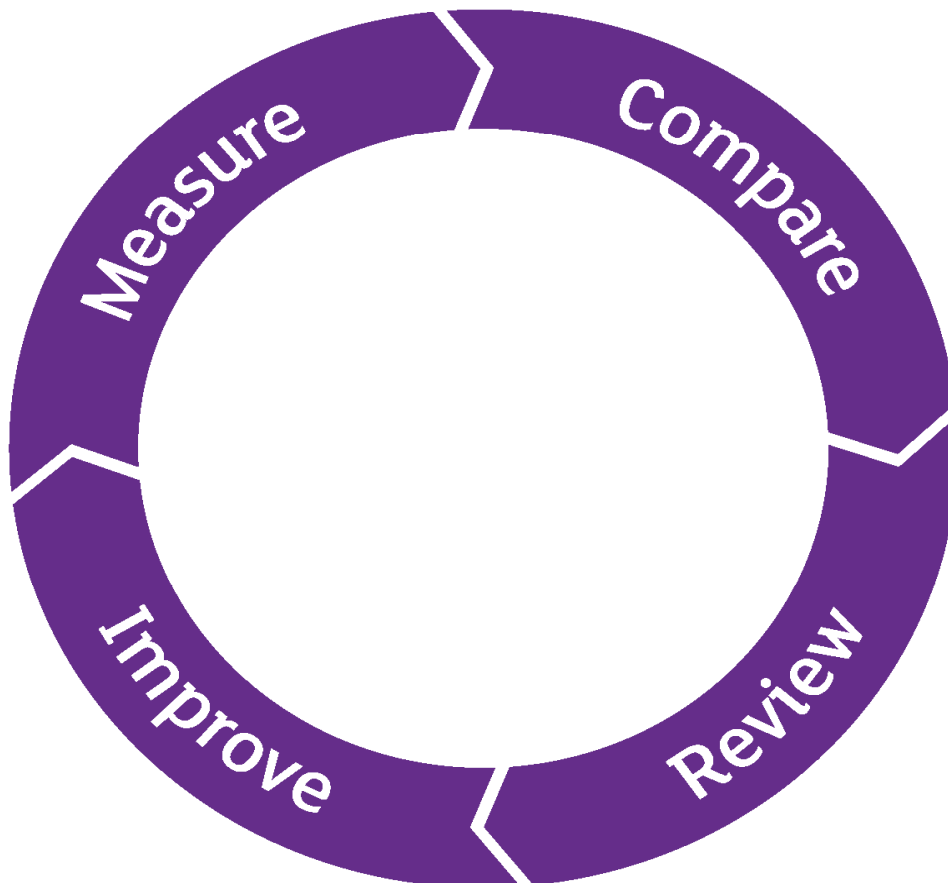


Information Services

pensions administration benchmarking club

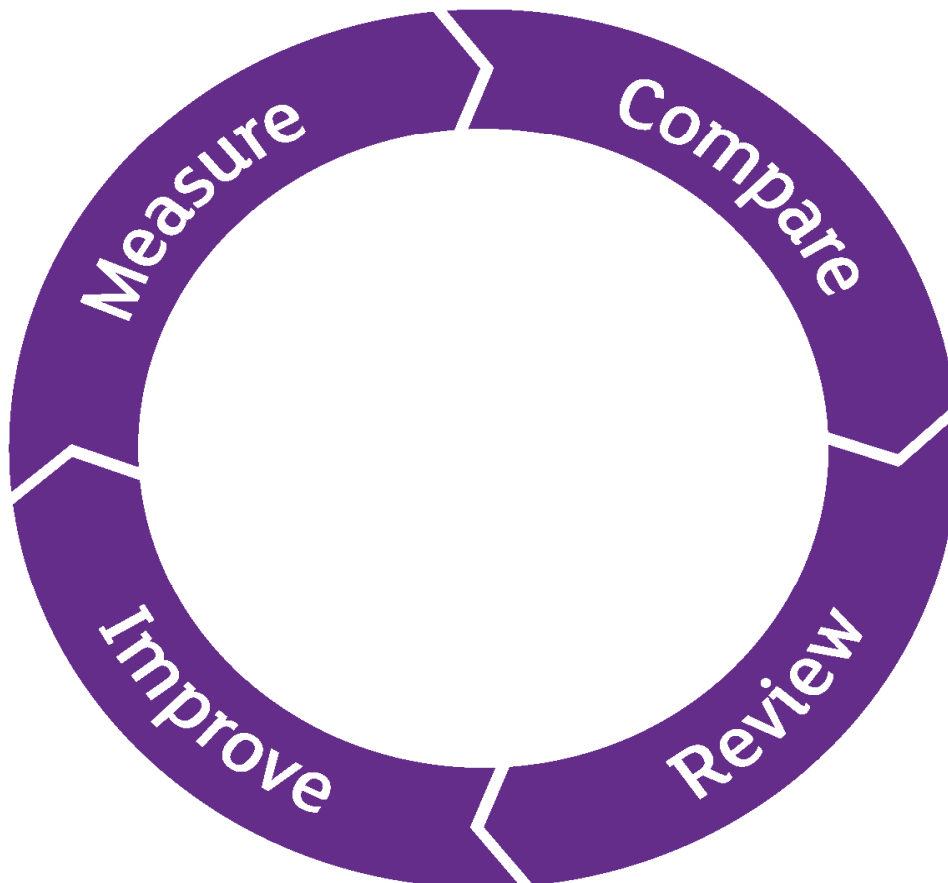
2016 - Buckinghamshire Draft Report



Information Services

pensions administration benchmarking club

2016 - Buckinghamshire Comparator Report



PREFACE

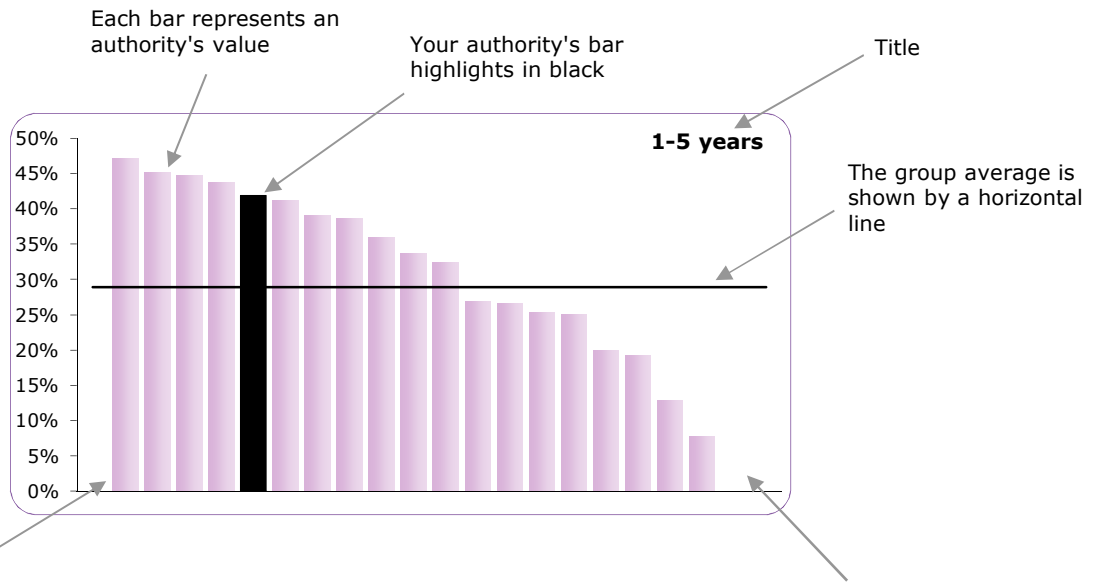
This report compares your data with the group of authorities specified on the title page.

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.

	Page
1 Summary 2016	5
2 Cost Measures	6
3 Workload Measures	11
4 Staff Related Measures	22
5 Industry Standard Performance Indicators	26
6 Comparison by method of service delivery } <i>final reports</i>	N/A
7 Timeseries } <i>final reports only</i>	N/A

Section 1 - Summary 2016

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)

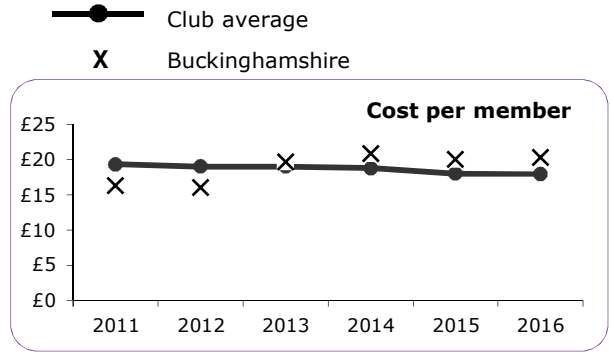
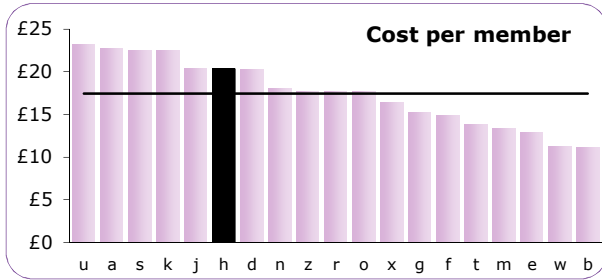
This shows members' costs and averages compared for in-house and externally managed pension schemes.

Section 7 -Timeseries (final report only)

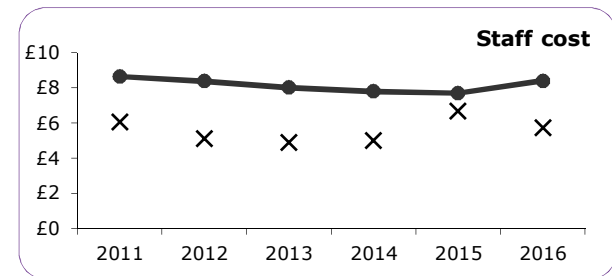
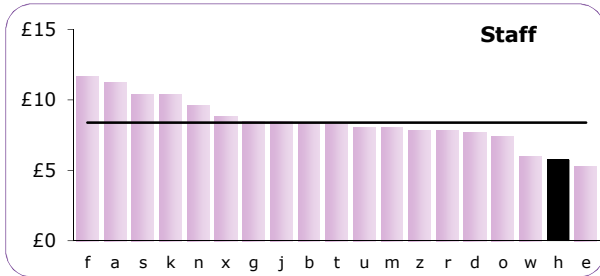
This shows the individual members' performance over time compared to the club average for cost per member, which is analysed over staff cost and other costs.

