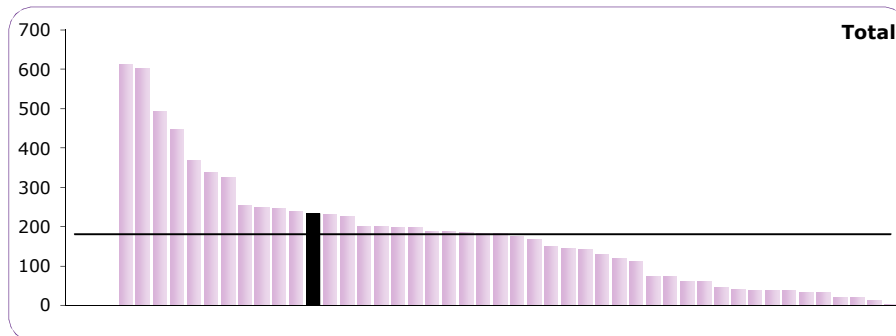
COMPOSITION OF MEMBERS AS AT 31/03/2014



Composition of active members

	No.	%	Avg
Under 50 yrs old	13,949	62%	63%
50 yrs old and over	8,405	38%	36%

NUMBER OF LGPS EMPLOYERS AS AT 31/03/2014



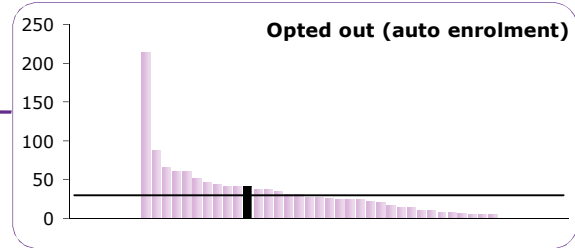
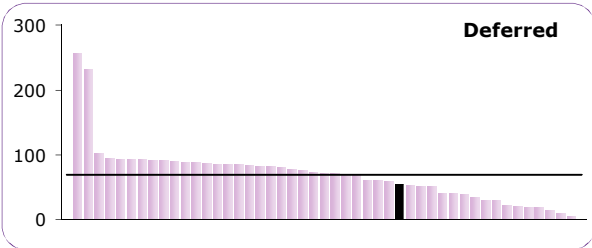
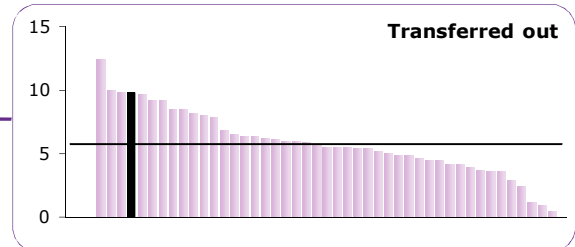
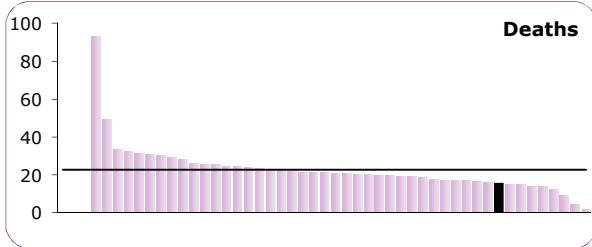
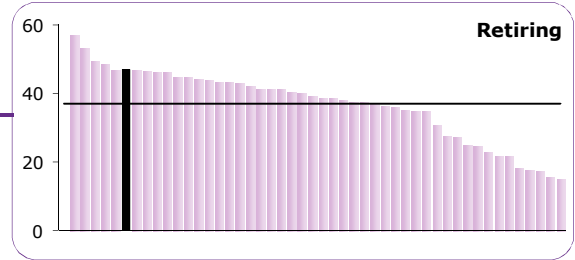
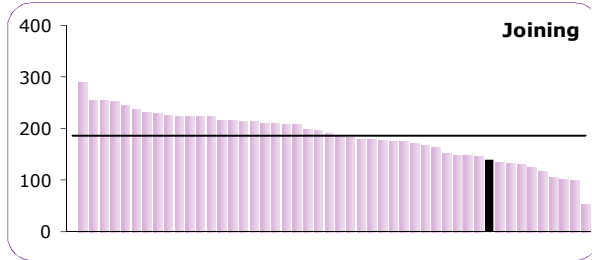
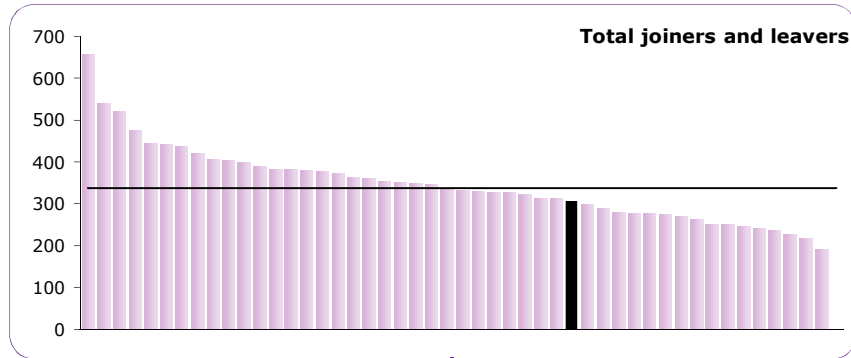
LGPS employers (31/3/14)

	No.	Avg	of which:	No.	%	Avg
Scheduled	164	111	Local Authorities	58	35%	11%
Admitted	69	69	Transferee	36	52%	44%
Total	233	180				

Employer changes 2013/14

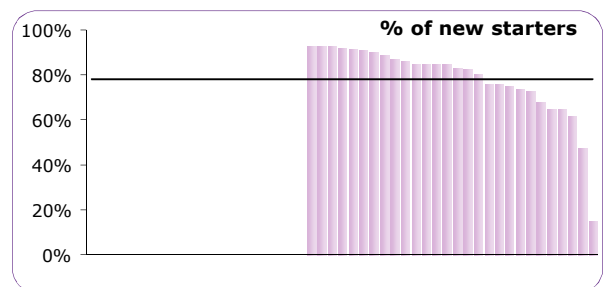
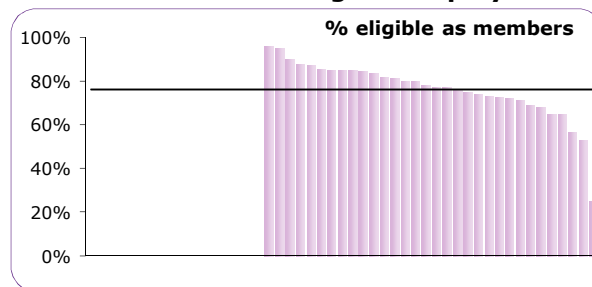
	Applied		Admitted		Leaving	
	No.	Avg	No.	Avg	No.	Avg
Scheduled	7	15	7	17	-	1
Admitted	6	7	6	7	-	3

JOINERS & LEAVERS (per '000 active members)



Joiners & leavers (per '000 active members)			
	No.	'000	Avg
Joining	3,091	138	186
Retiring	1,048	47	37
Deaths	345	15	23
Transferred out	219	10	6
Deferred	1,222	55	69
Opted out	915	41	29
Total	6,840	306	338

