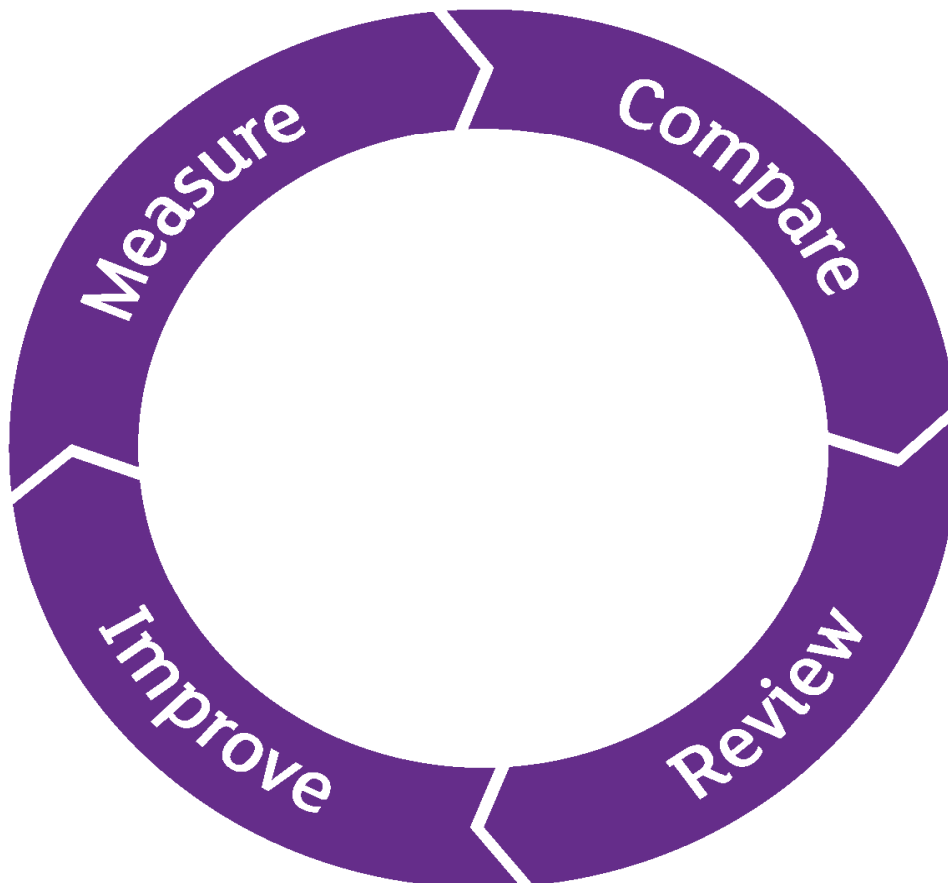


Information Services

# pensions administration benchmarking club

2015 - Wiltshire Final Report



# PREFACE

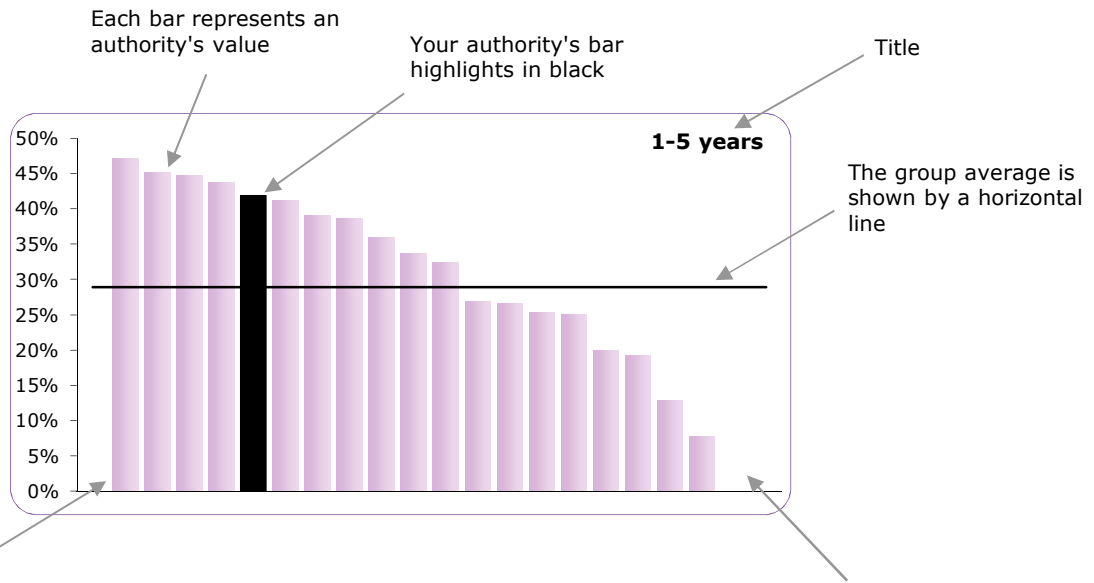
This report compares your data with the group of authorities specified on the title page.

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%
<b>Total</b>	<b>15.5</b>		

'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 2015	4
2 Cost Measures	5
3 Workload Measures	11
4 Staff Related Measures	20
5 Industry Standard Performance Indicators	24
6 Comparison by method of service delivery } <i>final reports</i>	25
7 Timeseries } <i>final reports only</i>	26

## Section 1 - Summary 2015

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)

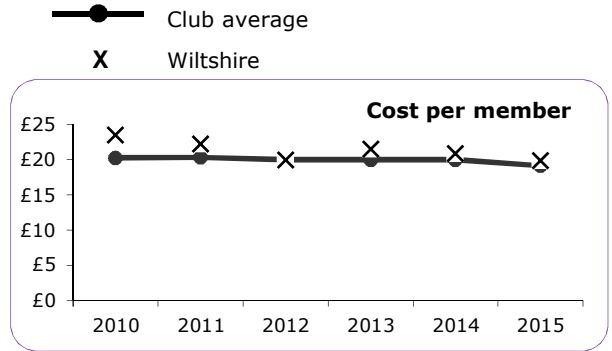
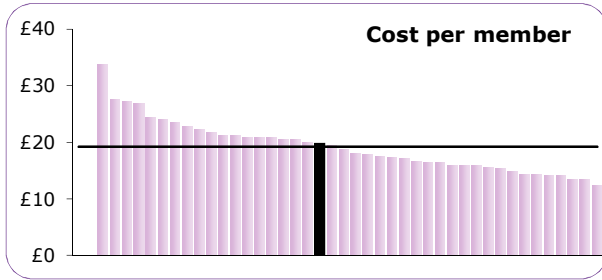
This shows members' costs and averages compared for in-house and externally managed pension schemes.

## Section 7 -Timeseries (final report only)

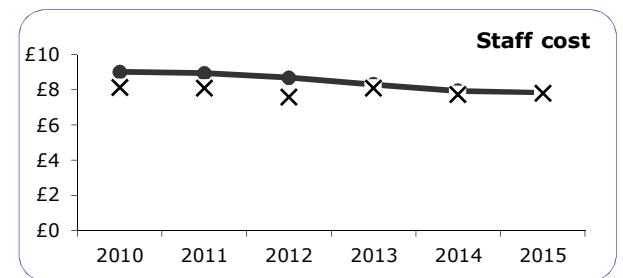
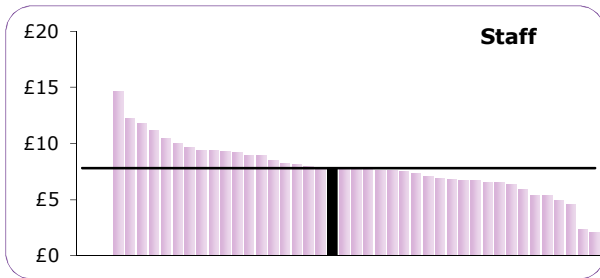
This shows the individual members' performance over time compared to the club average for cost per member, which is analysed over staff cost and other costs.