SECTION 1 - SUMMARY 2015/16

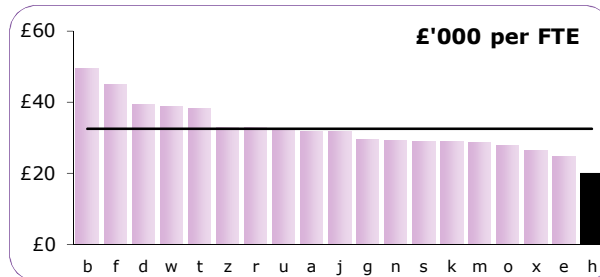
NET COST / MEMBER 2015/16



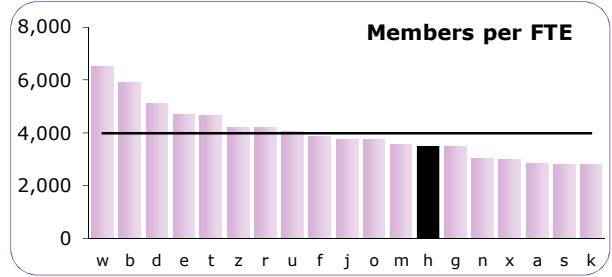
STAFF COST / MEMBER 2015/16



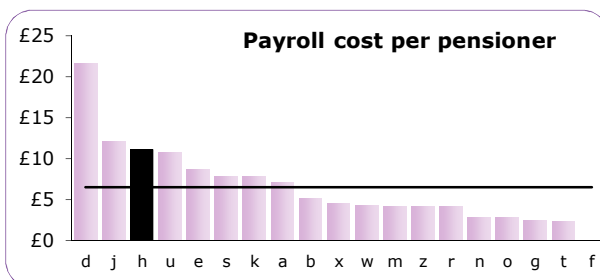
COST £'000 / FTE



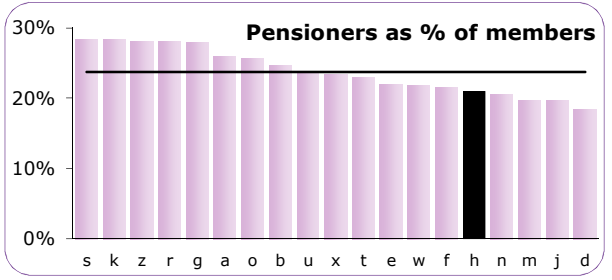
MEMBERS LGPS / ADMIN FTE



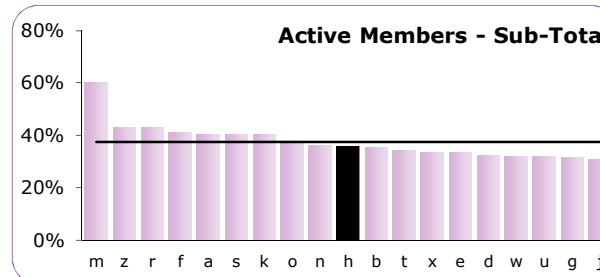
PAYROLL COST / PENSIONER



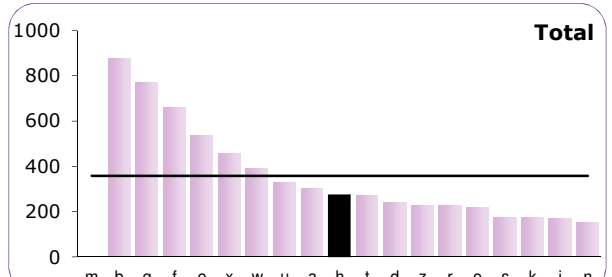
PENSIONERS AS A % MEMBERS



ACTIVES AS A % MEMBERS



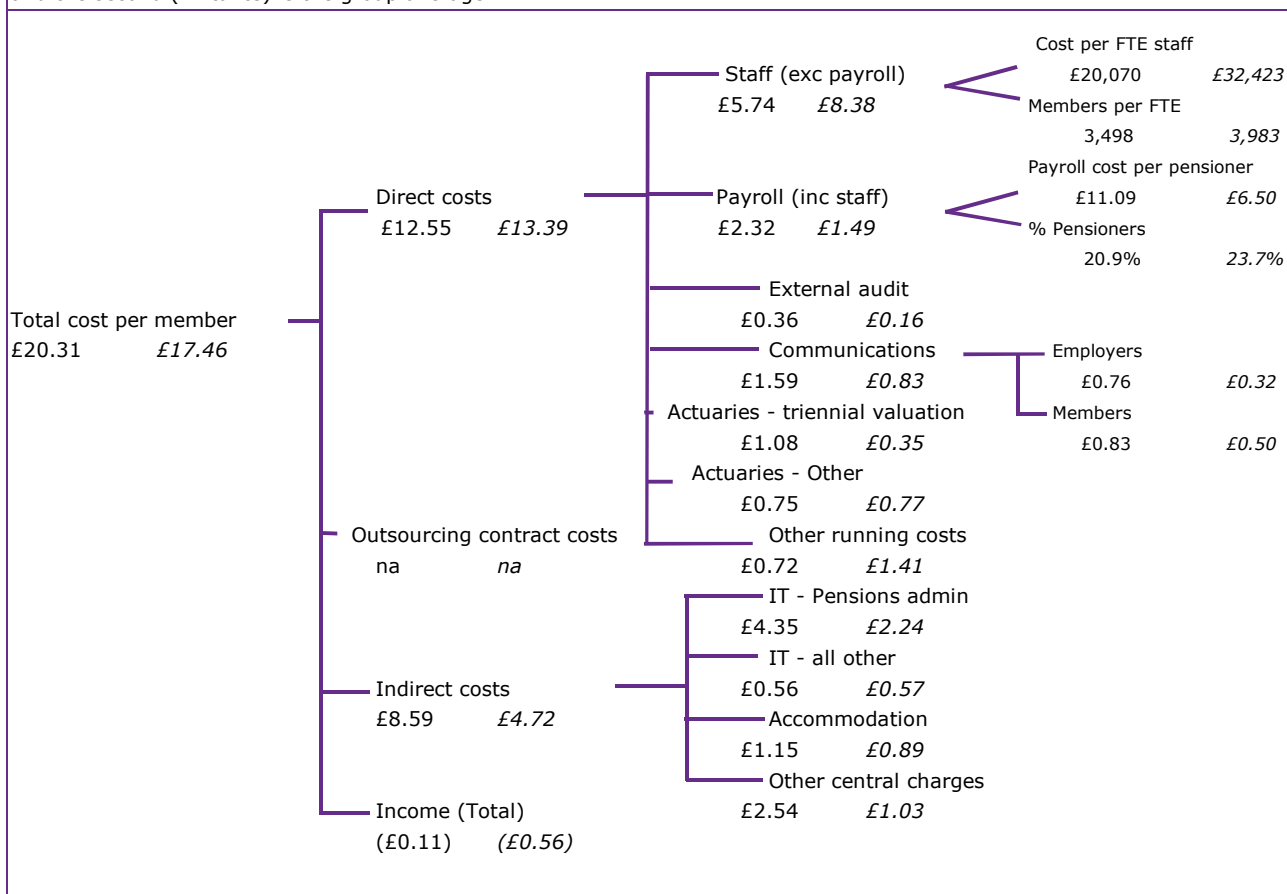
NUMBER OF LGPS EMPLOYERS



SECTION 2 - COST MEASURES

COST/MEMBER TREE 2015/16

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	37.1
<i>less</i>	
IT staff	3.3
Payroll staff	1.8
Communications staff	6.7
Employing authority work	-
Work for other schemes	1.5
Other work	4.0
Admin of LGPS	19.9

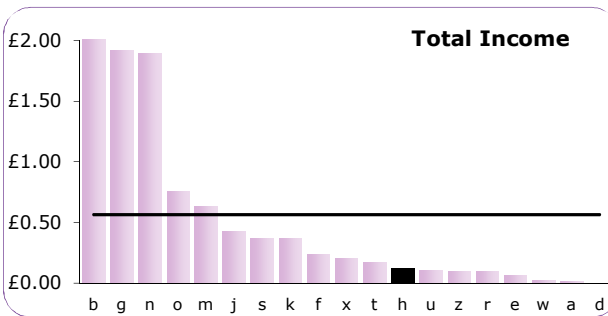
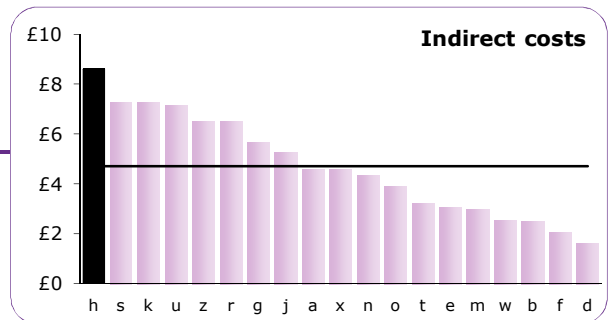
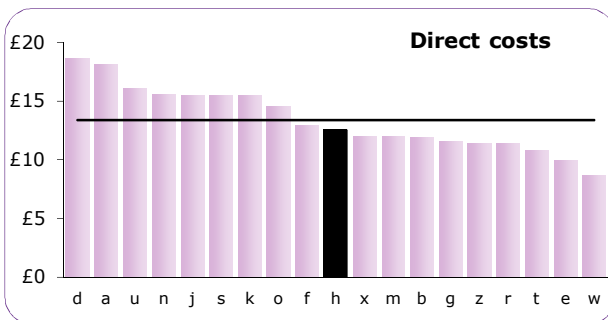
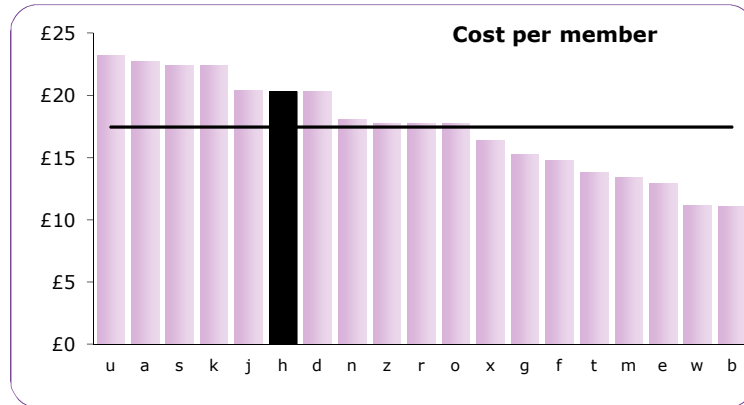
Net Costs £'000	
	£'000
Pension Section total	1,602
<i>less</i>	
Work for other schemes	52
Employing authority work	-
Other work	134
Admin of LGPS	1,416

Admin of LGPS costs	£'000	£ per member	Avg
Staff - administration	400	5.74	8.38
Staff - payroll	74	1.06	0.51
Payroll	88	1.26	0.97
Communications (Total)	111	1.59	0.83
Actuaries - triennial valuation	75	1.08	0.35
Actuaries - other	52	0.75	0.77
External audit	25	0.36	0.16
Other running costs	50	0.72	1.41
Total Direct Costs	875	12.55	13.39
Outsourcing costs	-	na	na
IT - Pensions admin	303	4.35	2.24
IT - All other	39	0.56	0.57
Accommodation	80	1.15	0.89
Other central charges	177	2.54	1.03
Total Indirect Costs	599	8.59	4.72
Gross Cost	1,424	20.43	18.02
Income - Members	(7)	(0.10)	(0.05)
Income - Employers	(1)	(0.01)	(0.17)
Income - Other	-	-	(0.34)
Total Income	(8)	(0.11)	(0.56)
Net Cost	1,416	20.31	17.46

Total Scheme Membership 69,714

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

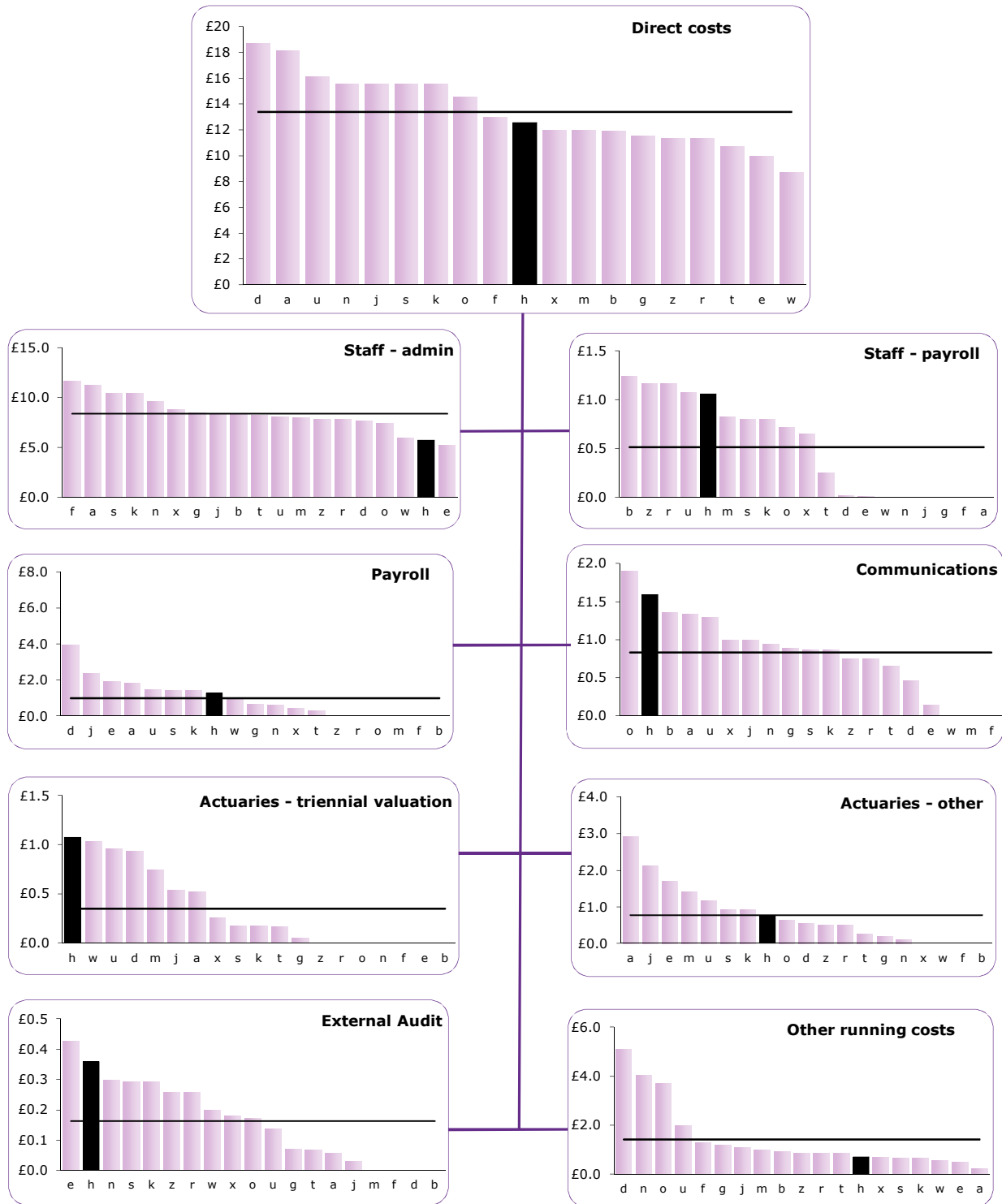
COST PER MEMBER 2015-16



Admin of LGPS costs		£ per member	Avg
	£'000		
Total Direct Costs	875	12.55	13.39
Outsourcing costs	-	na	na
Total Indirect Costs	599	8.59	4.72
Total Income	(8)	(0.11)	(0.56)
Net Cost	1,416	20.31	17.46

Total Scheme Membership 69,714

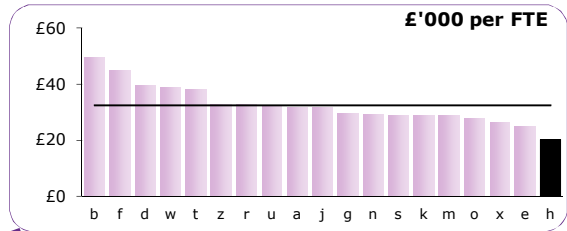
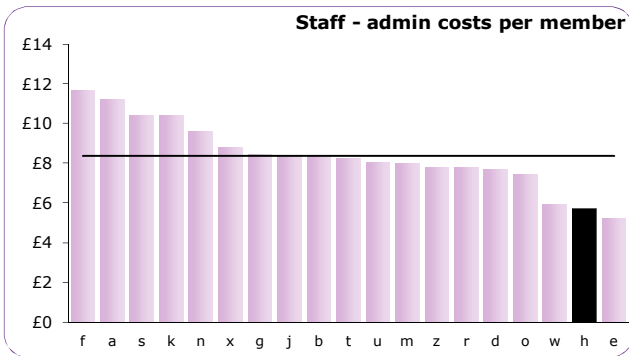
COSTS PER MEMBER - Direct costs 2015/16