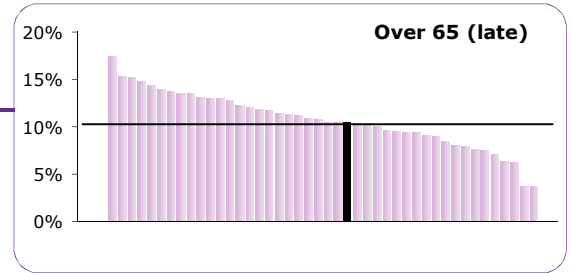
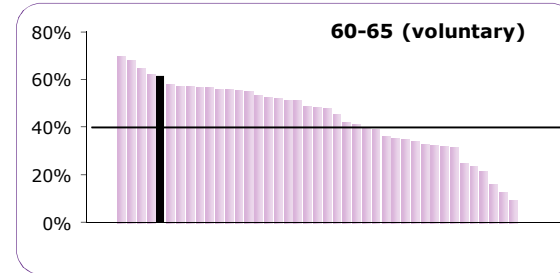
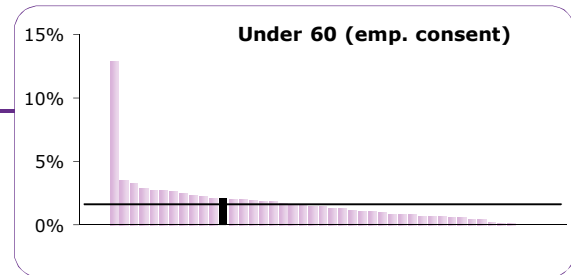
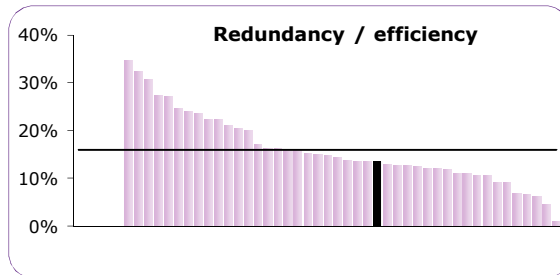
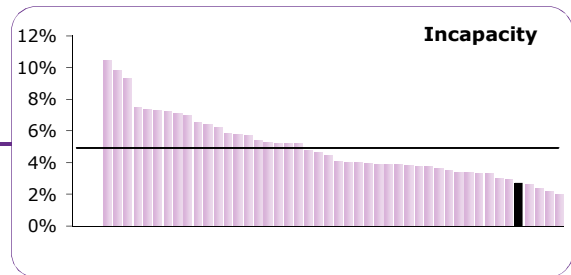
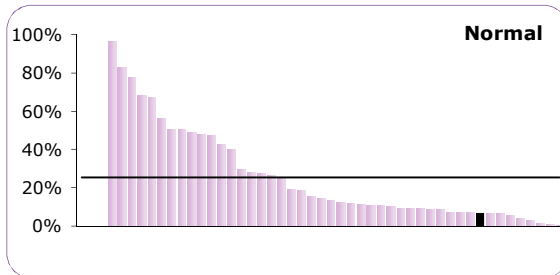
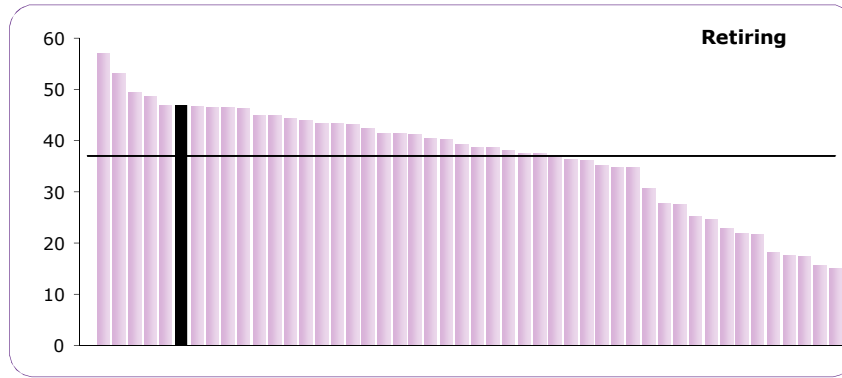
LGPS members as % eligible employees



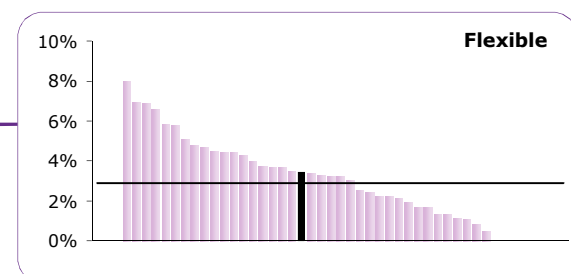
Buckinghamshire na Avg 76%

Buckinghamshire na Avg 78%

RETIRING (per '000 active members)



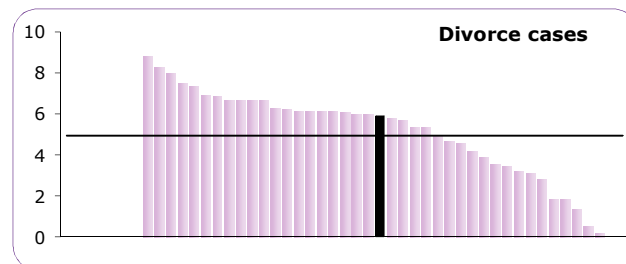
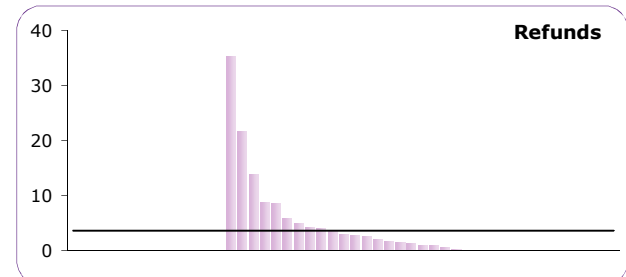
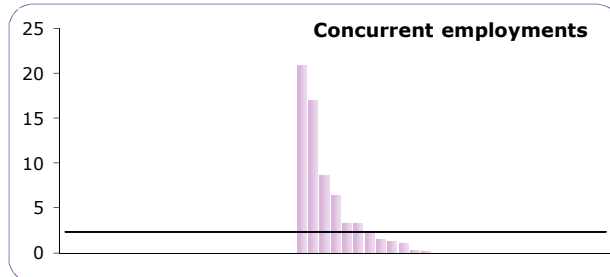
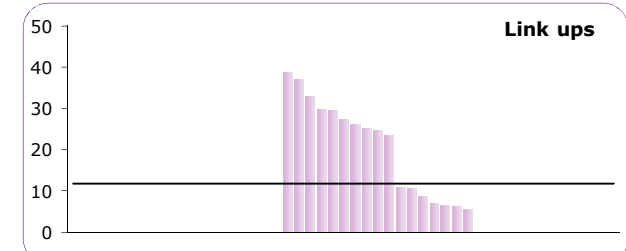
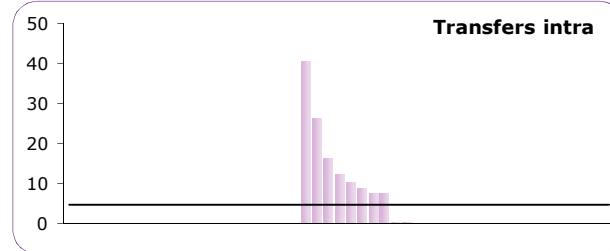
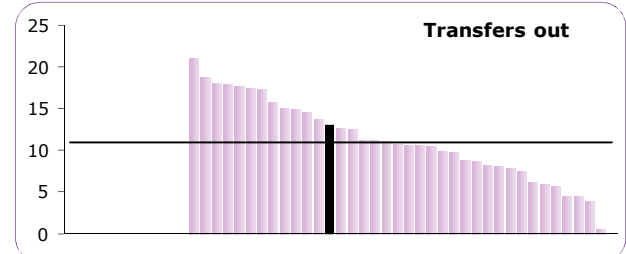
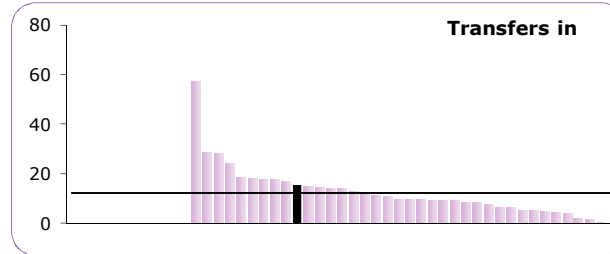
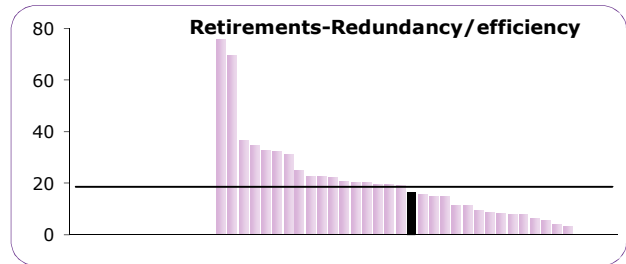
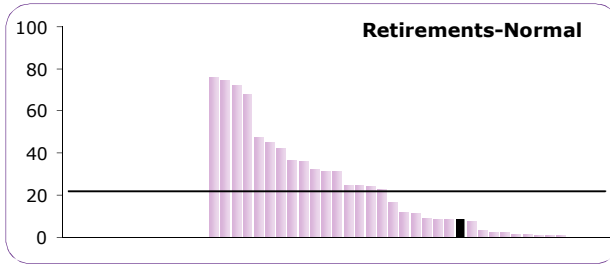
Retirements	No.	%	Avg
Normal	71	7%	25%
Incapacity/ill-health	28	3%	5%
Redundancy/efficiency	140	13%	16%
Under 60 (emp. consent)	22	2%	1.6%
60-65 (voluntary)	642	61%	40%
Over 65 (late)	109	10%	10%
Flexible	36	3.4%	2.9%
Total	1,048		