# SECTION 1 - SUMMARY 2014/15

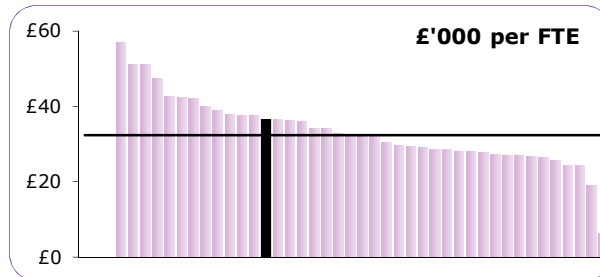
## NET COST / MEMBER 2014/15



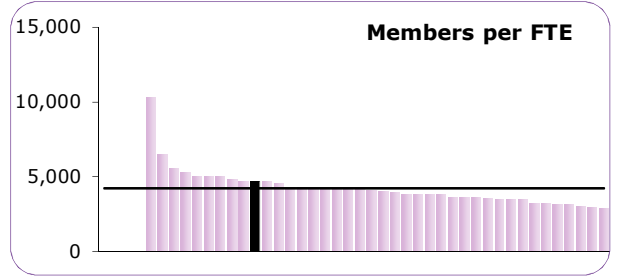
## STAFF COST / MEMBER 2014/15



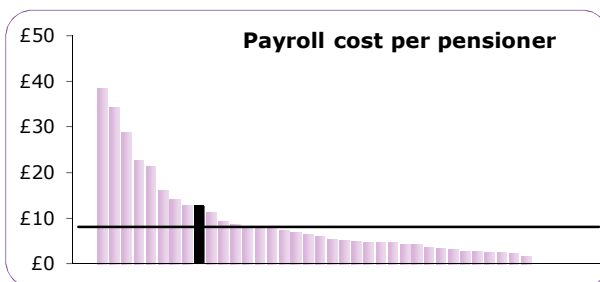
## COST £'000 / FTE



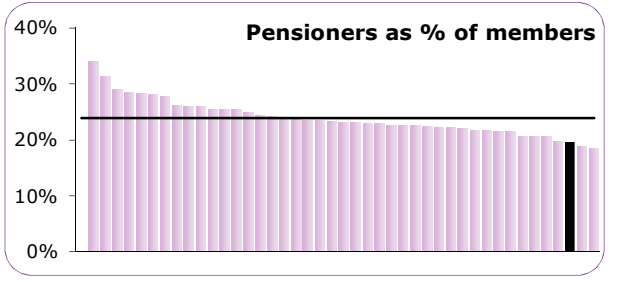
## MEMBERS LGPS / ADMIN FTE



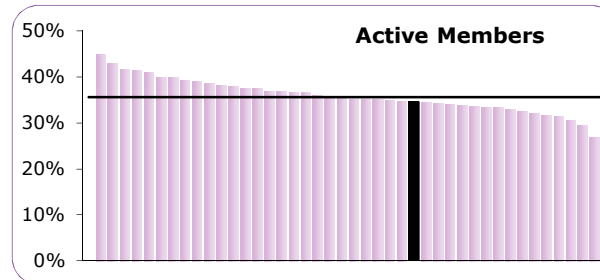
## PAYROLL COST / PENSIONER



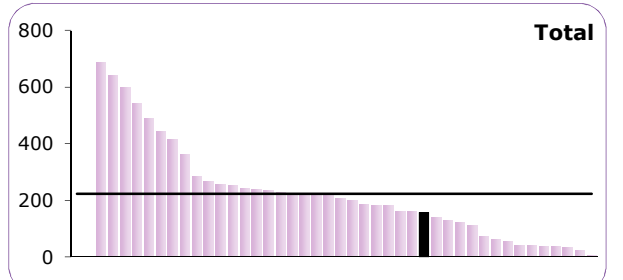
## PENSIONERS AS A % MEMBERS



## ACTIVES AS A % MEMBERS



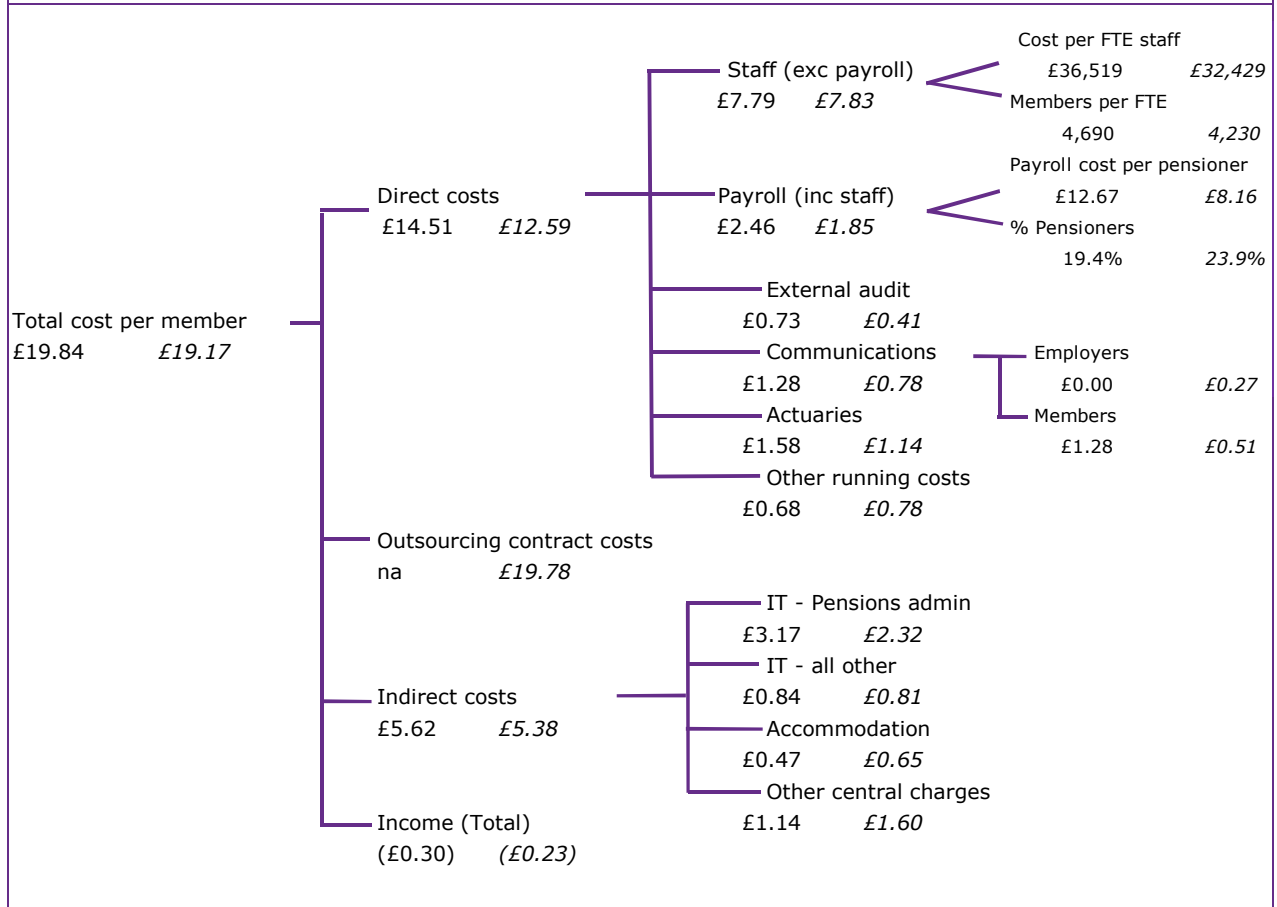
## NUMBER OF LGPS EMPLOYERS



## SECTION 2 - COST MEASURES

### COST/MEMBER TREE 2014/15

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	22.6
less	
IT staff	3.0
Payroll staff	-
Communications staff	2.0
Employing authority work	-
Work for other schemes	0.5
Other work	3.6
<b>Admin of LGPS</b>	<b>13.5</b>