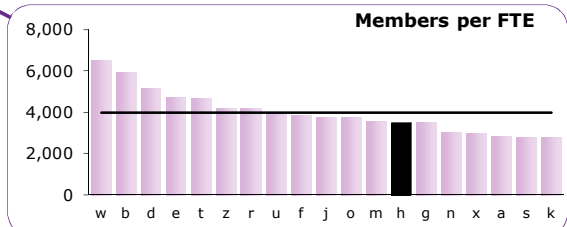
Direct costs	£'000	£ per member	Avg
Staff - admin	400	5.74	8.38
Staff - payroll	74	1.06	0.51
Payroll	88	1.26	0.97
Communications	111	1.59	0.83
Actuaries - triennial valuation	75	1.08	0.35
Actuaries - other	52	0.75	0.77
External audit	25	0.36	0.16
Other running costs	50	0.72	1.41
Total	875	12.55	13.39

DIRECT COSTS PER MEMBER - Staff and Payroll costs 2015/16

	£'000	£ per member	Avg
Staff - admin	400	5.74	8.38

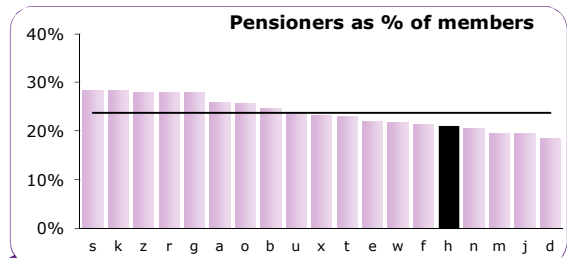
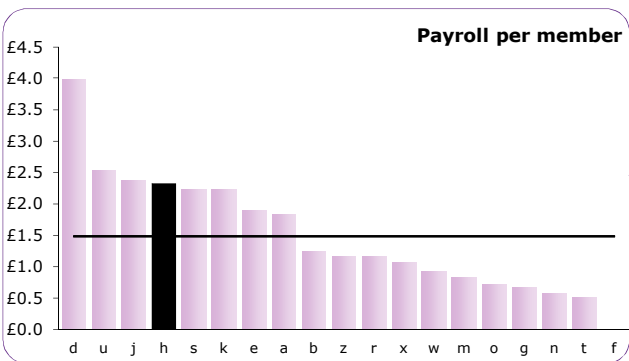


Buckinghamshire 20.1 Avg 32.4

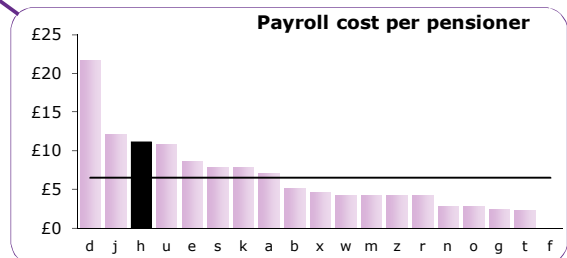


Buckinghamshire 3,498 Avg 3,983

	£'000	£ per member	Avg
Payroll (combined)	162	2.32	1.49

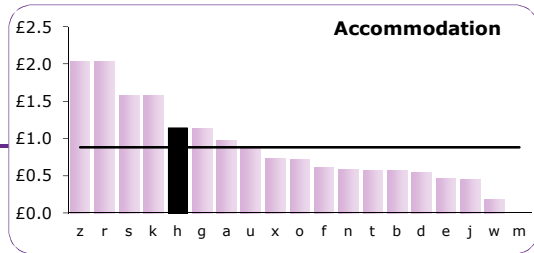
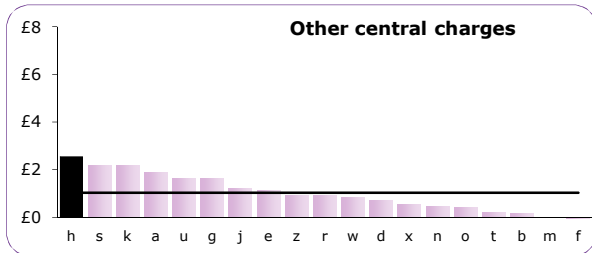
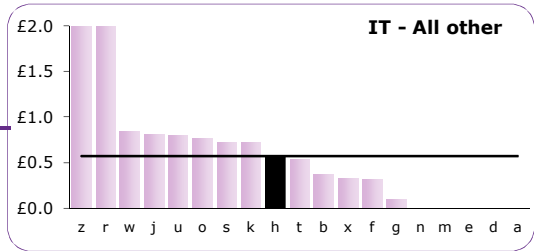
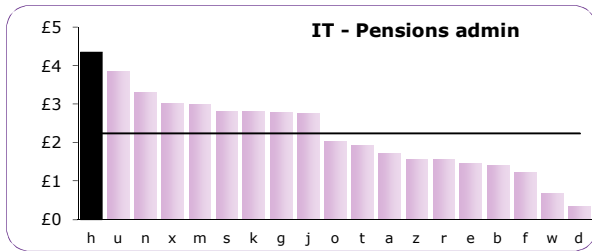
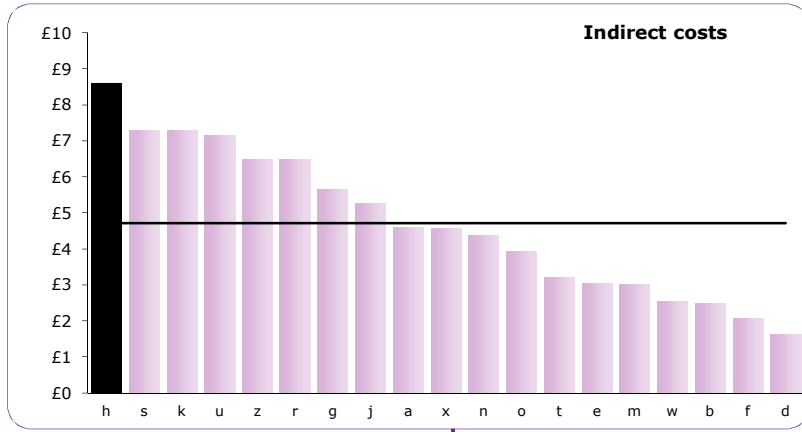


Buckinghamshire 21% Avg 24%



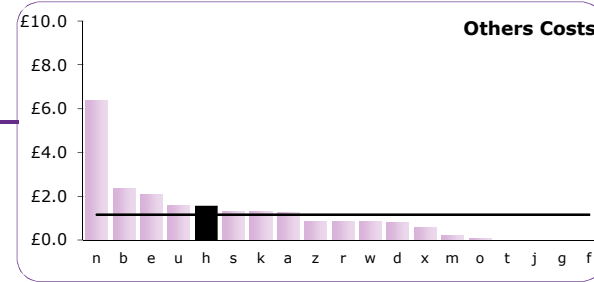
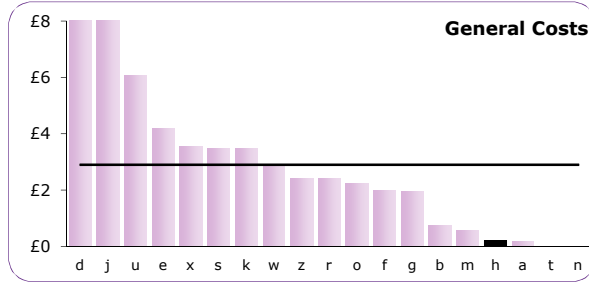
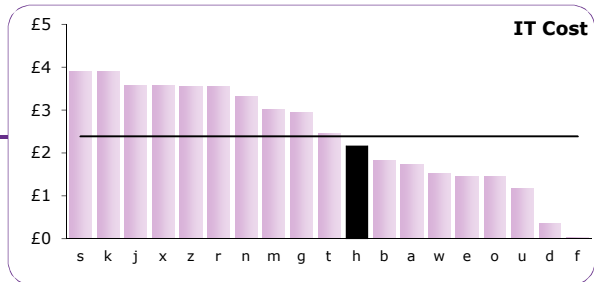
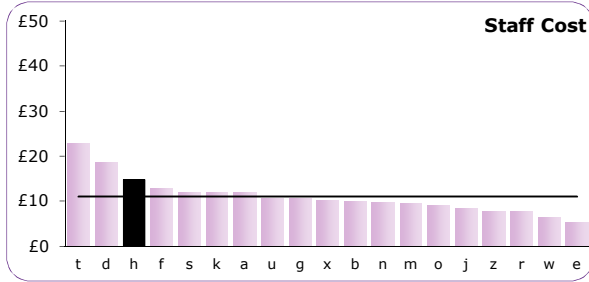
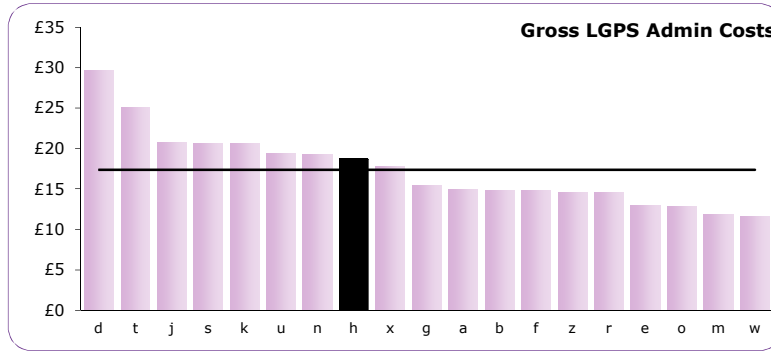
Buckinghamshire 11.1 Avg 6.5

COSTS PER MEMBER - Indirect costs 2015/16



Indirect costs	£ per member	
	£'000	Avg
IT - Pensions admin	303	4.35
IT - All other	39	0.56
Accommodation	80	1.15
Other central charges	177	2.54
Total	599	8.59

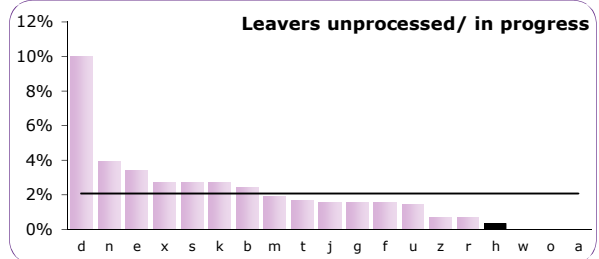
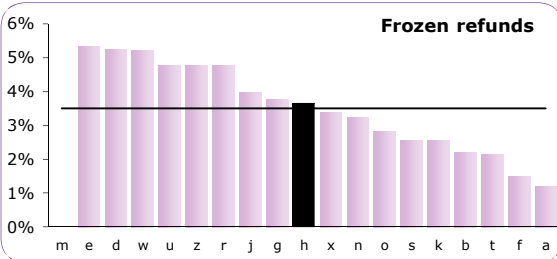
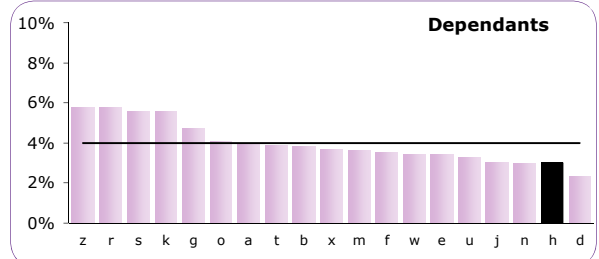
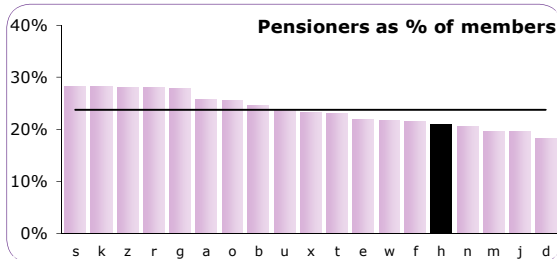
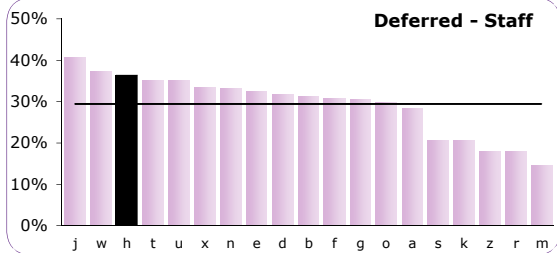
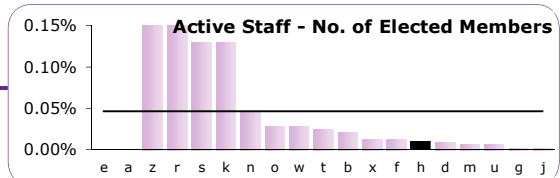
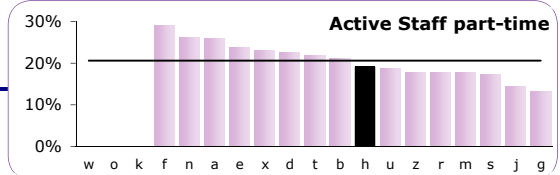
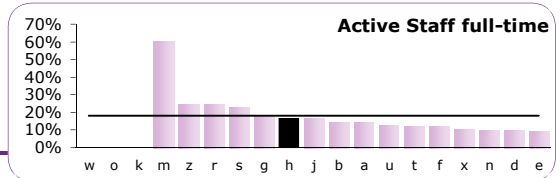
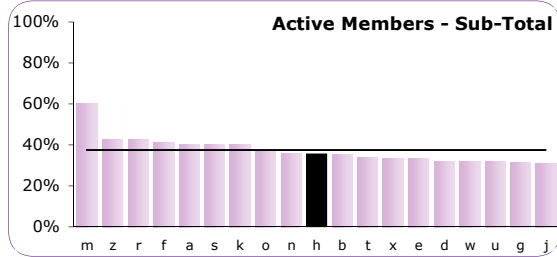
COSTS PER MEMBER - LGPS Administration Expenses Analysis 2015/16