Retiring (per '000 active members)			
	No.	'000	Avg
Retiring	1,048	47	37

Active members
22,354

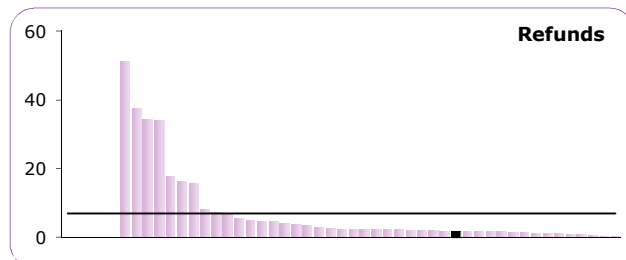
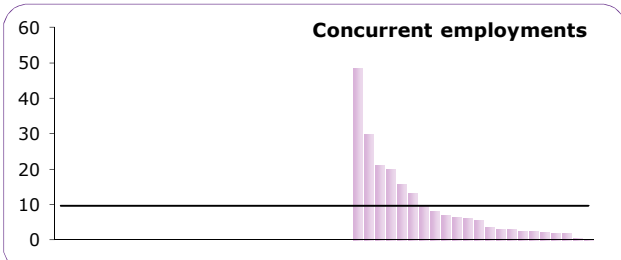
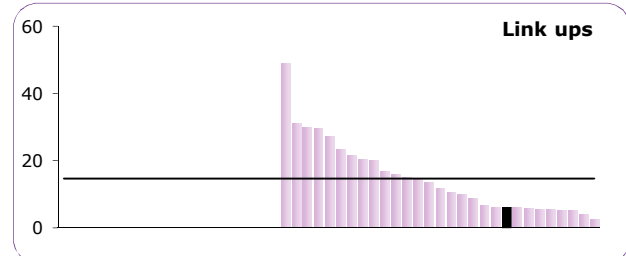
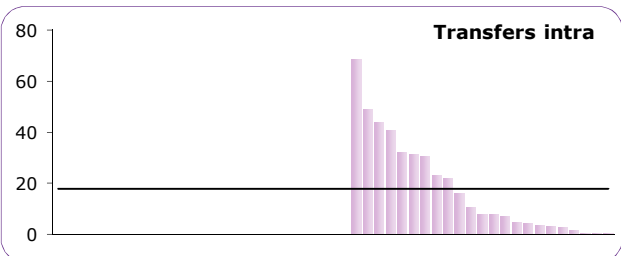
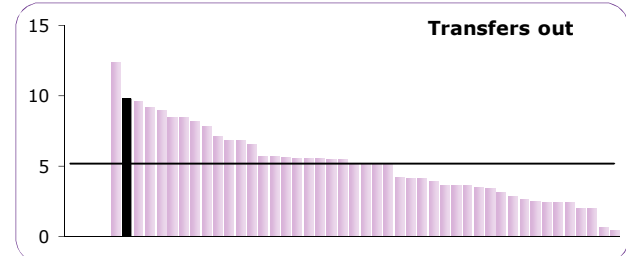
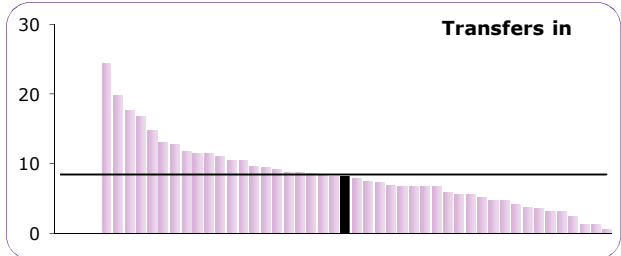
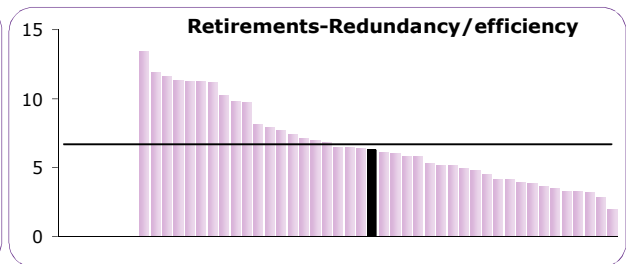
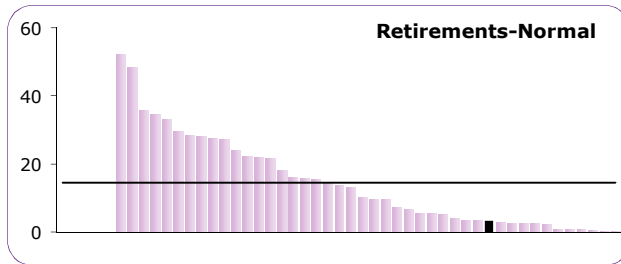
NUMBER OF QUOTATIONS PROVIDED (per '000 active members)



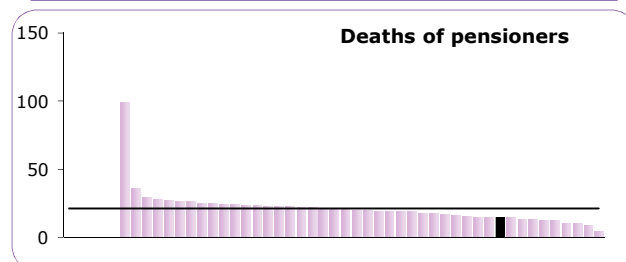
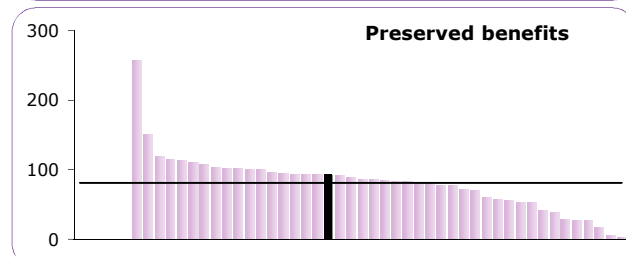
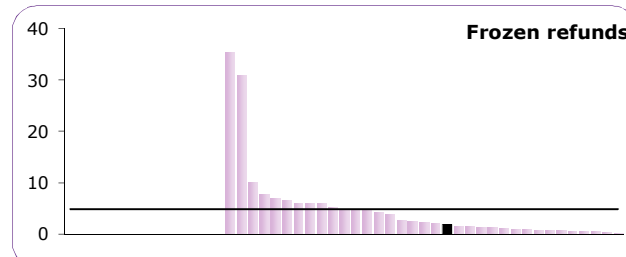
Active members: 22,354			
Quotations provided	No.	'000	Avg
TUPE -in	-	-	0
TUPE -out	-	-	0
Retirements:			
- Normal	190	8	22
- Incapacity/ill-health	34	2	2
- Redundancy/efficiency	365	16	19
- Flexible	77	3	2
- All other	680	30	18
Transfers in	344	15	12
Transfers out	290	13	11
Transfers intra	-	-	5
Link ups	-	-	12
Concurrent employments	-	-	2
Refunds	-	-	4
Divorce cases	132	6	5
Deaths in service	9	0	0
Deaths of pensioners	-	-	6