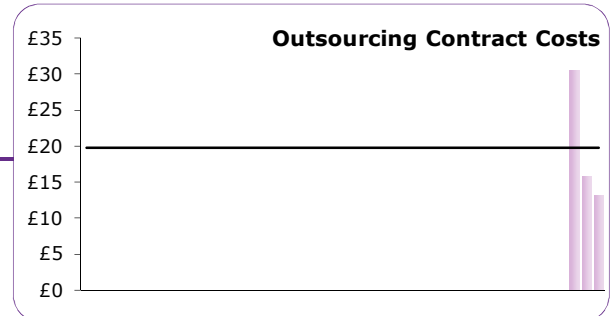
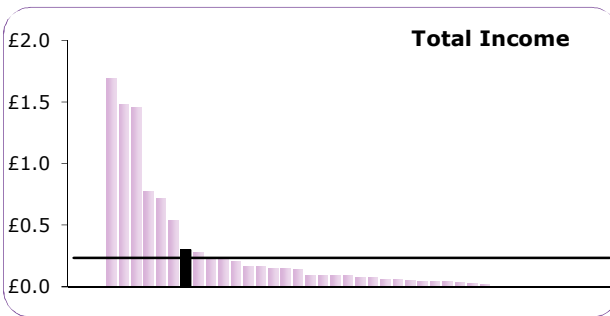
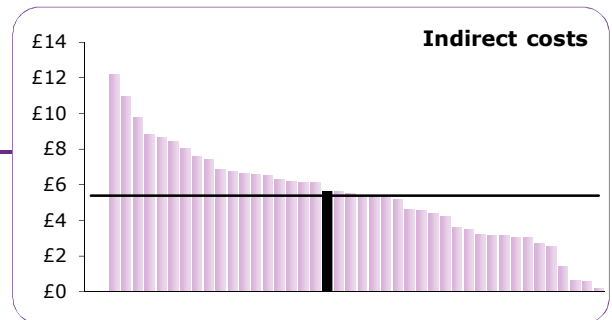
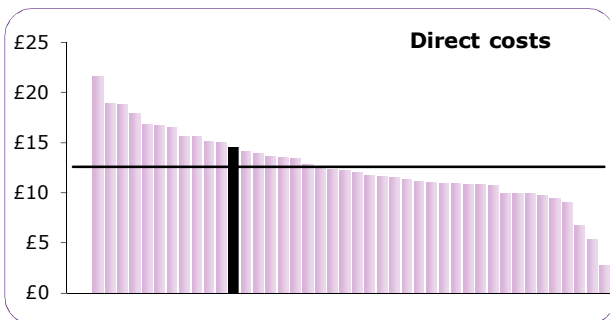
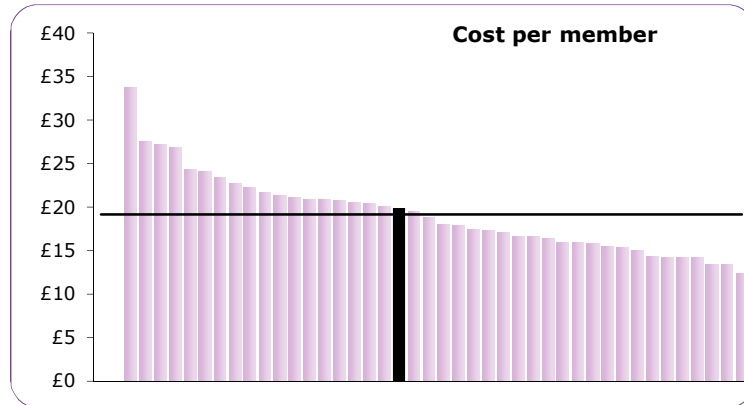
Net Costs £'000	
	£'000
Pension Section total	1,472
less	
Work for other schemes	12
Employing authority work	37
Other work	167
<b>Admin of LGPS</b>	<b>1,256</b>

Admin of LGPS costs	£ per member		Avg
	£'000		
Staff - administration	493	7.79	7.83
Staff - payroll	-	-	0.36
Payroll	156	2.46	1.49
Communications (Total)	81	1.28	0.78
Actuaries	100	1.58	1.14
External audit	46	0.73	0.41
Other running costs	43	0.68	0.78
<b>Total Direct Costs</b>	<b>919</b>	<b>14.51</b>	<b>12.59</b>
<b>Outsourcing costs</b>	<b>-</b>	<b>na</b>	<b>19.78</b>
IT - Pensions admin	201	3.17	2.32
IT - All other	53	0.84	0.81
Accommodation	30	0.47	0.65
Other central charges	72	1.14	1.60
<b>Total Indirect Costs</b>	<b>356</b>	<b>5.62</b>	<b>5.38</b>
<b>Gross Cost</b>	<b>1,275</b>	<b>20.14</b>	<b>19.39</b>
Income - Members	-	-	(0.06)
Income - Employers	-	-	(0.11)
Income - Other	(19)	(0.30)	(0.06)
<b>Total Income</b>	<b>(19)</b>	<b>(0.30)</b>	<b>(0.23)</b>
<b>Net Cost</b>	<b>1,256</b>	<b>19.84</b>	<b>19.17</b>