LGPS Administration Expenses	£ per member		
	£'000	£ per member	Avg
Staff Costs	1,027	14.73	11.00
IT Costs	150	2.16	2.38
General Costs	15	0.22	2.90
Other Costs	108	1.55	1.15
Gross LGPS Admin Exp.	1,301	18.66	17.36
Gross LGPS Income	1	0.01	0.78
Net LGPS Admin Exp.	1,300	18.65	16.62

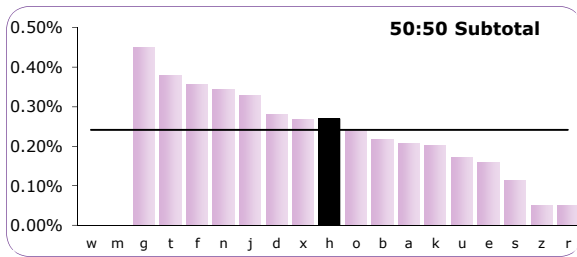
SECTION 3 - WORKLOAD MEASURES

COMPOSITION OF MEMBERS AS AT 31/3/2016



Composition of members				
	No.	%	Avg	Avg %
Active:				
- full-time	11,613	17%	31,799	18.1%
- part-time	13,300	19%	26,867	20.6%
- no. of elected Members	7	0.01%	64	0.05%
- sub-total	24,920	36%	54,970	37.5%
Deferred:				
- Staff	25,311	36%	42,661	29.4%
- Elected Members	10	0.0%	42	0.0%
Pensioners	14,605	21%	36,529	23.7%
Dependants	2,083	3.0%	6,218	4.0%
Frozen refunds	2,553	3.7%	4,854	3.5%
Leavers unprocessed/ in progress	232	0.3%	2,494	2.1%
Total	69,714		147,767	

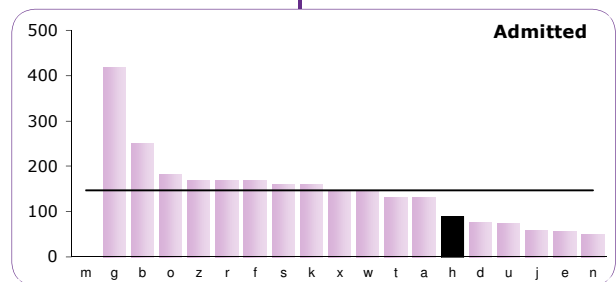
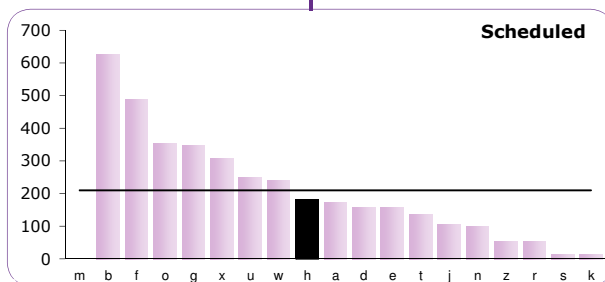
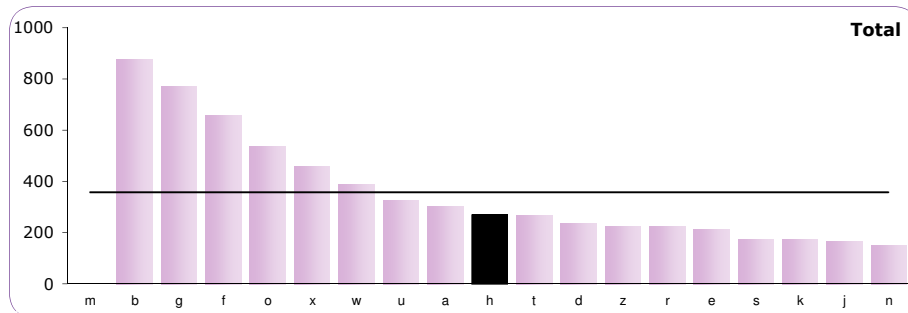
COMPOSITION OF MEMBERS AS AT 31/03/2016



Composition of active members

	No.	%	Avg
50:50	67	0.3%	0.2%

NUMBER OF LGPS EMPLOYERS AS AT 31/03/2016



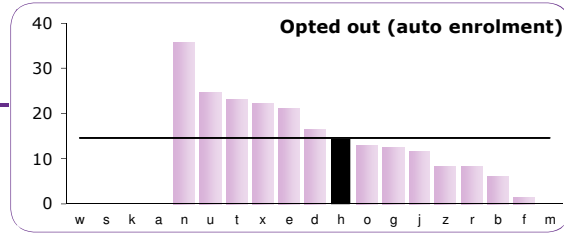
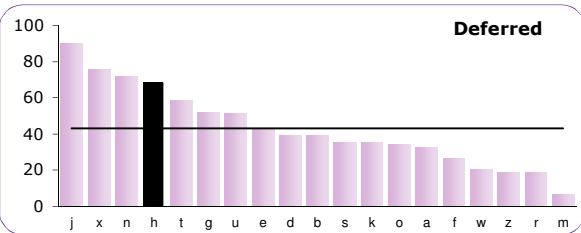
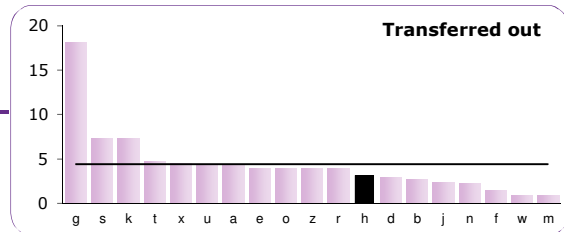
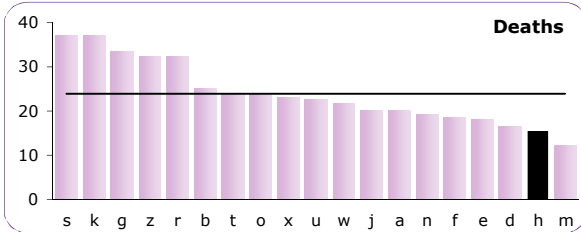
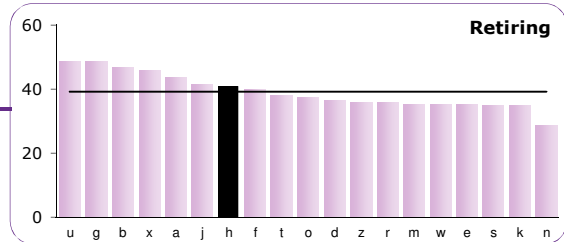
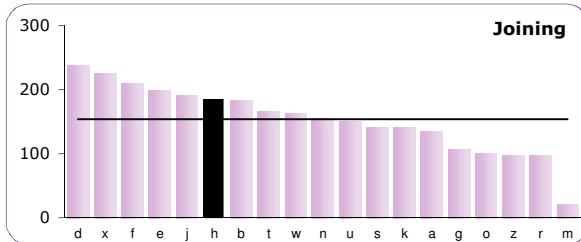
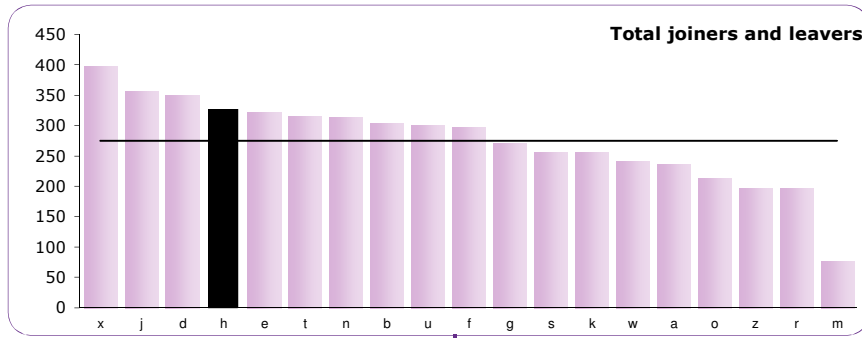
LGPS employers (31/3/16)

	No.	Avg	of which:	No.	%	Avg
Scheduled	183	210	Local Authorities	62	34%	10%
Admitted	90	147	Transferee	57	63%	41%
Total	273	357				

Employer changes 2015/16

	+/- Changes		Admitted		Leaving	
	No.	Avg	No.	Avg	No.	Avg
Scheduled	-	2	10	15	-	1
Admitted	-	1	12	13	-	24

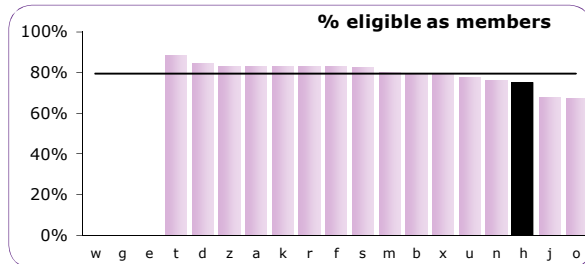
JOINERS & LEAVERS (per '000 active members)



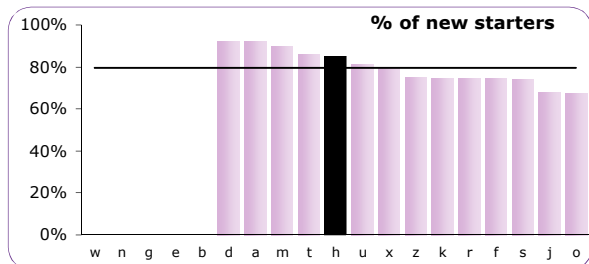
Joiners & leavers (per '000 active members)			
	No.	'000	Avg
Joining	4,614	185	153
Retiring	1,014	41	39
Deaths	384	15	24
Transferred out	78	3	4
Deferred	1,698	68	43
Opted out	357	14	15
Total	8,145	327	275

Active members
24,920

LGPS members as % eligible employees

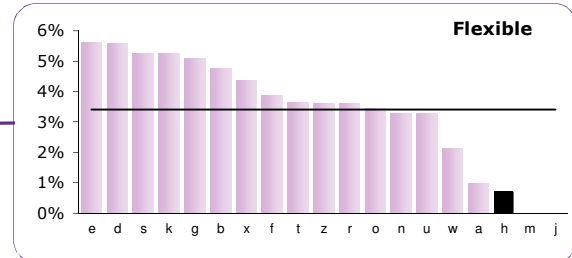
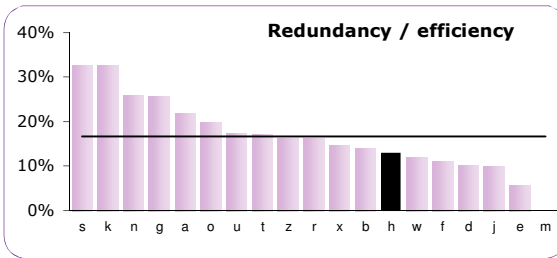
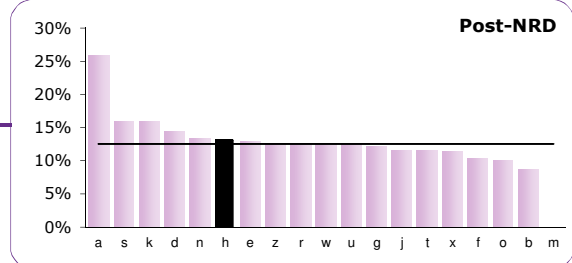
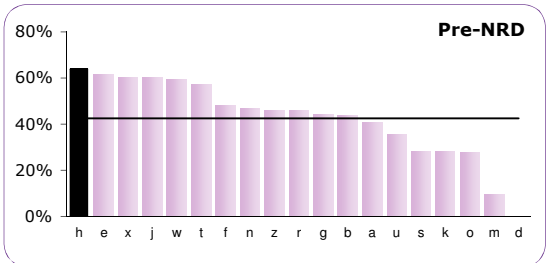
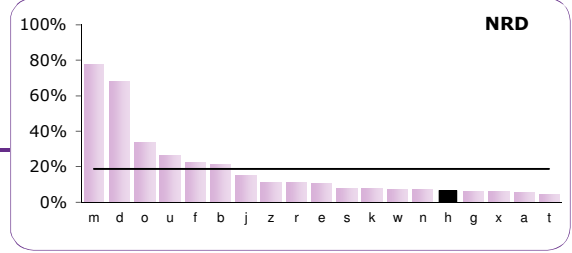
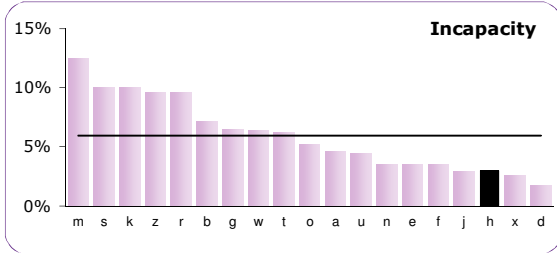
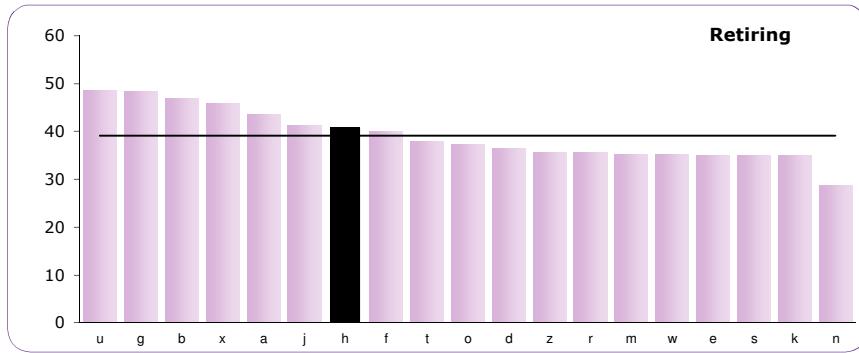