No of bulk transfers			
	No.	'000	Avg
TUPE -in	-	-	6
TUPE -out	-	-	6

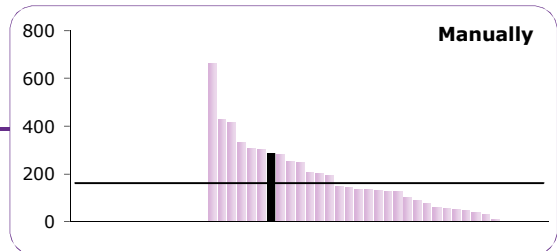
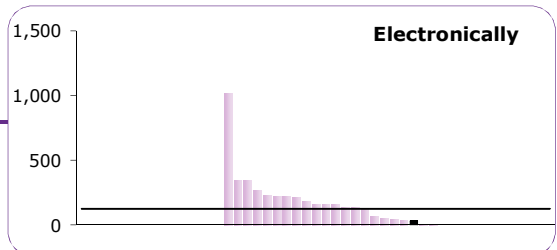
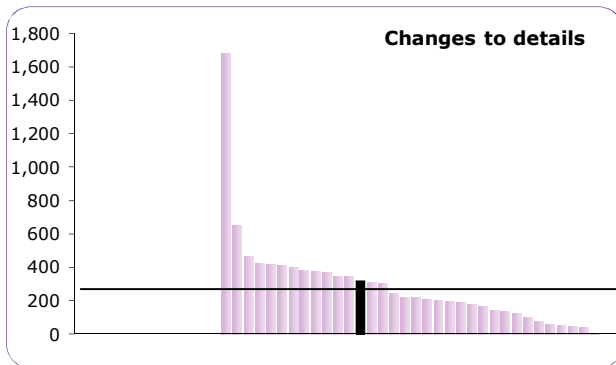
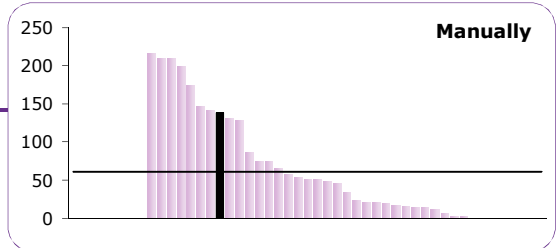
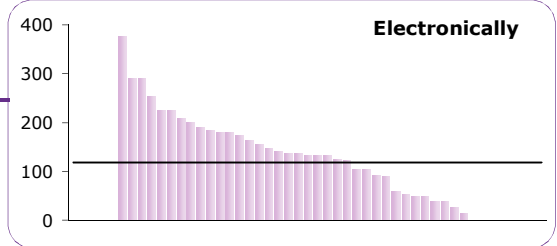
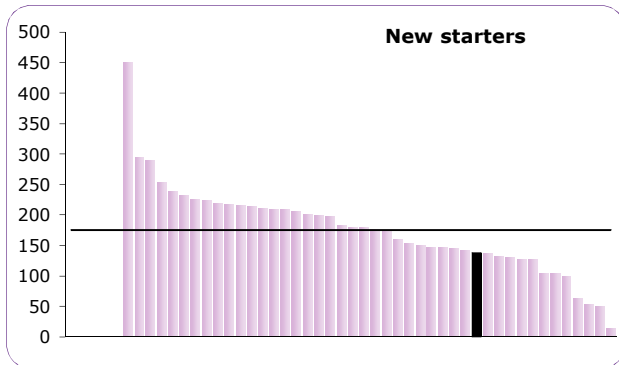
NUMBER OF ACTUAL EVENTS (per '000 active members)



Active members: 22,354		No. '000	Avg
Actual events			
TUPE -in	-	na	11
TUPE -out	-	na	11
Retirements:			
- Normal	71	3	14
- Incapacity/ill-health	28	1	2
- Redundancy/efficiency	140	6	7
- Flexible	36	2	1
- All other	773	35	17
Transfers in	182	8	8
Transfers out	219	10	5
Transfers intra	-	na	18
Link ups	136	6	15
Concurrent employments	-	na	10
Refunds	41	2	7
Frozen refunds	43	2	5
Preserved benefits	2,054	92	81
Divorce cases	4	0	1
Deaths in service	13	1	1
Death of pensioners	332	15	21
Single Status / Job Evaluation	-	na	na



ACTUAL CALCULATIONS (per '000 active members)

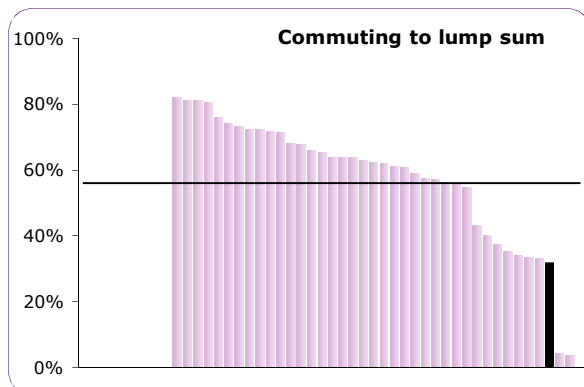


RETIREMENTS

Active members

22,354

Retirements commuting to lump sum



Actual calculations

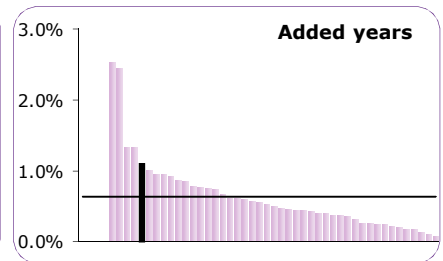
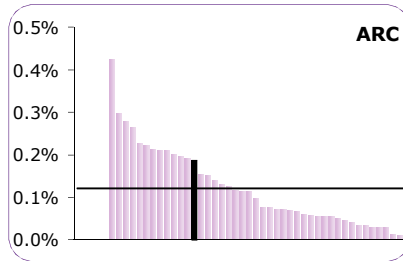
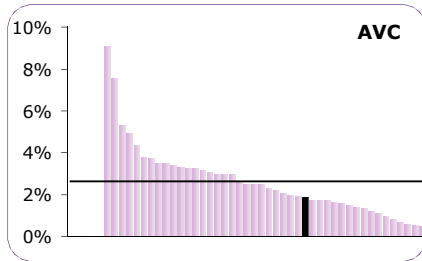
	No.	'000	Avg
New starters	3,091	138	175
- electronically	-	-	119
- manually	3,091	138	61
Changes to details	7,128	319	271
- electronically	742	33	122
- manually	6,386	286	160

Retirements commuting lump sum

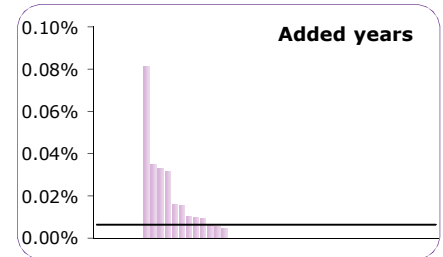
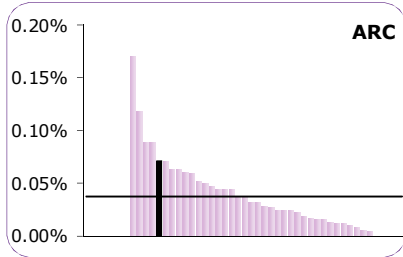
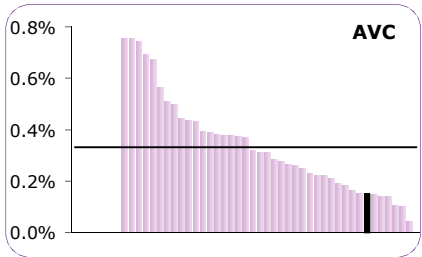
Number	% total	Avg
335	32%	56%

AVCs, ARCs and Added years

% Currently contributing



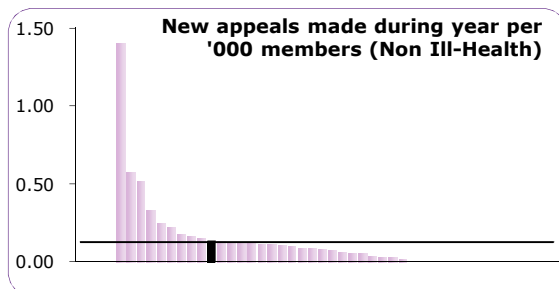
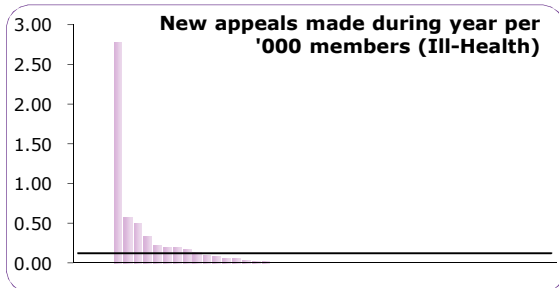
% New contributors this year



Contributors to AVCs and ARCS			
	No.	%	Avg
Currently contributing			
- AVC	420	1.9%	2.6%
- ARC	42	0.2%	0.1%
- Added years	249	1.1%	0.6%
Total	711	3.2%	3.0%
New contributors this year			
- AVC	34	0.15%	0.33%
- ARC	16	0.07%	0.04%
- Added years	-	0.00%	0.01%
Total	50	0.22%	0.32%