**Total Scheme Membership 63,319**

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

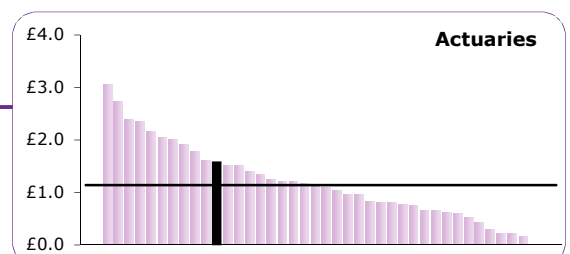
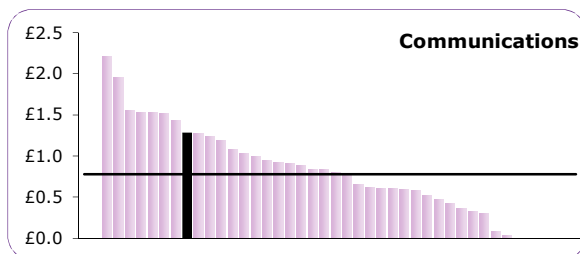
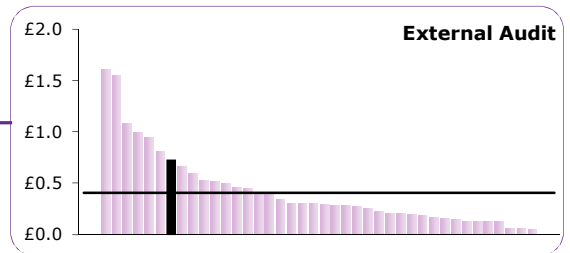
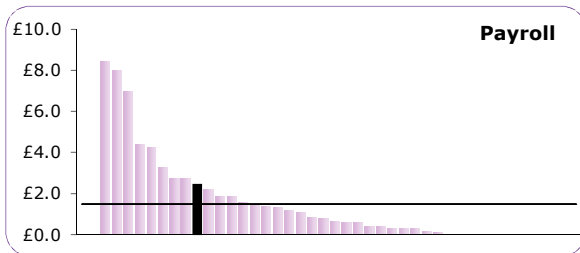
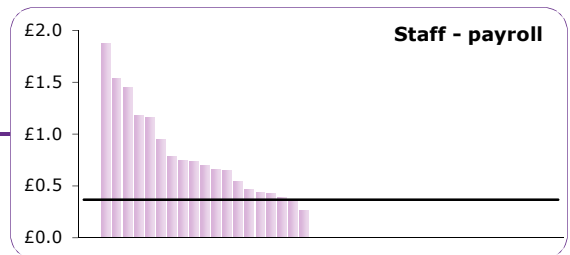
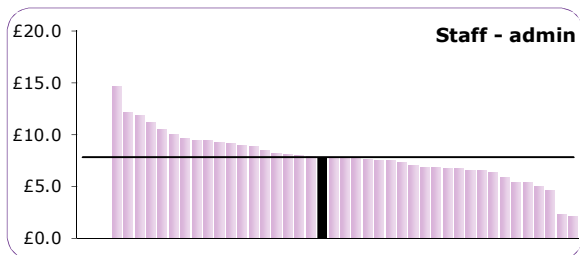
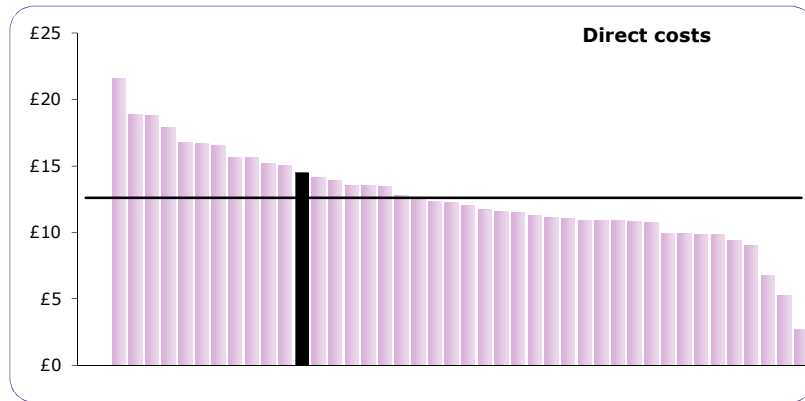
# COST PER MEMBER 2014-15



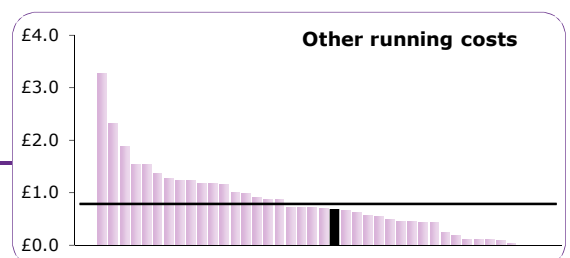
Admin of LGPS costs	£ per member		
	£'000		Avg
Total Direct Costs	919	14.51	12.59
Outsourcing costs	-	na	19.78
Total Indirect Costs	356	5.62	5.38
Total Income	(19)	(0.30)	(0.23)
<b>Net Cost</b>	<b>1,256</b>	<b>19.84</b>	<b>19.17</b>

**Total Scheme Membership 63,319**

## COSTS PER MEMBER - Direct costs 2014/15

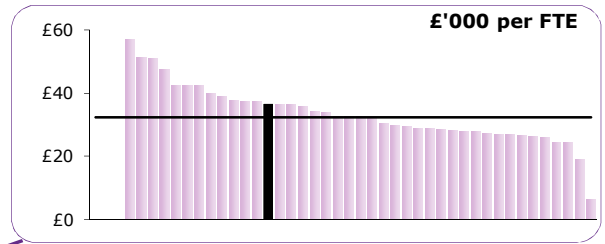
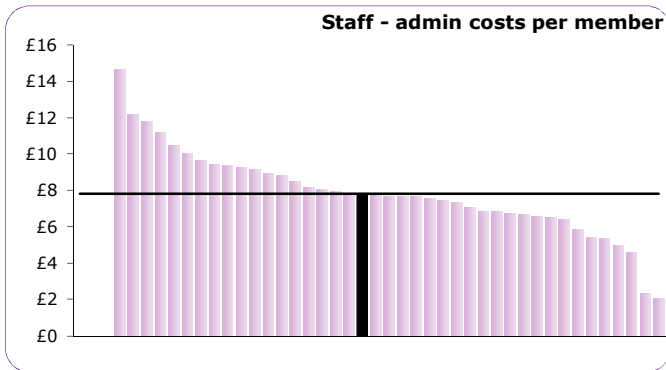


Direct costs	£'000	£ per member	Avg
Staff - admin	493	7.79	7.83
Staff - payroll	-	-	0.36
Payroll	156	2.46	1.49
External audit	46	0.73	0.41
Communications	81	1.28	0.78
Actuaries	100	1.58	1.14
Other running costs	43	0.68	0.78
<b>Total</b>	<b>919</b>	<b>14.51</b>	<b>12.59</b>

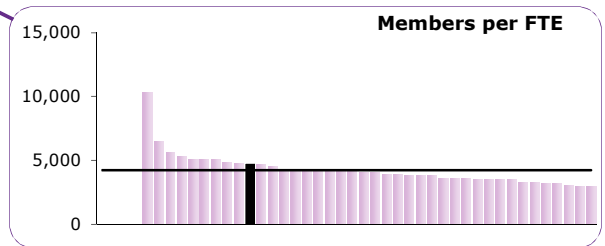


## DIRECT COSTS PER MEMBER - Staff and Payroll costs 2014/15

	£'000	£ per member	Avg
Staff - admin	493	7.79	7.83

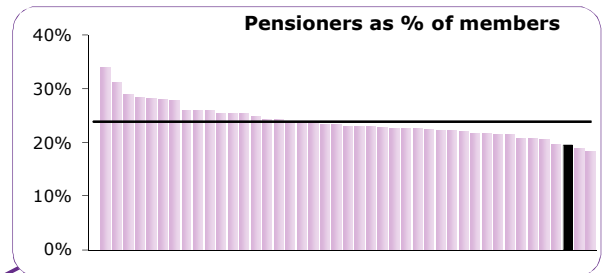
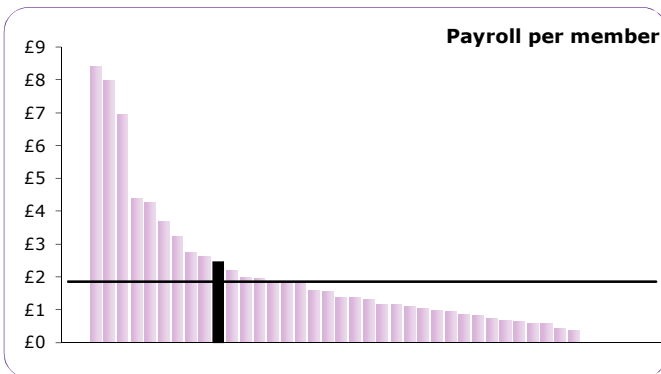