Buckinghamshire 75% Avg 80%



Buckinghamshire 85% Avg 80%

RETIRING (per '000 active members)

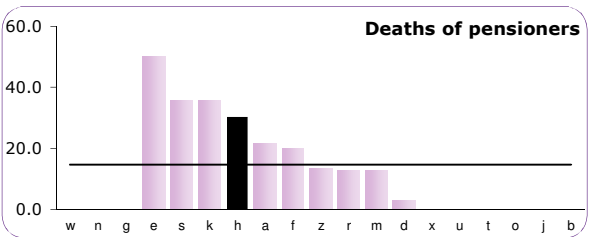
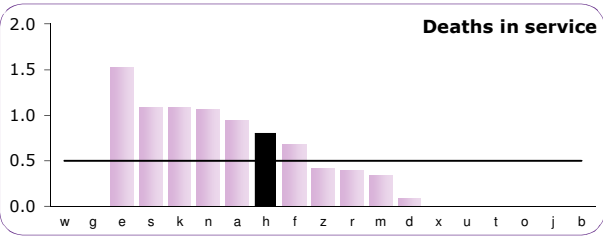
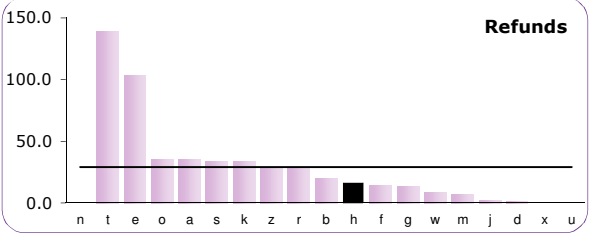
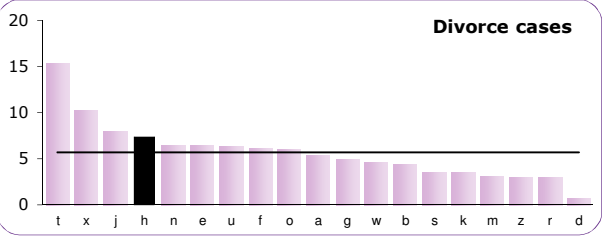
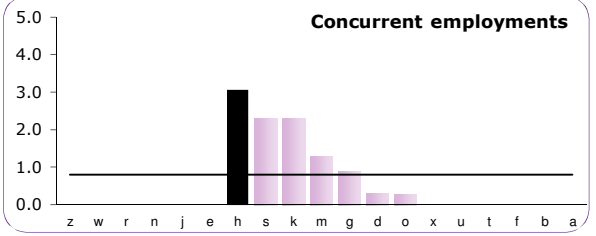
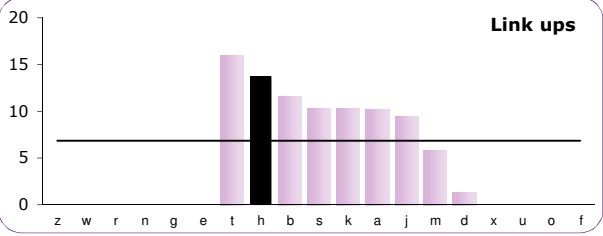
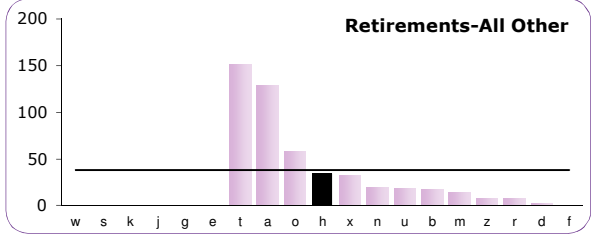
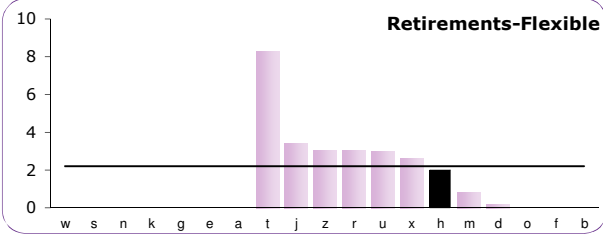
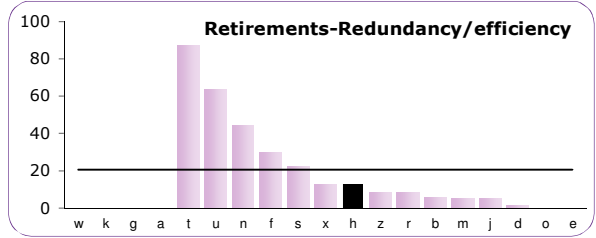
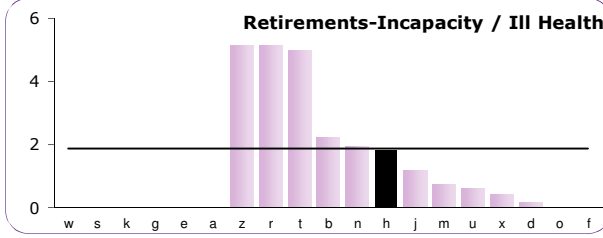
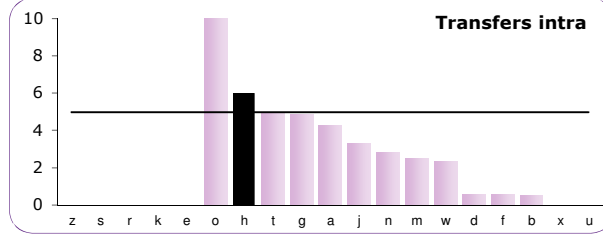
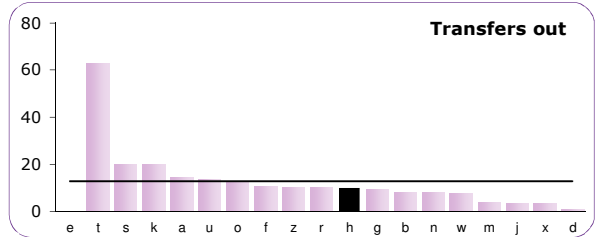
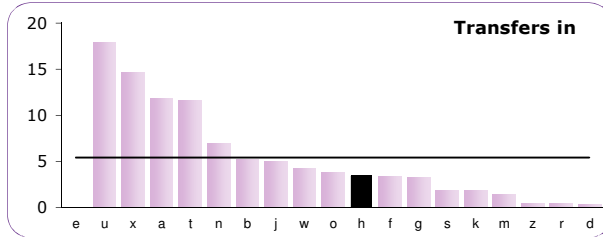


Retirements	No.	%	Avg
Incapacity	30	3%	6%
NRD	65	6%	19%
Pre-NRD	648	64%	42.6%
Post-NRD	133	13%	13%
Redundancy / efficiency	131	13%	17%
Flexible	7	0.7%	3.4%
Total	1,014		

Retiring (per '000 active members)			
	No.	'000	Avg
Retiring	1,014	41	39

Active members	
	24,920

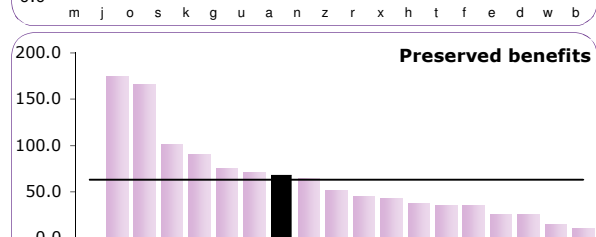
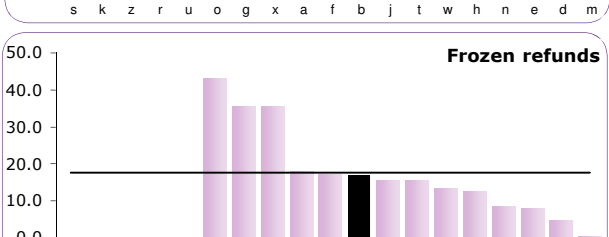
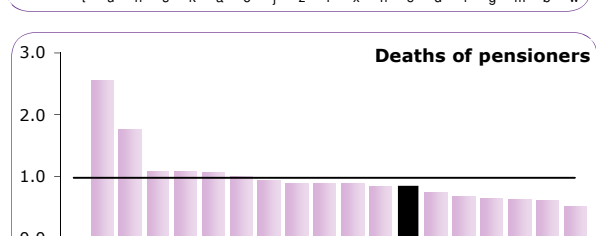
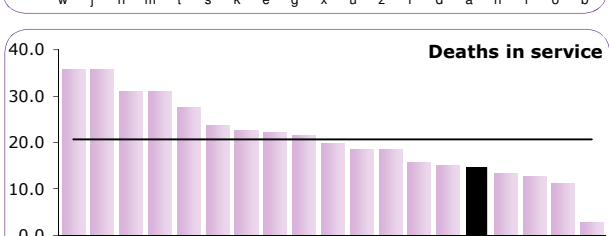
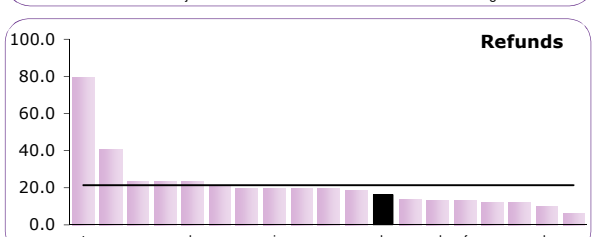
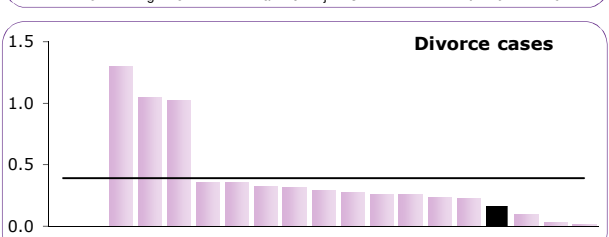
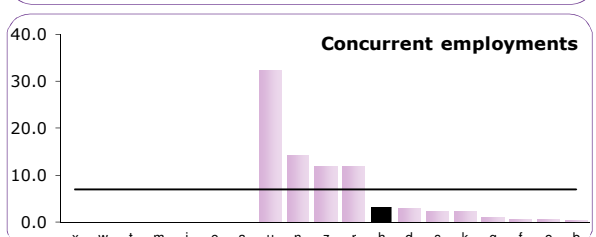
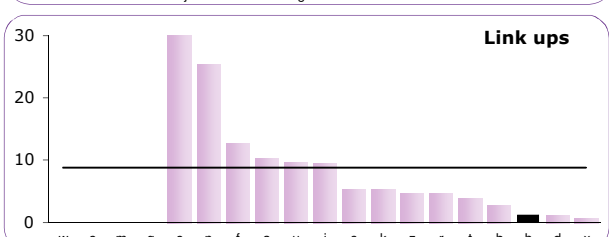
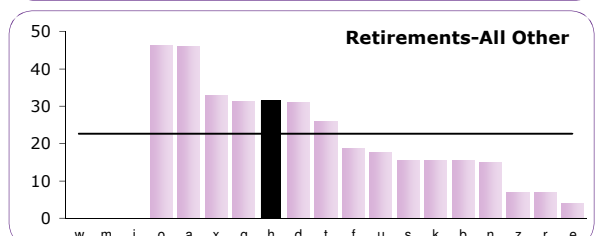
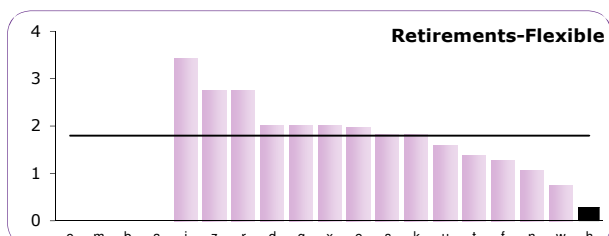
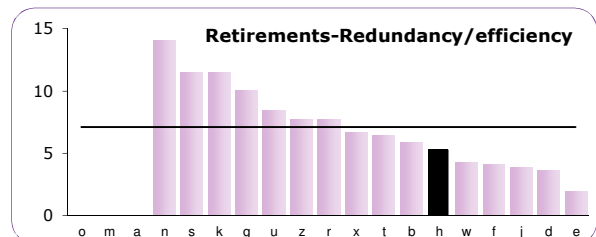
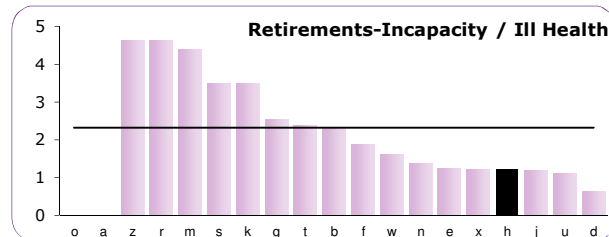
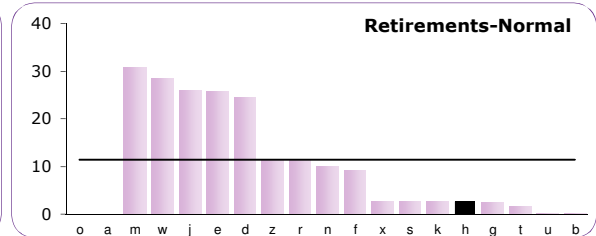
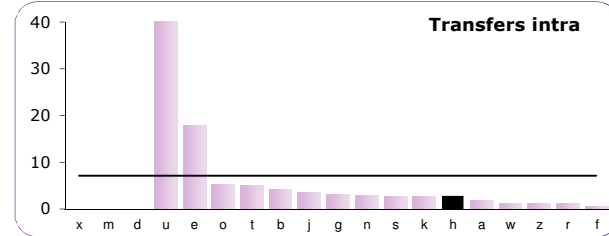
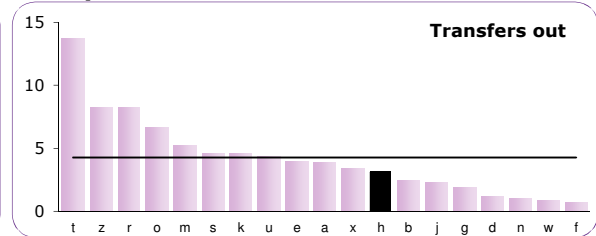
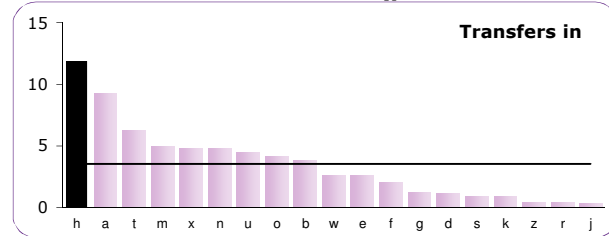
NUMBER OF QUOTATIONS PROVIDED (per '000 active members)