Active members
22,354

APPEALS

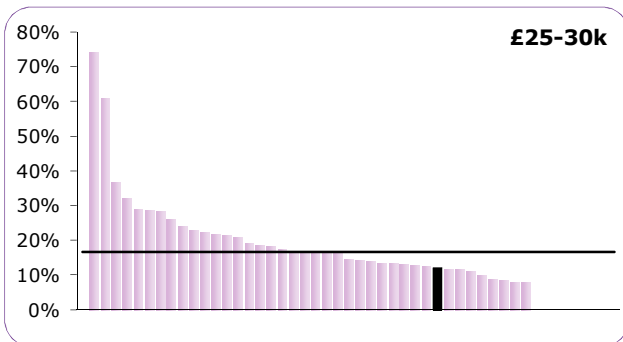
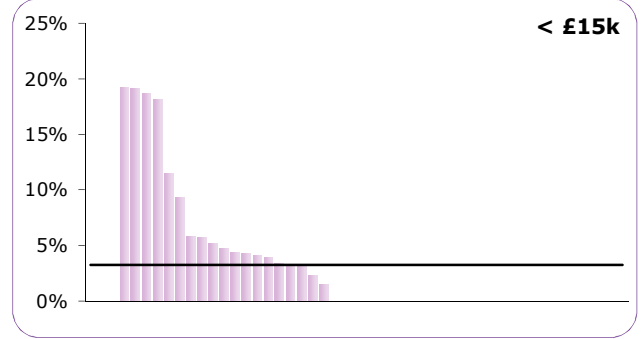
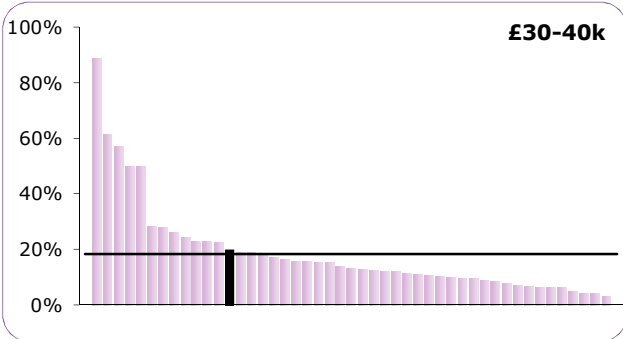
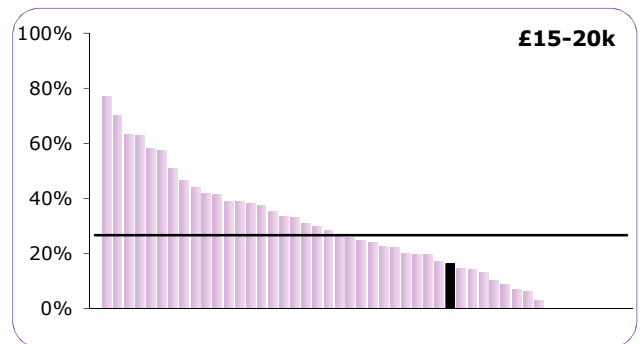
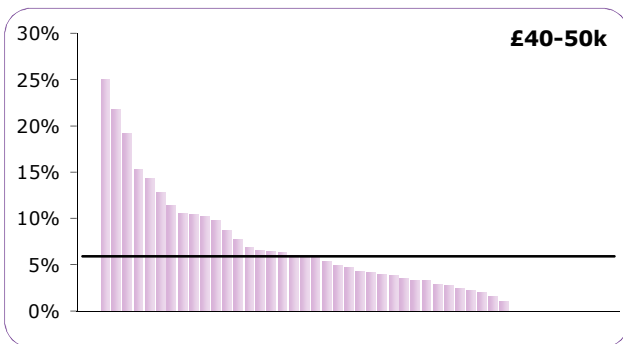
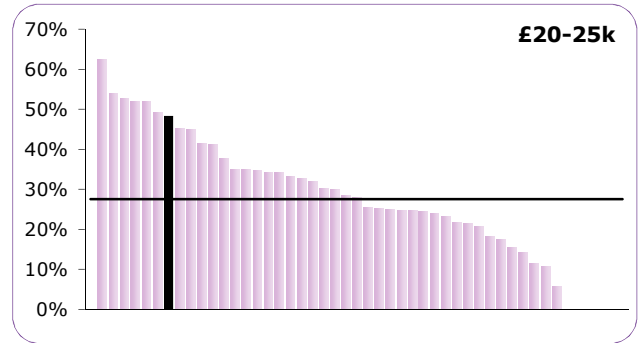
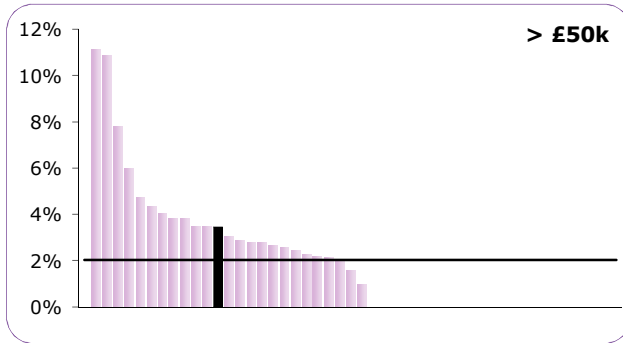


*Club total: This shows the total for all the Benchmarking Club members 2014

Number of appeals	No.	Per '000 members	Avg	Club* total
Ill-Health				
In progress at start of year	0	0.00	0.03	37
New appeals during year	0	0.00	0.12	225
Non Ill-Health				
In progress at start of year	1	0.04	0.02	40
New appeals during year	3	0.13	0.12	199
In progress at end of year	0	0.00	0.07	110
1st stage				
Total	..	na	0.25	250
Upheld	3	na	29%	50
Not Upheld	..	na	71%	203
2nd stage				
Total	..	na	0.19	204
Upheld	..	na	26%	52
Not Upheld	..	na	74%	154

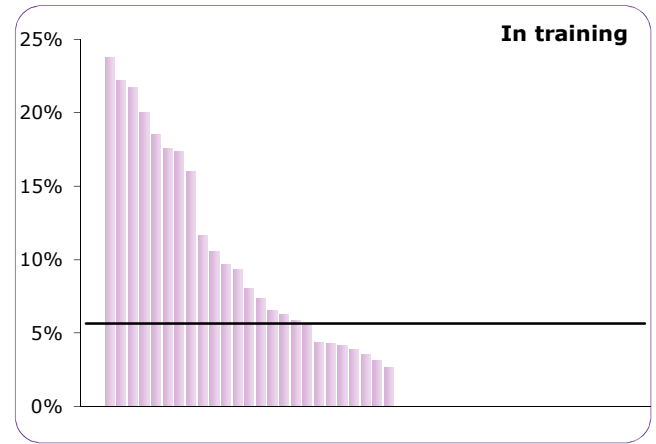
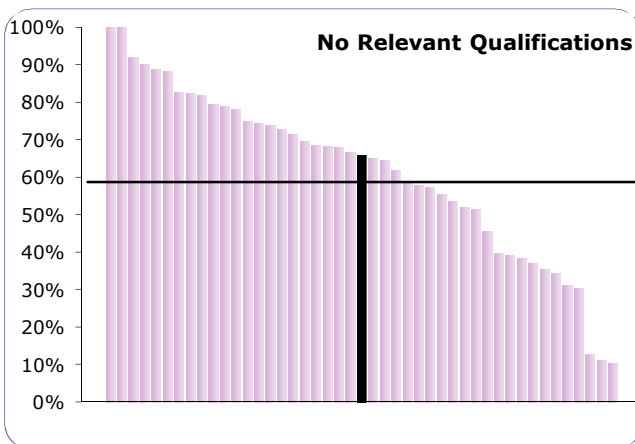
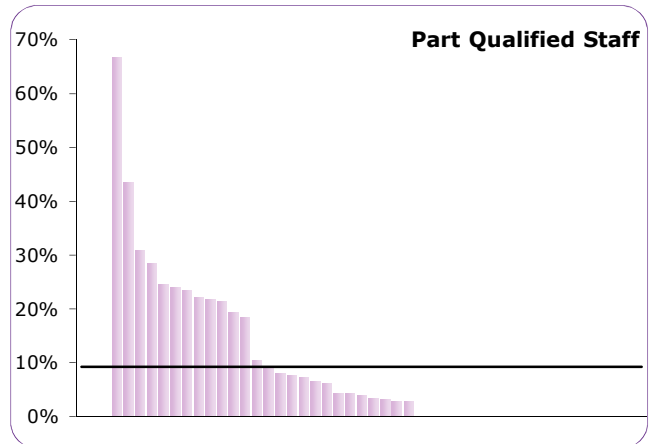
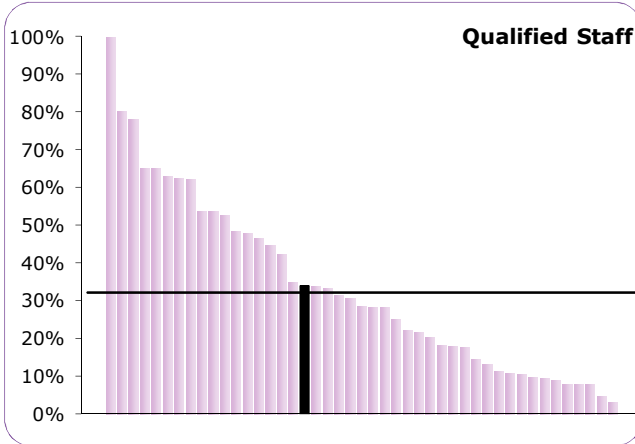
SECTION 4 - STAFF RELATED MEASURES