Wiltshire 36.5 Avg 32.4

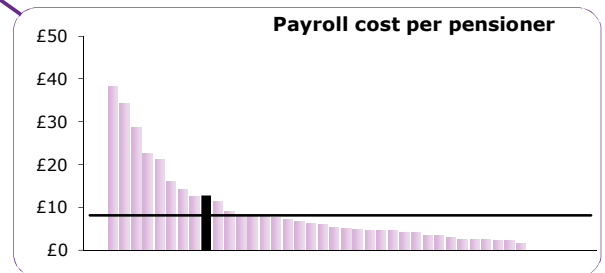


Wiltshire 4,690 Avg 4,230

	£'000	£ per member	Avg
Payroll (combined)	156	2.46	1.85



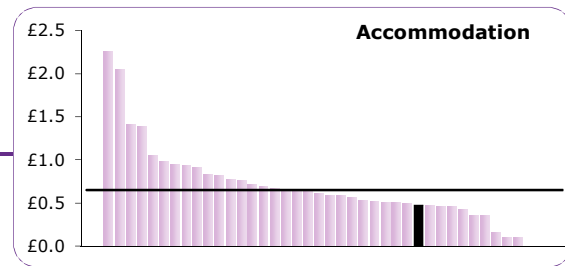
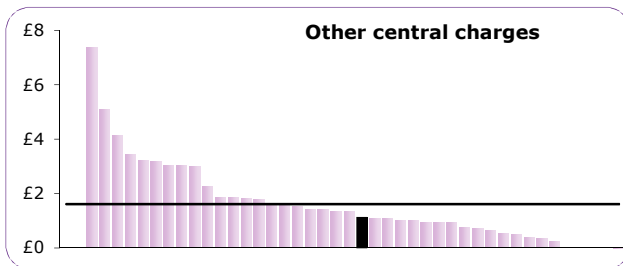
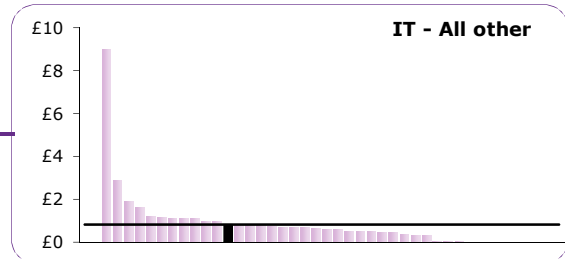
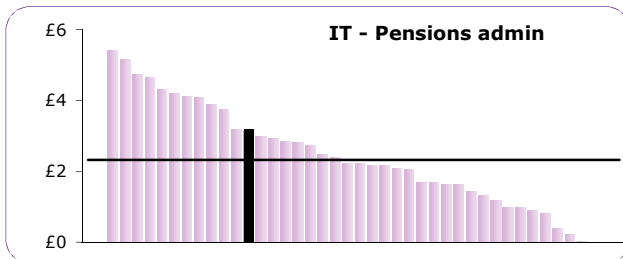
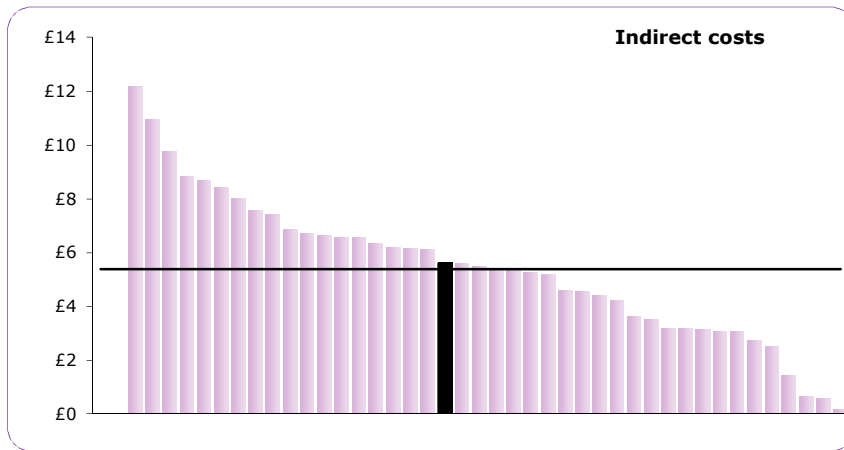
Wiltshire 19% Avg 24%



Wiltshire 12.7 Avg 8.2

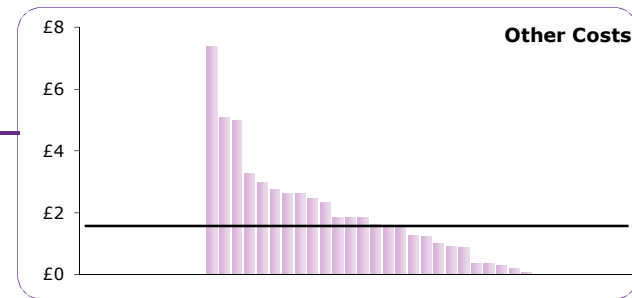
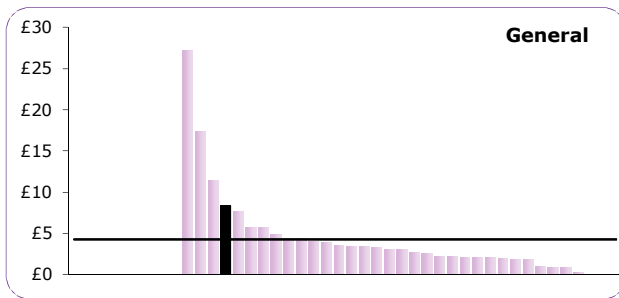
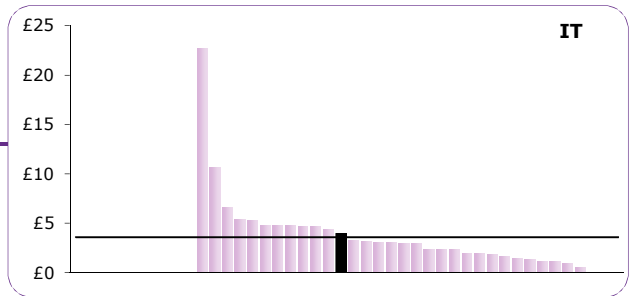
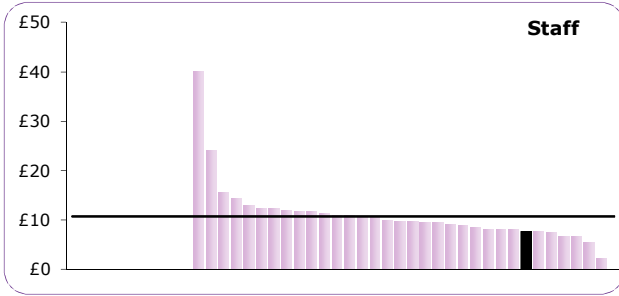
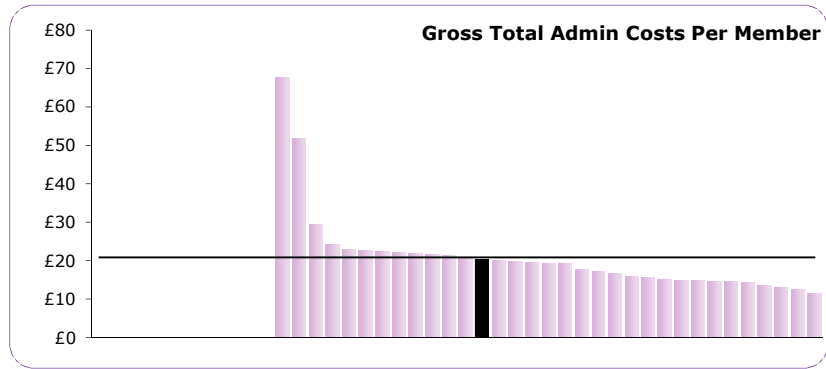