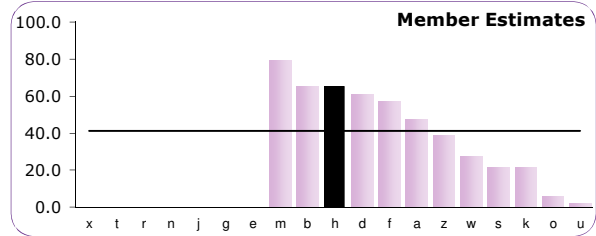
No of bulk transfers	No.	'000	Avg
TUPE -in	1	0	0
TUPE -out	5	0	0
TUPE -out	3	0	0

Active members:		24,920		
Quotations provided	No.	'000	Avg	
TUPE -in	na	na	-	
TUPE -out	na	na	-	
Academies	na	na	-	
Retirements:				
- Normal	138	6	10	
- Incapacity/ill-health	45	2	2	
- Redundancy/efficiency	313	13	21	
- Flexible	50	2	2	
- All other	840	34	38	
Transfers in	85	3	5	
Transfers out	246	10	13	
Transfers intra	149	6	5	
Link ups	342	14	7	
Concurrent employments	76	3	1	
Refunds	401	16	29	
Divorce cases	183	7	6	
Deaths in service	20	1	0	
Deaths of pensioners	755	30	15	

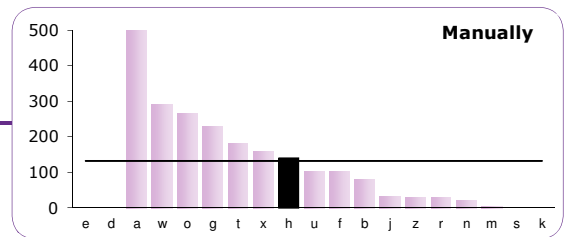
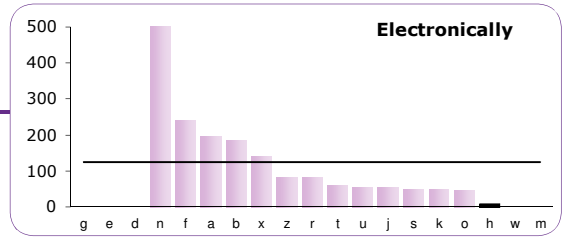
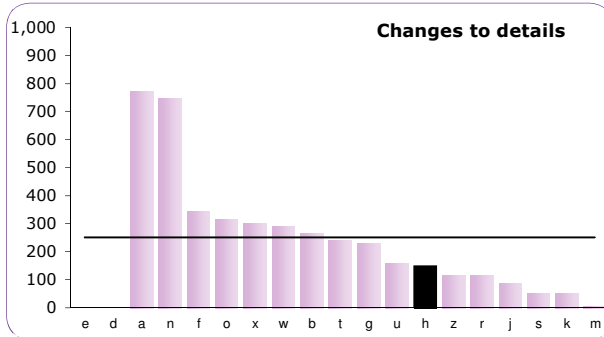
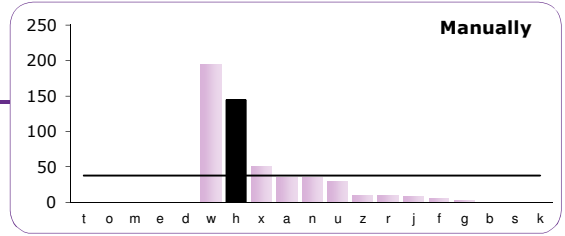
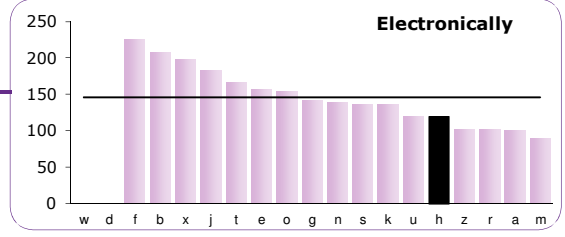
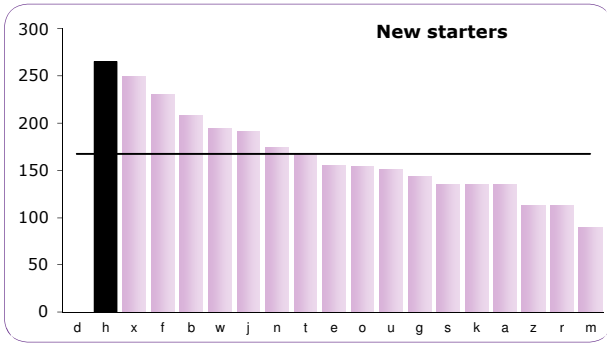
NUMBER OF ACTUAL EVENTS (per '000 active members)



Active members: 24,920				
Actual events	No.	'000	Avg	
TUPE -in	-	na	0	
TUPE -out	3	0	0	
Academies	1	0	2	
Retirements:				
- Normal	65	3	11	
- Incapacity/ill-health	30	1	2	
- Redundancy/efficiency	131	5	7	
- Flexible	7	0.3	2	
- All other	781	31	23	
Transfers in	295	12	4	
Transfers out	78	3	4	
Transfers intra	66	3	7	
Link ups	30	1	9	
Concurrent employments	76	3	7	
Refunds	403	16	22	
Frozen refunds	420	16.9	18	
Preserved benefits	1,698	68	63	
Divorce cases	4	0	0	
Deaths in service	363	14.6	21	
Death of pensioners	21	1	1	
Single Status / Job Evaluation	na	na	na	
Members Estimates	1,622	65	41	



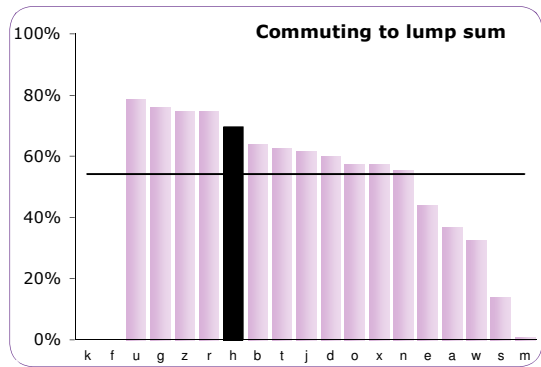
ACTUAL CALCULATIONS (per '000 active members)



RETIREMENTS

Active members
24,920

Retirements commuting to lump sum

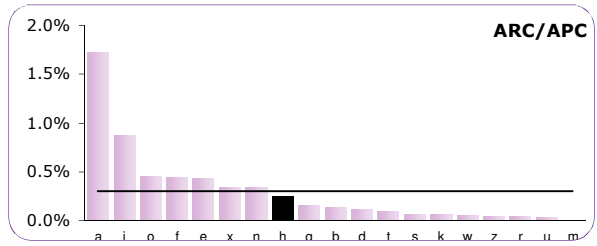
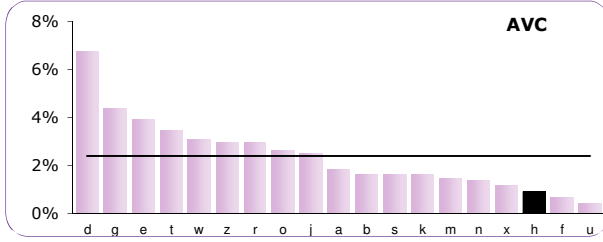


Actual calculations			
	No.	'000	Avg
New starters	4,614	265	167
- electronically	3,000	120	146
- manually	3,614	145	38
Changes to details	3,757	151	249
- electronically	233	9	124
- manually	3,524	141	133

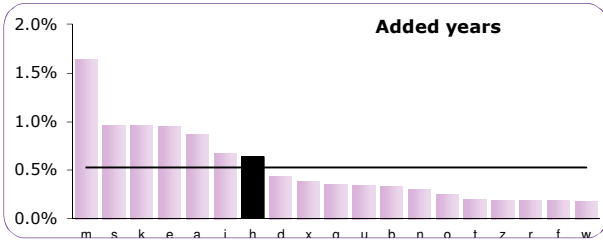
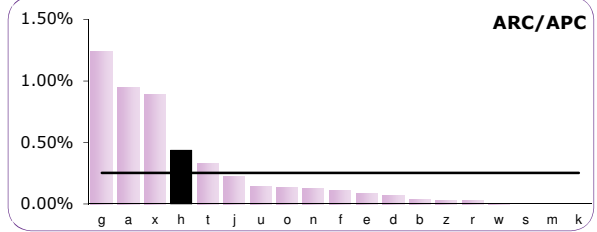
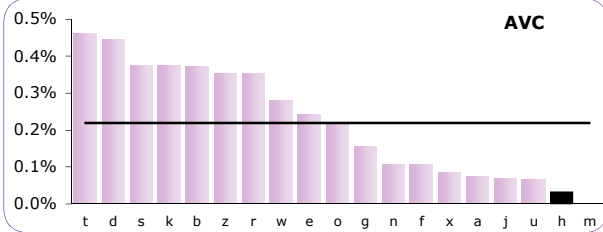
Retirements commuting lump sum		
Number	% total	Avg
707	70%	54%

AVCs, ARCs and Added years

% Currently contributing



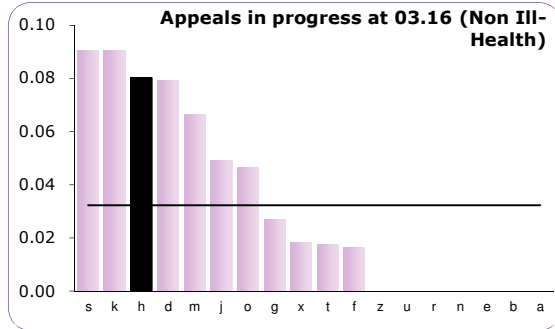
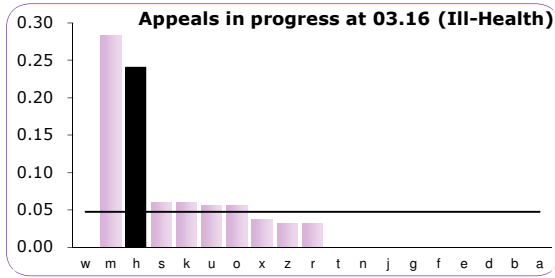
% New contributors this year



Contributors to AVCs and ARCS			
	No.	%	Avg
Currently contributing			
- AVC	227	0.91%	2.39%
- ARC/APC	63	0.25%	0.30%
- Added years	159	0.64%	0.53%
Total	449	1.80%	3.22%
New contributors this year			
- AVC	8	0.03%	0.22%
- ARC/APC	109	0.44%	0.25%
Total	117	0.47%	0.47%