STAFF PAY



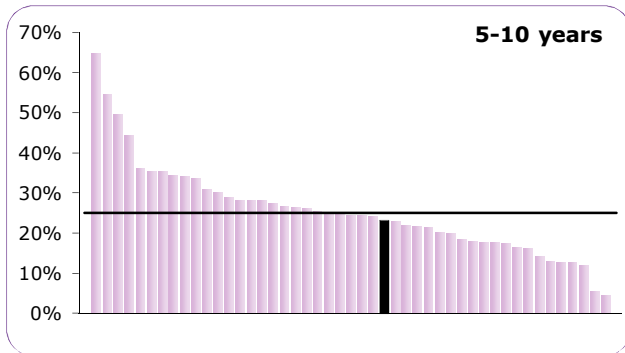
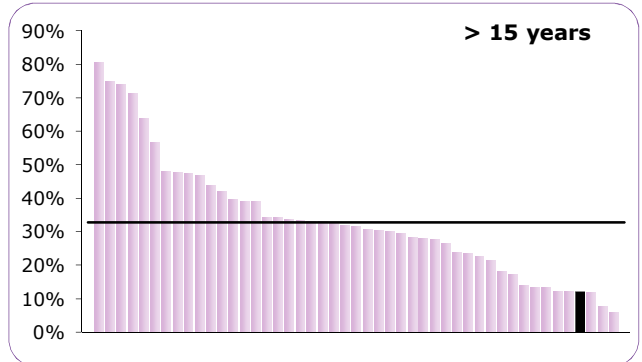
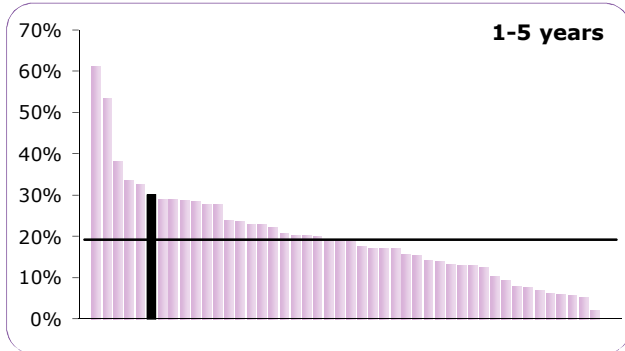
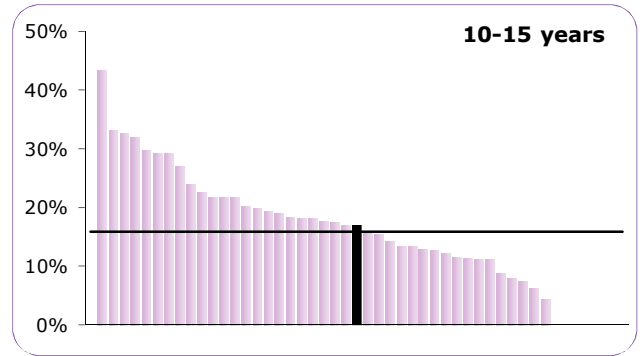
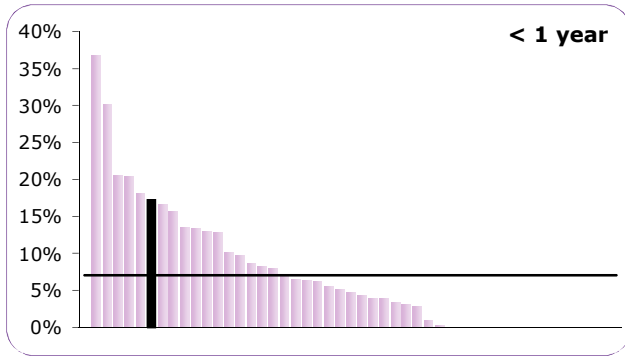
Staff pay			
	FTE	%	Avg
> £50k	1.0	3%	2%
£40-50k	0.0	0%	6%
£30-40k	5.7	20%	18%
£25-30k	3.5	12%	17%
£20-25k	13.9	48%	28%
£15-20k	4.7	16%	27%
< £15k	0.0	0%	3%
Total	28.8		

STAFF QUALIFICATIONS



Staff qualifications			
	FTE	%	Avg
Qualified Staff	9.8	34%	32%
Part Qualified Staff	0.0	0%	9%
No Relevant Qualifications	19.0	66%	59%
Total	28.8		
Number in Training	0.0	0%	6%

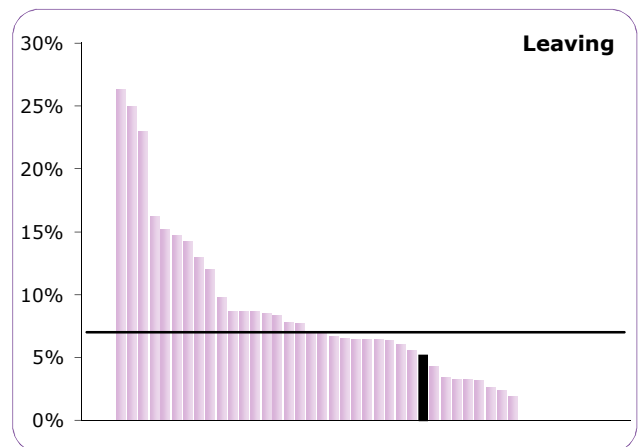
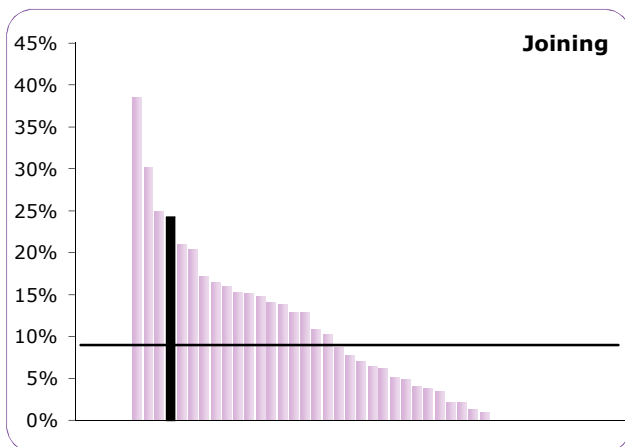
STAFF PENSIONS EXPERIENCE



Staff experience

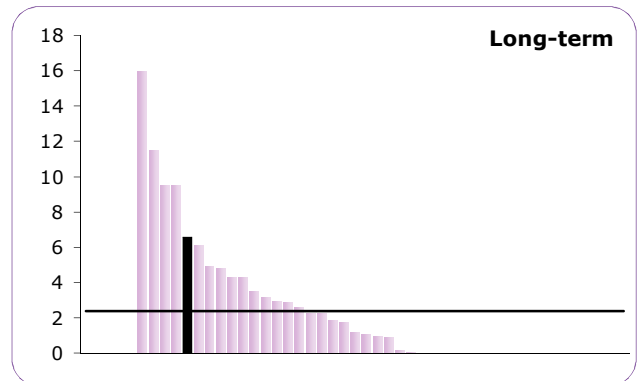
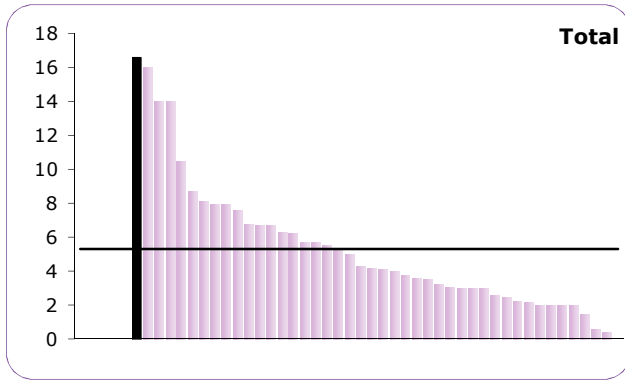
	FTE	%	Avg
< 1 year	5.0	17%	7%
1-5 years	8.7	30%	19%
5-10 years	6.7	23%	25%
10-15 years	4.9	17%	16%
> 15 years	3.5	12%	33%
Total	28.8		