## COSTS PER MEMBER - Indirect costs 2014/15



Indirect costs	£ per member		
	£'000	£ per member	Avg
IT - Pensions admin	201	3.17	2.32
IT - All other	53	0.84	0.81
Accommodation	30	0.47	0.65
Other central charges	72	1.14	1.60
<b>Total</b>	<b>356</b>	<b>5.62</b>	<b>5.38</b>

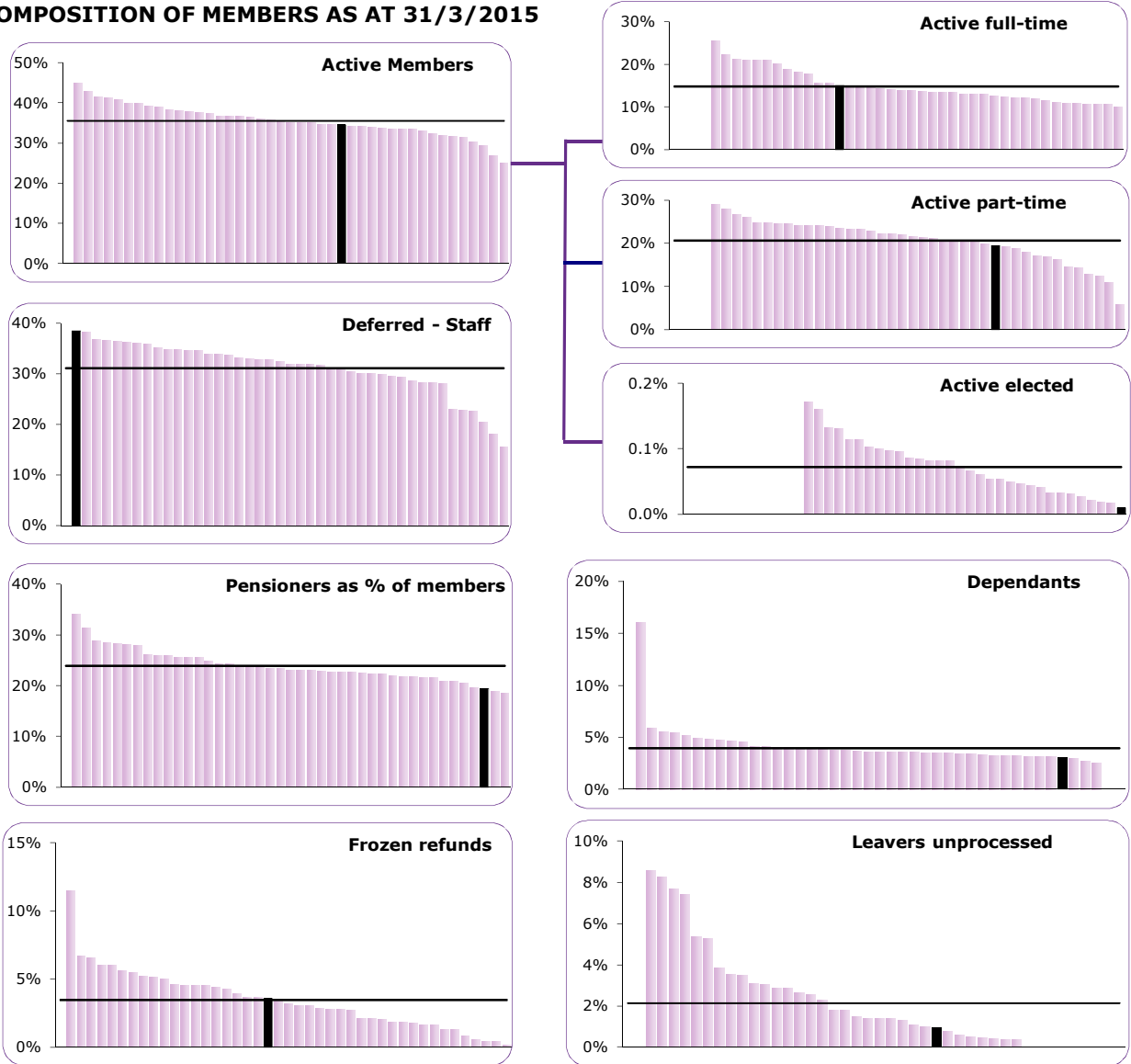
**COSTS PER MEMBER - LGPS Administration Expenses Analysis 2014/15**



LGPS Administration Expenses		£ per member	Avg
	£'000		
Staff Costs	493	7.79	10.71
IT Costs	254	4.01	3.59
General Costs	528	8.34	4.25
Other Costs	-	-	1.57
<b>Gross LGPS Admin Exp.</b>	<b>1,275</b>	<b>20.14</b>	<b>20.84</b>
<b>Gross LGPS Income</b>	<b>19</b>	<b>0.30</b>	<b>0.44</b>
<b>Net LGPS Admin Exp.</b>	<b>1,256</b>	<b>19.84</b>	<b>23.87</b>

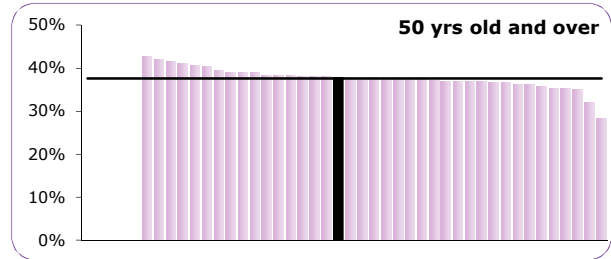
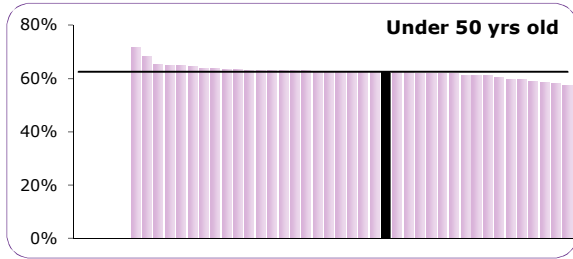
## SECTION 3 - WORKLOAD MEASURES