Active members
24,920

APPEALS

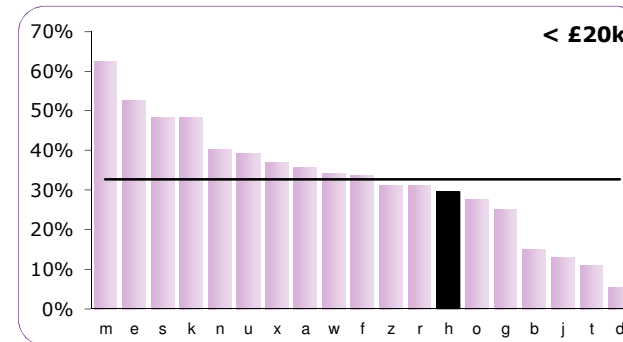
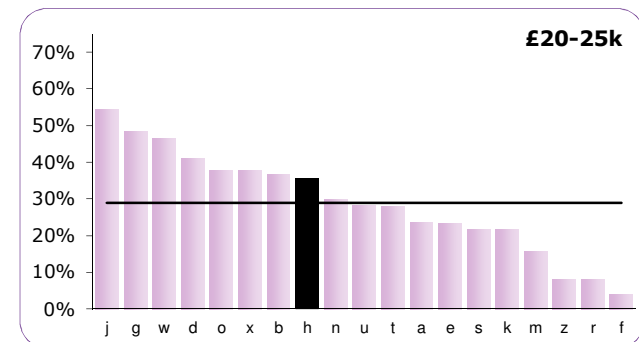
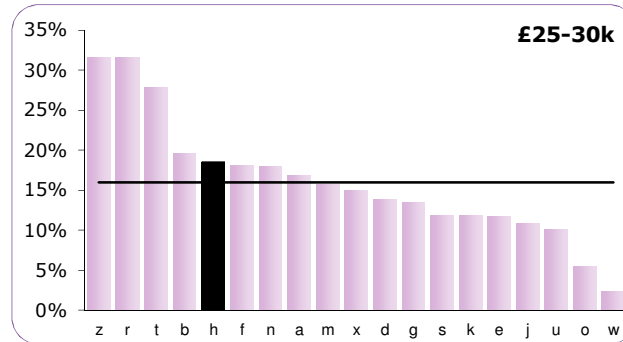
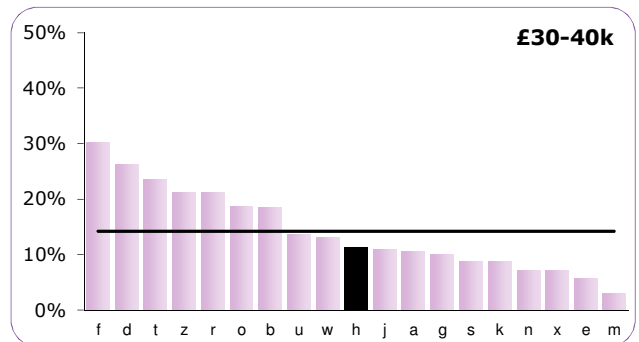
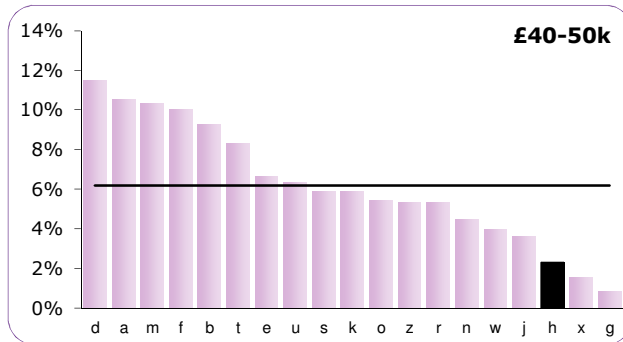
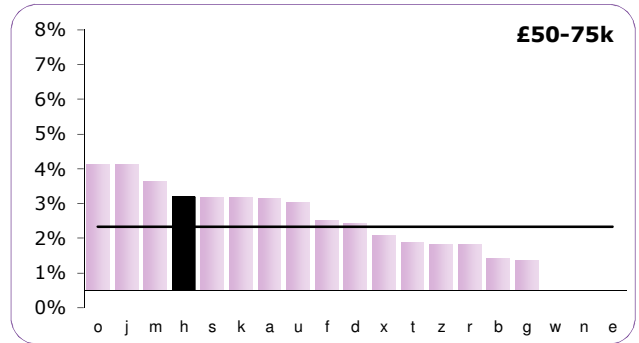
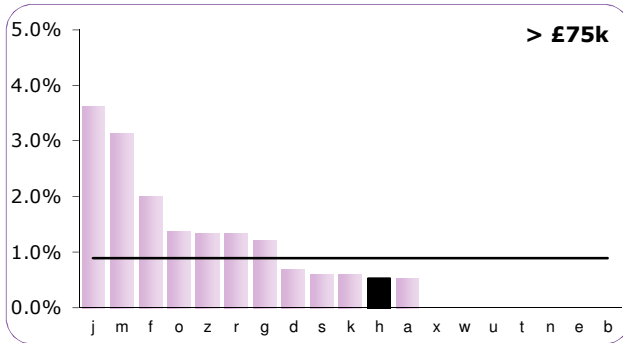


*Club total: This shows the total for all the Benchmarking Club members 2016

Number of appeals	No.	Per '000 members	Avg	Club* total
Ill-Health				
In progress at start of year	0	0.00	0.02	23
In progress at end of year	6	0.24	0.05	43
Non Ill-Health				
In progress at start of year	0	0.00	0.02	17
In progress at end of year	2	0.08	0.03	26
1st Stage				
Appeals in Progress - 03.15	0	0.00	0.03	21
New Appeals in Year	7	0.28	0.19	183
Appeals Withdrawn	0	0.00	0.01	9
Appeals Upheld	1	0.04	0.03	26
Appeals Not Upheld	6	0.24	0.15	151
Appeals in Progress - 03.16	0	0.00	0.03	18
2nd Stage				
Appeals in Progress - 03.15	0	0.00	0.01	7
New Appeals in Year	3	0.12	0.12	68
Appeals Withdrawn	0	0.00	0.00	3
Appeals Upheld	0	0.00	0.03	19
Appeals Not Upheld	2	0.08	0.05	50
Appeals in Progress - 03.16	1	0.04	0.01	(4)
Ombudsman Referrals				
Appeals in Progress - 03.15	0	0.00	0.00	2
New Appeals in Year	1	0.04	0.01	14
Appeals Withdrawn	0	0.00	0.00	-
Appeals Upheld	0	0.00	0.00	3
Appeals Not Upheld	0	0.00	0.01	5
Appeals in Progress - 03.16	1	0.04	0.01	4

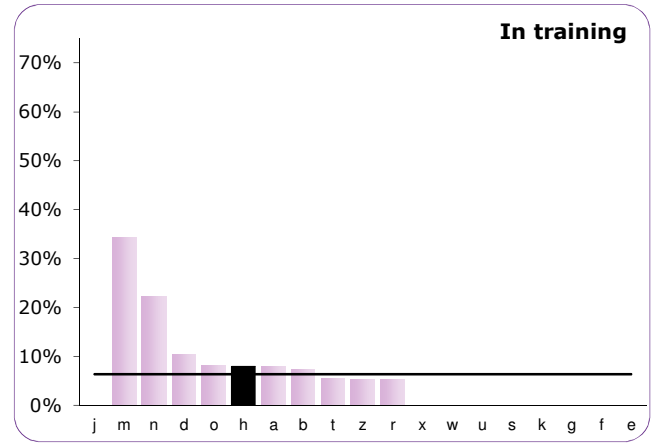
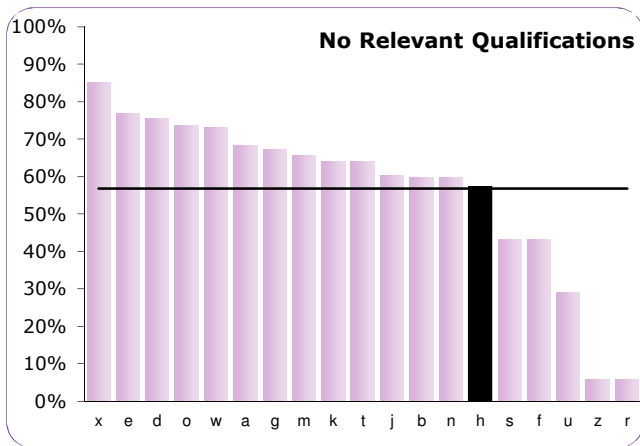
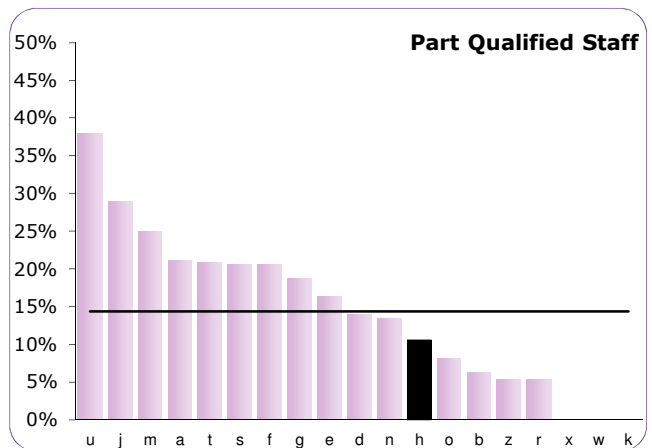
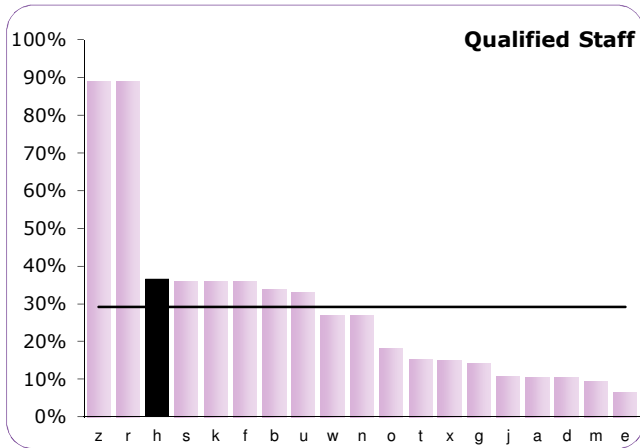
SECTION 4 - STAFF RELATED MEASURES

STAFF PAY



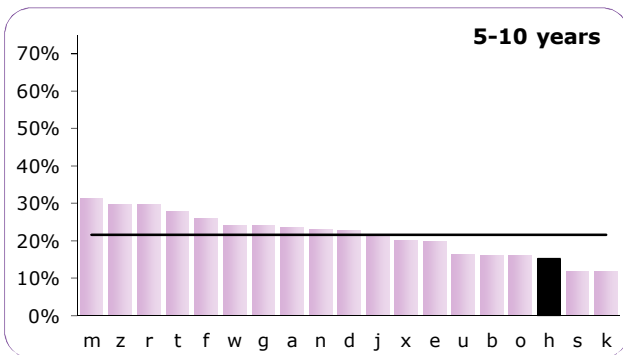
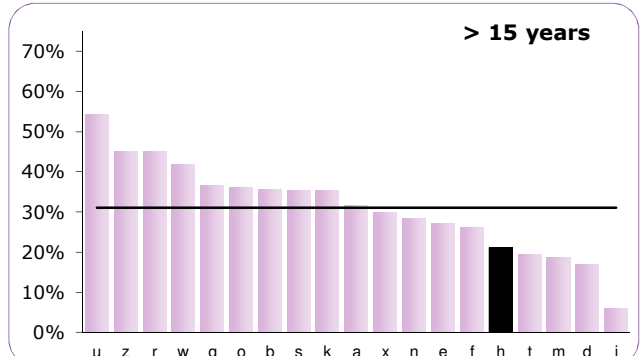
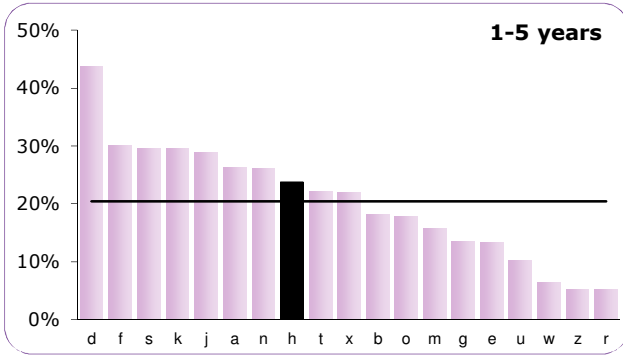
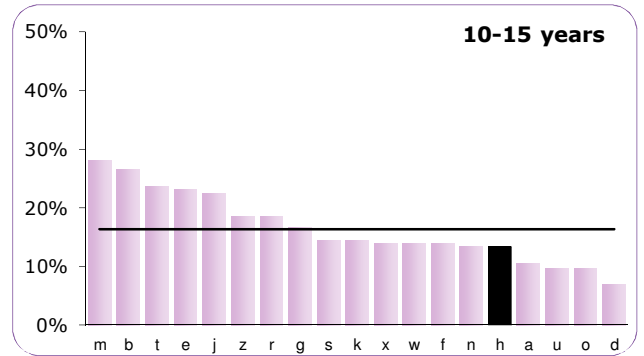
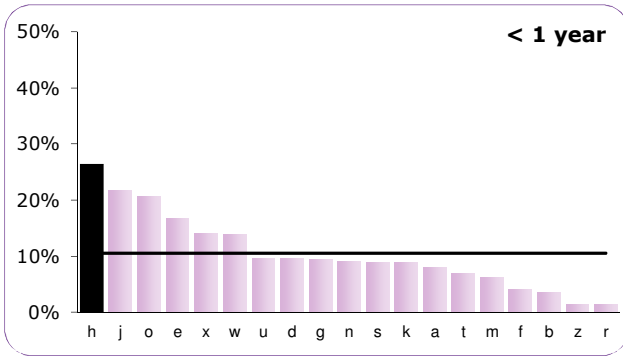
Staff pay	FTE	%	Avg
> £75k	0.2	1%	1%
£50-75k	1.0	3%	2%
£40-50k	0.9	2%	6%
£30-40k	4.2	11%	14%
£25-30k	6.9	19%	16%
£20-25k	13.2	36%	29%
< £20k	11.0	30%	33%
Total	37.2		