STAFF TURNOVER



Staff Turnover	FTE	% change	Avg
Staff at 1/4/2013	28.8		
+ Staff joining Pension section	7.0	24.3%	9.0%
- Staff leaving Pension section	1.5	-5.2%	7.0%
Staff at 31/3/2014	28.8	23.6%	2.4%

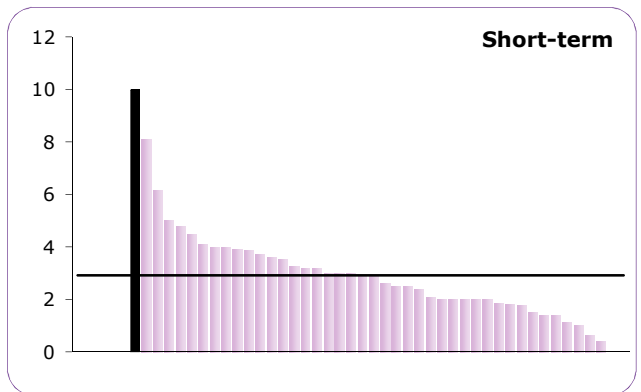
SICKNESS ABSENCE



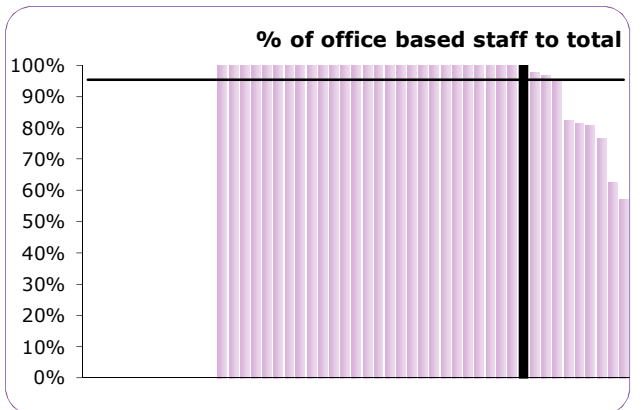
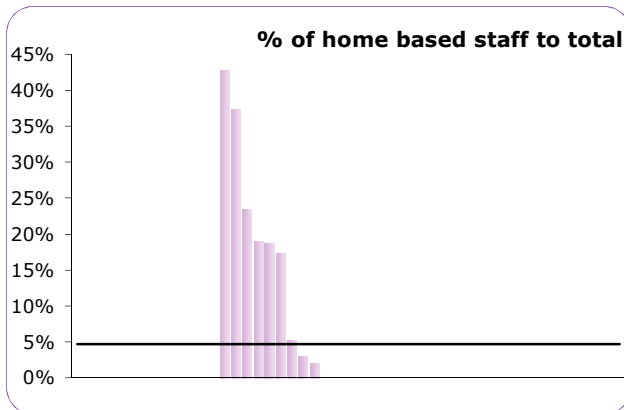
Sickness absence	Days/FTE	Avg
Long-term sickness	6.6	2.4
Short-term sickness	10.0	2.9
Total	16.6	5.3

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

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



STAFF LOCATION

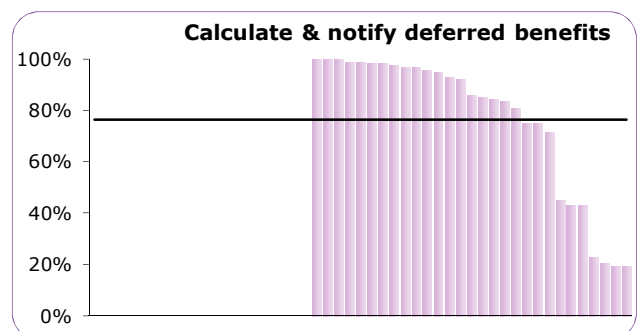
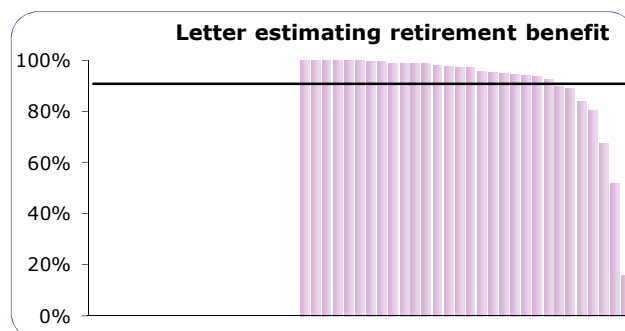
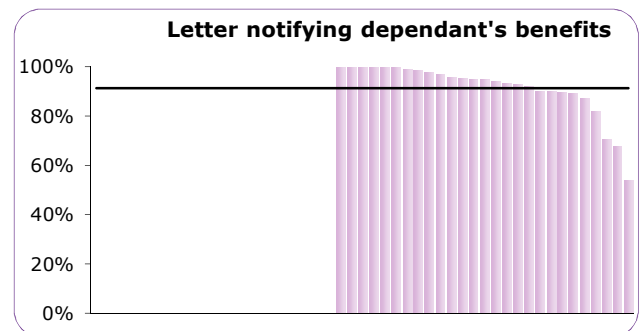
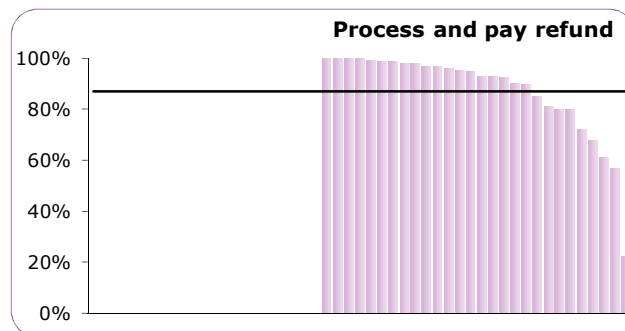
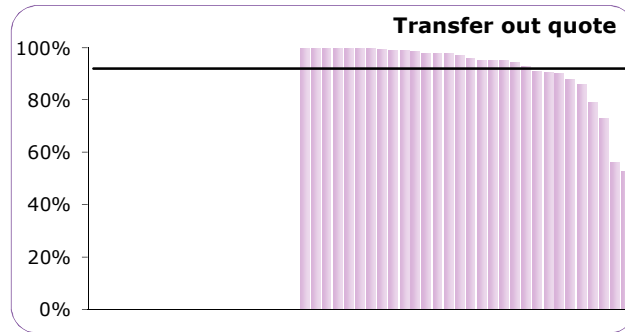
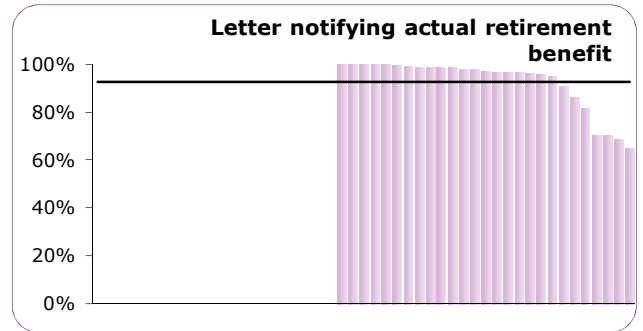
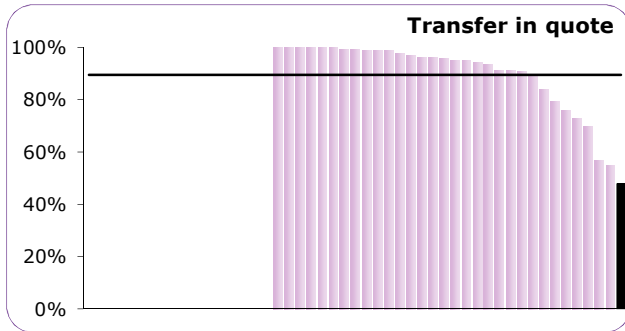


Staff location	FTE	% to total		
		Avg	FTE	Avg
Home based	0.0	0.8	0%	5%
Office based	28.8	28.0	100%	95%
Total	28.8			

Office Based: Staff members who spend >50% of their contracted time working in the office

Home Based: Staff members who spend 50% of their contracted time working from home.