### COMPOSITION OF MEMBERS AS AT 31/3/2015



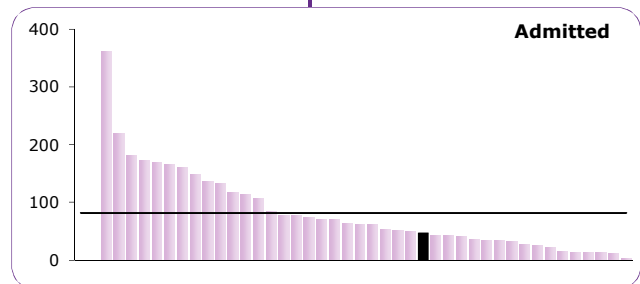
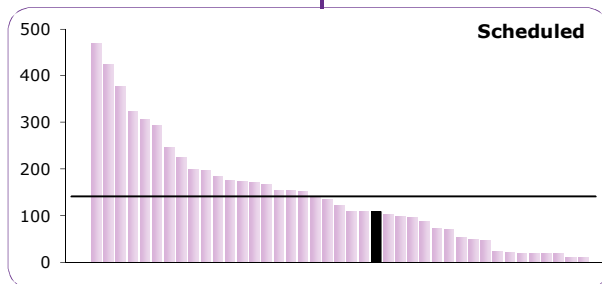
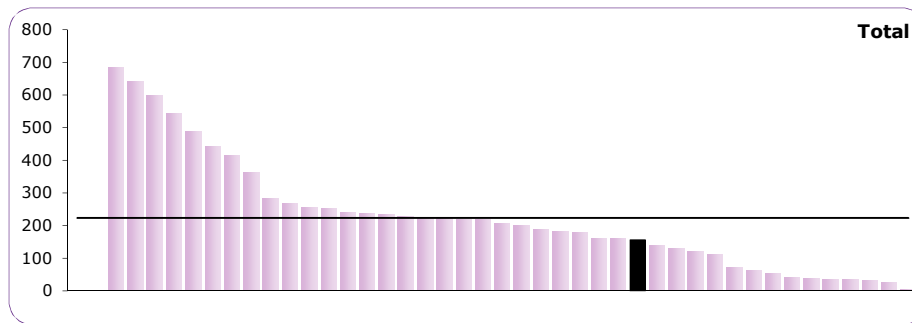
Composition of members				
	No.	%	Avg	Avg %
<b>Active:</b>				
- full-time	9,467	15%	15,569	14.8%
- part-time	12,353	20%	17,862	20.7%
- no. of elected Members	6	0.01%	52	0.07%
<b>- sub-total</b>	<b>21,826</b>	<b>34%</b>	<b>33,067</b>	<b>35.5%</b>
<b>Deferred:</b>				
- Staff	24,413	39%	27,618	31.1%
- Elected Members	4	0.0%	21	0.0%
Pensioners	12,315	19%	22,128	23.9%
Dependants	1,917	3.0%	3,629	3.9%
Frozen refunds	2,253	3.6%	2,848	3.4%
Leavers unprocessed	591	0.9%	1,805	2.1%
<b>Total</b>	<b>63,319</b>		<b>91,115</b>	

## COMPOSITION OF MEMBERS AS AT 31/03/2015



Composition of active members			
	No.	%	Avg
Under 50 yrs old	13,568	62%	62%
50 yrs old and over	8,258	38%	38%

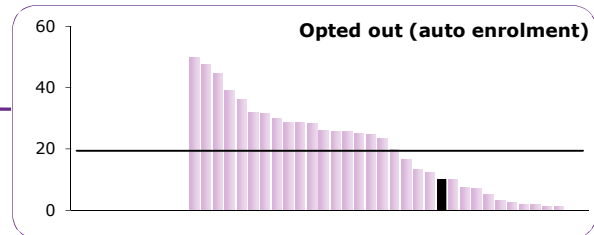
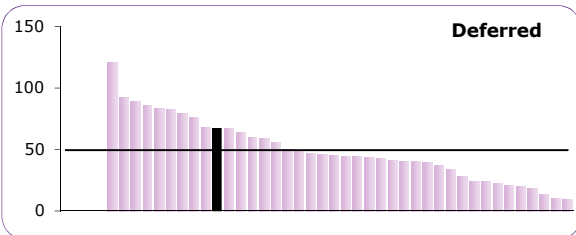
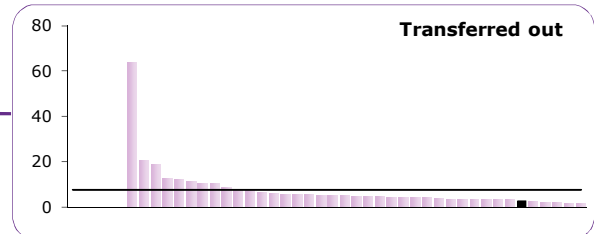
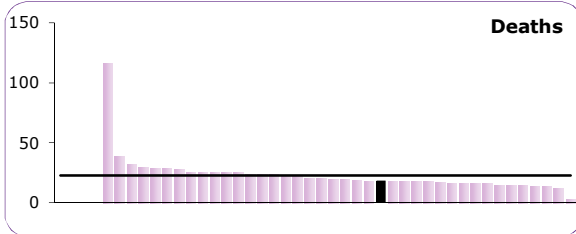
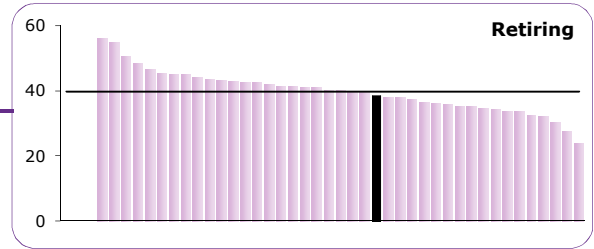
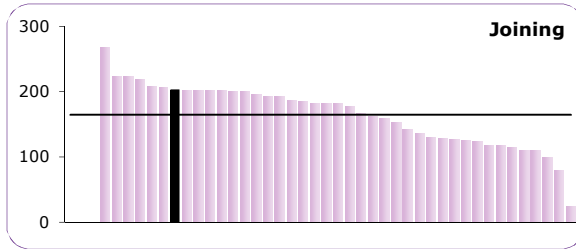
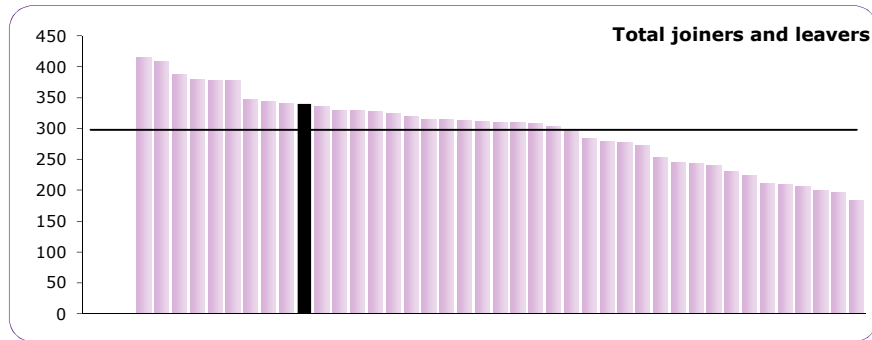
## NUMBER OF LGPS EMPLOYERS AS AT 31/03/2015



LGPS employers (31/3/15)						
	No.	Avg	of which:	No.	%	Avg
Scheduled	109	141	Local Authorities	2	2%	9%
Admitted	47	82	Transferee	32	68%	46%
<b>Total</b>	<b>156</b>	<b>223</b>				

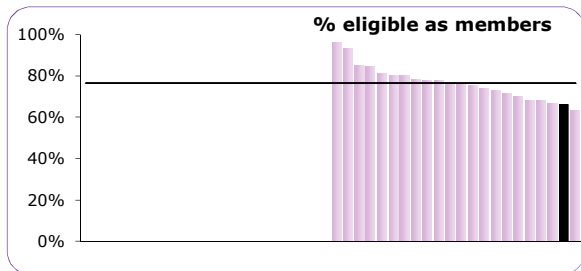
Employer changes 2014/15						
	Applied		Admitted		Leaving	
	No.	Avg	No.	Avg	No.	Avg
Scheduled	9	17	9	20	1	3
Admitted	6	9	6	9	-	4

## JOINERS & LEAVERS (per '000 active members)

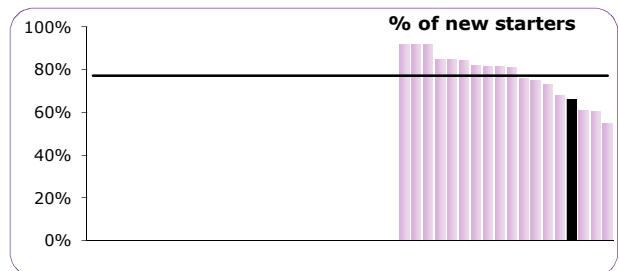


Joiners & leavers (per '000 active members)			
	No.	'000	Avg
Joining	4,423	203	164
Retiring	842	39	40
Deaths	395	18	23
Transferred out	61	3	8
Deferred	1,467	67	50
Opted out	219	10	19
<b>Total</b>	<b>7,407</b>	<b>339</b>	<b>298</b>