STAFF QUALIFICATIONS



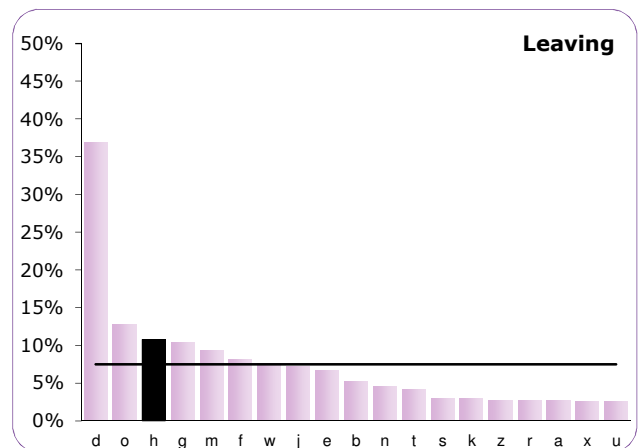
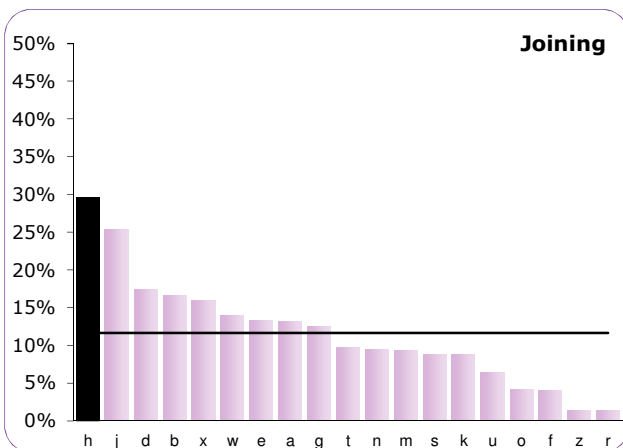
Staff qualifications			
	FTE	%	Avg
Qualified Staff	13.8	36%	29%
Part Qualified Staff	4.0	11%	14%
No Relevant Qualifications	21.7	57%	57%
Total	37.8		
Number in Training	3.0	8%	6%

STAFF PENSIONS EXPERIENCE



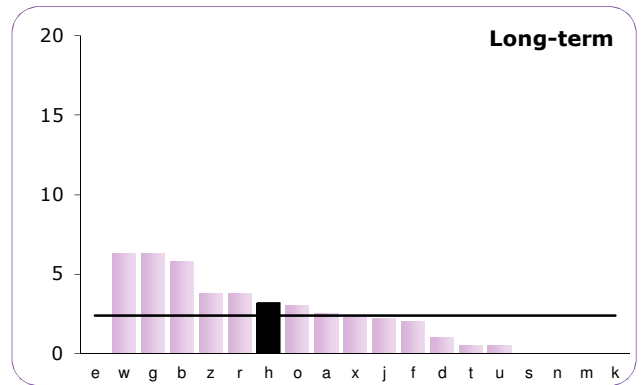
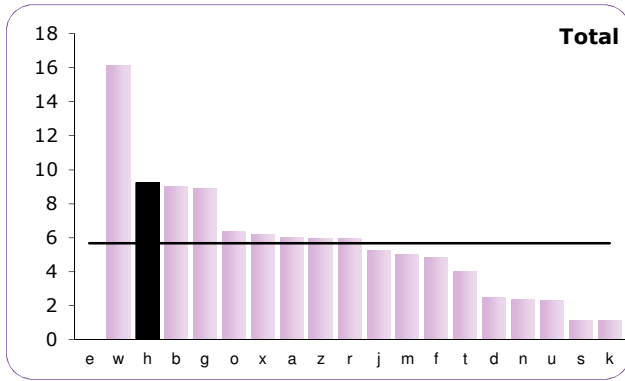
Staff experience			
	FTE	%	Avg
< 1 year	10.0	26%	11%
1-5 years	9.0	24%	20%
5-10 years	5.8	15%	22%
10-15 years	5.1	13%	16%
> 15 years	8.0	21%	31%
Total	37.8		

STAFF TURNOVER



Staff Turnover	FTE	% change	Avg
Staff at 1/4/2015	26.5		
+ Staff joining Pension section	11.0	29.6%	11.6%
- Staff leaving Pension section	4.0	10.8%	7.5%
Staff at 31/3/2016	37.5	41.5%	6.0%

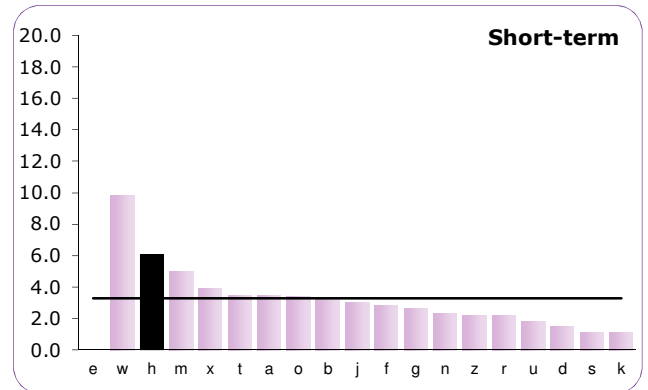
SICKNESS ABSENCE



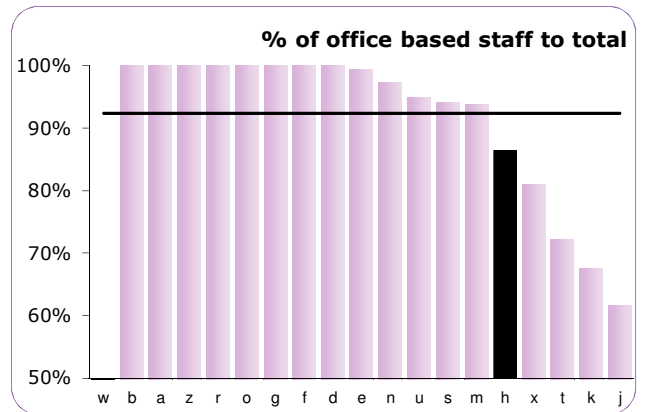
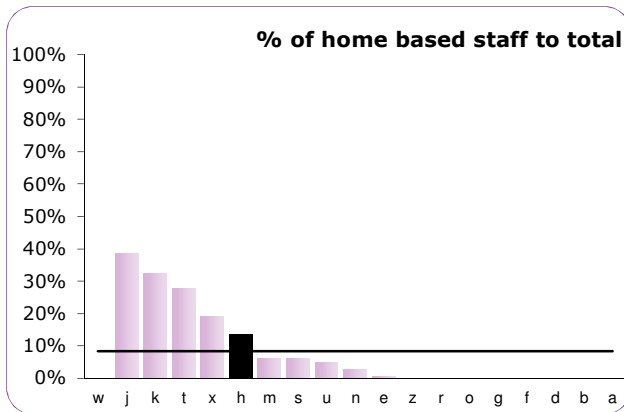
Sickness absence	Days/FTE	Avg
Long-term sickness	3.2	2.4
Short-term sickness	6.0	3.3
Total	9.2	5.7

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

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



STAFF LOCATION

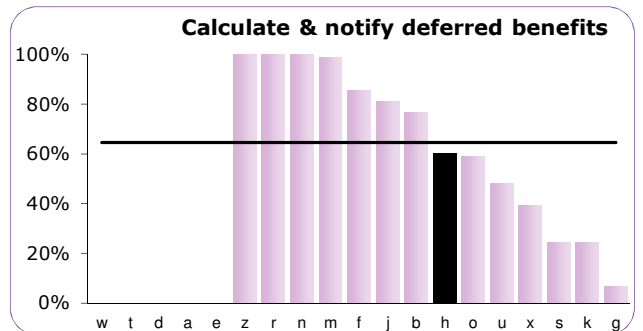
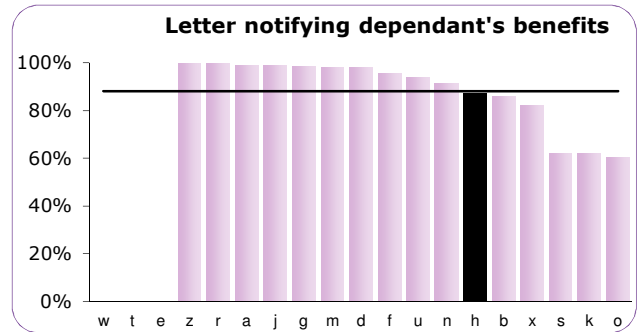
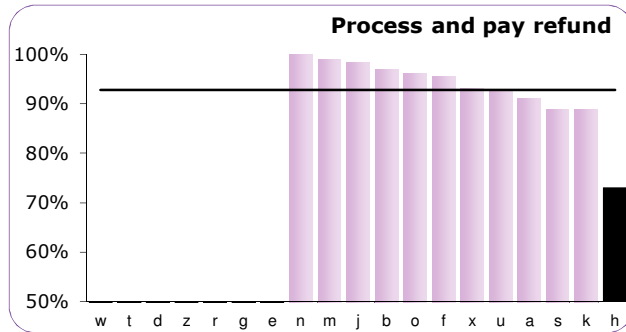
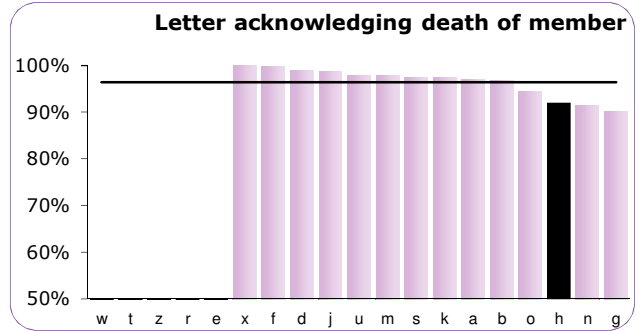
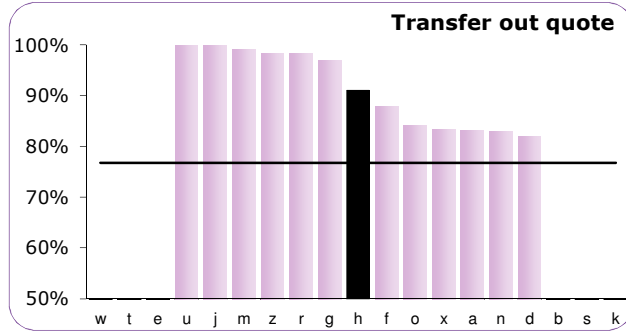
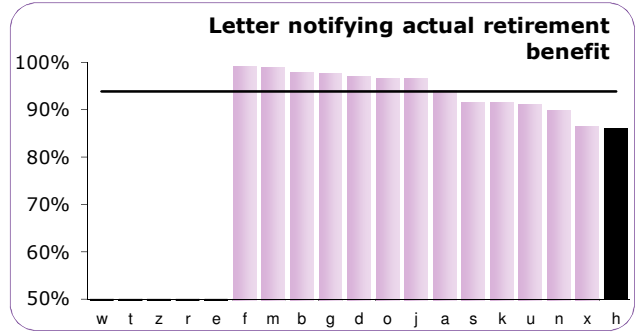
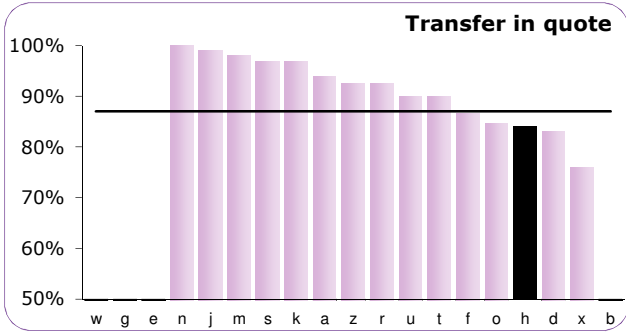


Staff location	FTE	% to total		
		Avg	FTE	Avg
Home based	5.0	3.6	13%	8%
Office based	32.1	51.5	86%	92%
Total	37.1			

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	84.0%	87.0%
Letter detailing transfer out quote	10 days	91.0%	76.8%
Process and pay refund	5 days	73.0%	92.8%
Letter notifying estimate of retirement benefit	10 days	94.0%	88.4%
Letter notifying actual retirement benefit	5 days	86.0%	93.9%
Process and pay lump sum retirement grant	5 days	90.0%	94.0%
Letter acknowledging death of member	5 days	92.0%	96.4%
Letter notifying amount of dependant's benefits	5 days	87.0%	88.3%
Calculate and notify deferred benefits	10 days	60.0%	64.5%

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www.cipfa.org/services/benchmarking

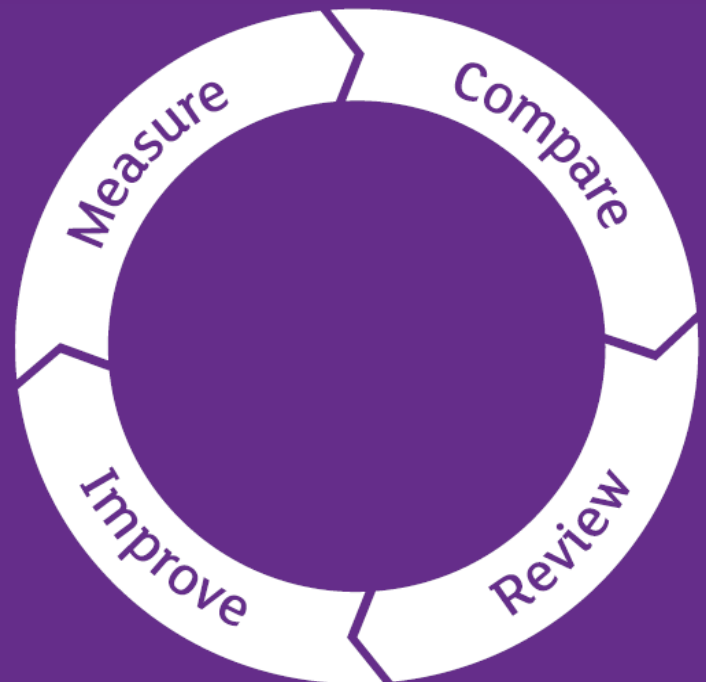
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E: customerliaison@cipfa.org T: 020 7543 5600



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