SECTION 5 - INDUSTRY STANDARD PI'S



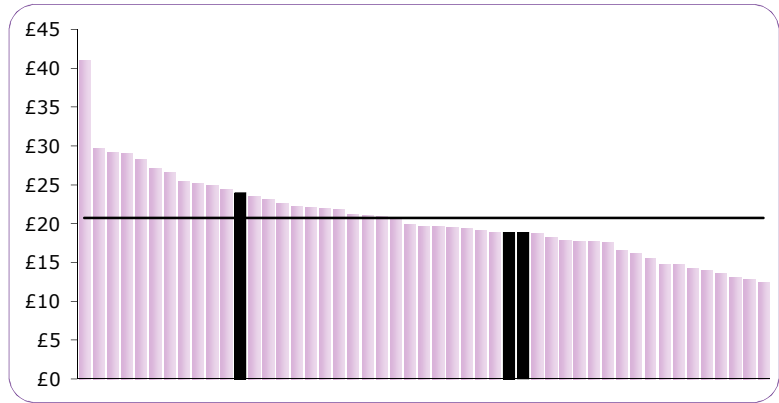
Industry Standard PI's	Target	Achieved	Avg
Letter detailing transfer in quote	10 days	48.0%	89.5%
Letter detailing transfer out quote	10 days	..	92.1%
Process and pay refund	5 days	..	87.1%
Letter notifying estimate of retirement benefit	10 days	..	90.8%
Letter notifying actual retirement benefit	5 days	..	92.5%
Process and pay lump sum retirement grant	5 days	..	92.7%
Letter acknowledging death of member	5 days	..	90.9%
Letter notifying amount of dependant's benefits	5 days	..	91.3%
Calculate and notify deferred benefits	10 days	..	76.4%

SECTION 6 - COMPARISON BY METHOD OF SERVICE DELIVERY

COMPARISON OF OUTSOURCED/IN-HOUSE MEMBERS

Total members with data:	50
Outsourced members:	3

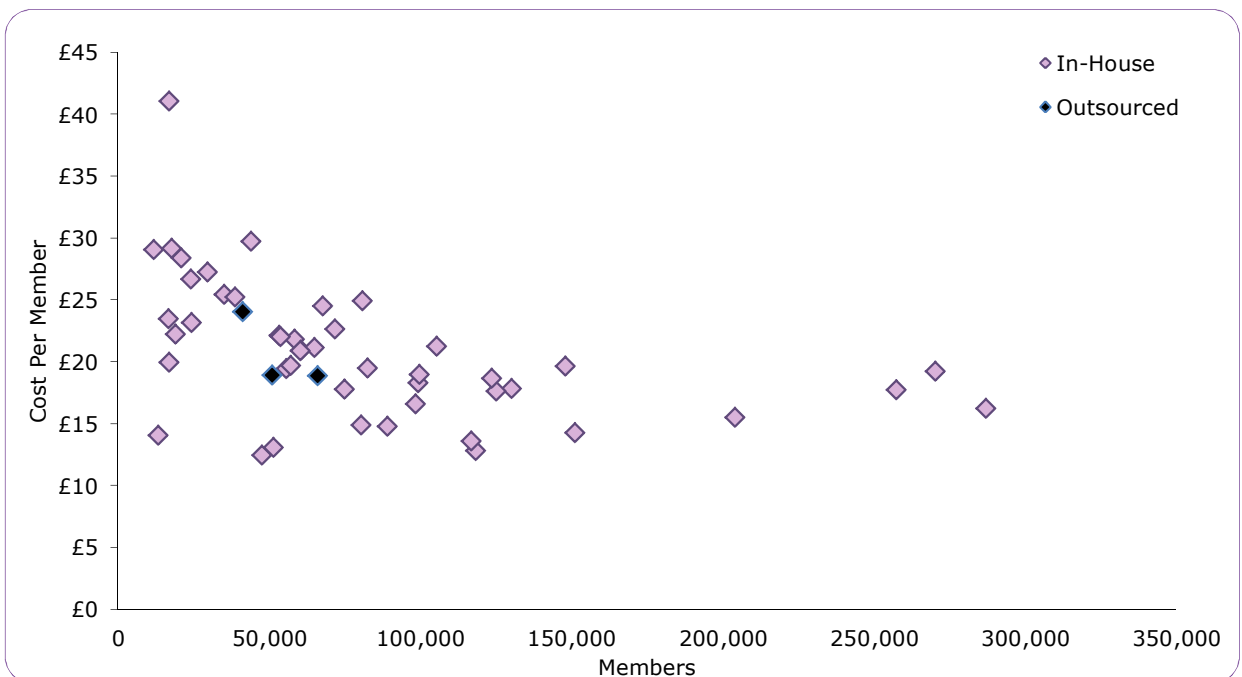
LGPS ADMIN COST PER MEMBER (INCLUDING PAYROLL)



Black bars show outsourced members

	Cost	Members	Cost per Member
Buckinghamshire	£1,265	60,496	£20.91
<i>Club average</i>	£1,512	80,807	£20.73
Outsourced average	£1,068	52,764	£20.61
In-house average	£1,541	82,676	£20.74

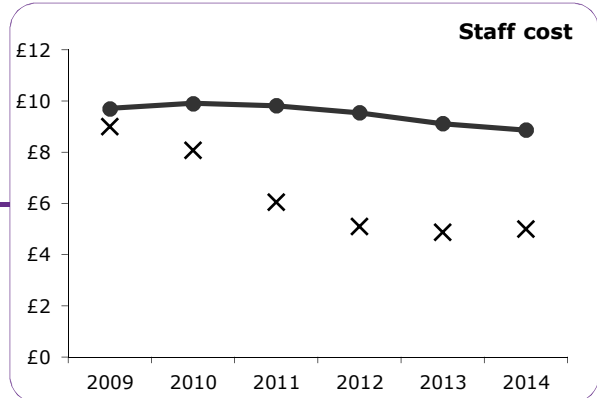
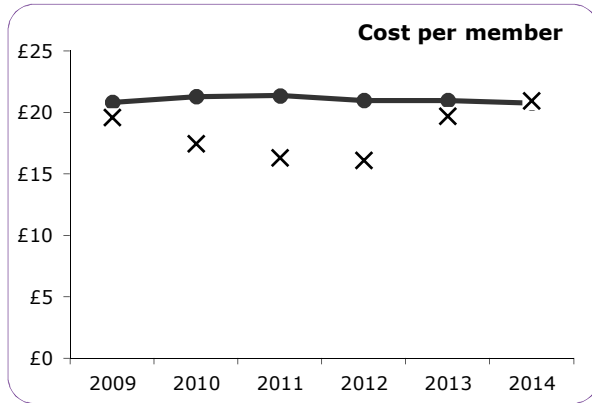
COST PER MEMBER COMPARED WITH NUMBER OF MEMBERS



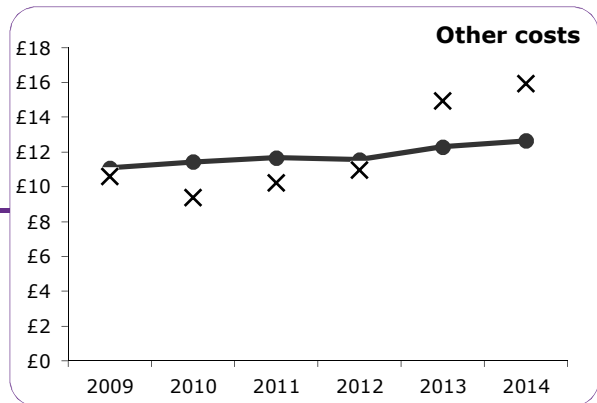
SECTION 7 - TIMESERIES

The 2014 averages are the actual club averages.

For previous years, the averages shown here are scaled up or down from the 2014 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.



KEY:
 Club average
 Buckinghamshire



Time series analysis						
	2009	2010	2011	2012	2013	2014
Members	48,473	50,340	53,163	54,759	56,991	60,496
Net cost (£'000)	950k	879k	866k	880k	1,123k	1,265k
Cost per member	£19.60	£17.47	£16.28	£16.08	£19.70	£20.91
Average	£20.81	£21.28	£21.36	£20.97	£20.98	£20.75
Staff cost	£8.99	£8.07	£6.06	£5.11	£4.88	£5.01
Average	£9.71	£9.91	£9.82	£9.54	£9.12	£8.87
Other costs	£10.61	£9.40	£10.22	£10.96	£14.95	£15.93
Average	£11.08	£11.44	£11.67	£11.56	£12.31	£12.65