## LGPS members as % eligible employees

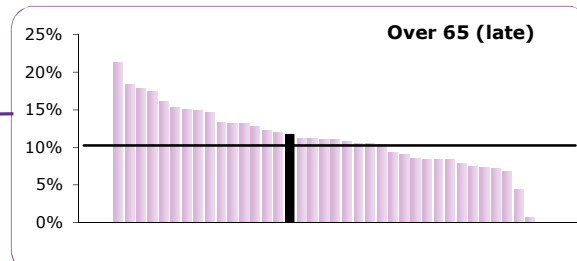
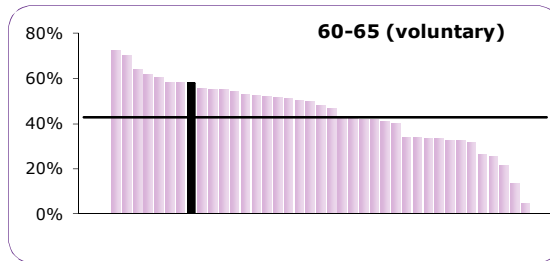
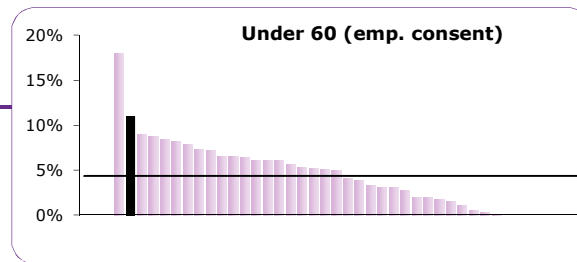
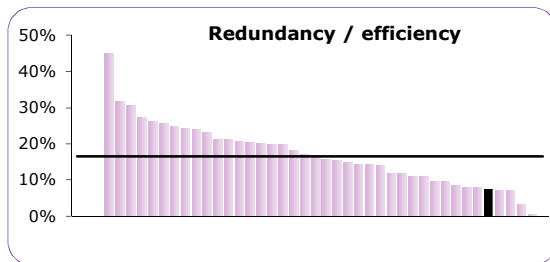
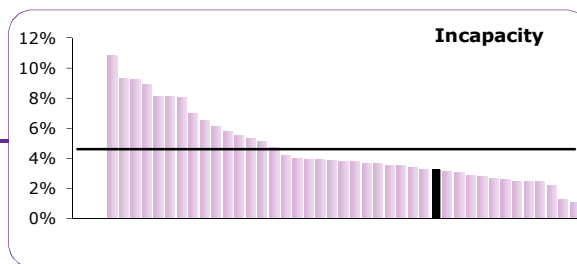
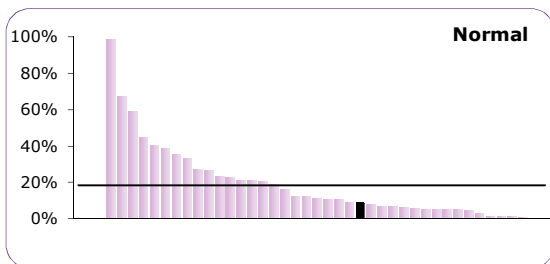
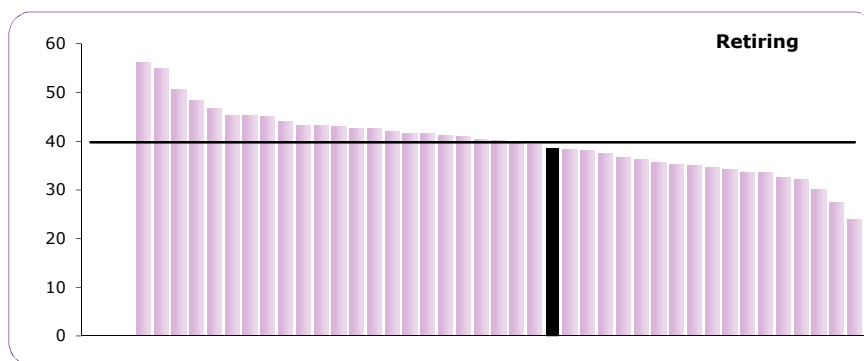


Wiltshire 66% Avg 76%

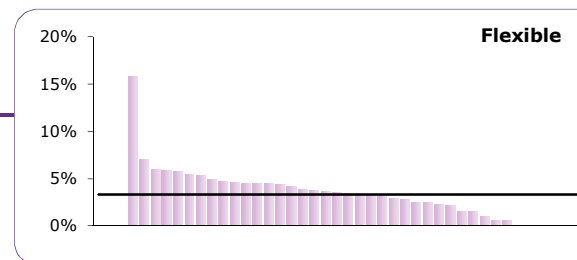


Wiltshire 66% Avg 77%

## RETIRING (per '000 active members)



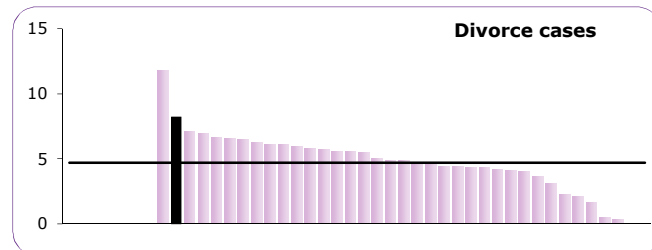
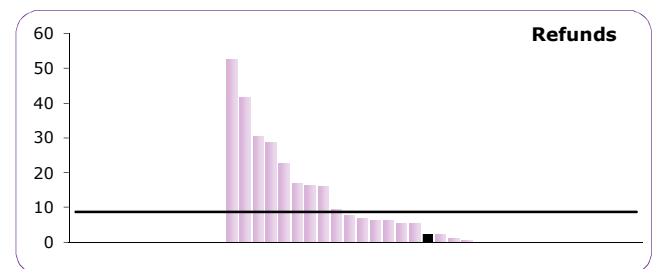
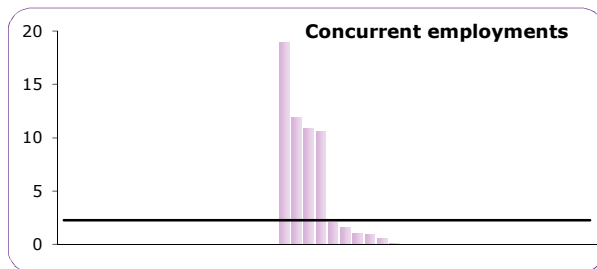
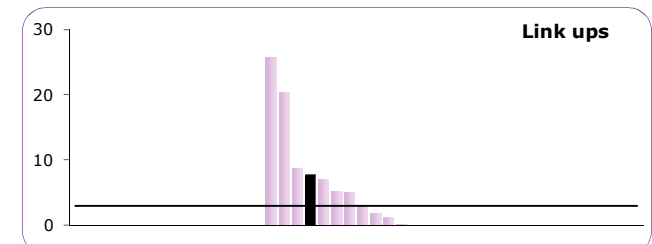
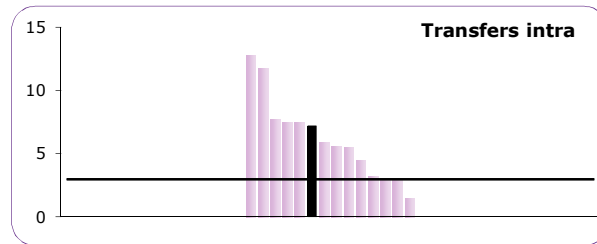
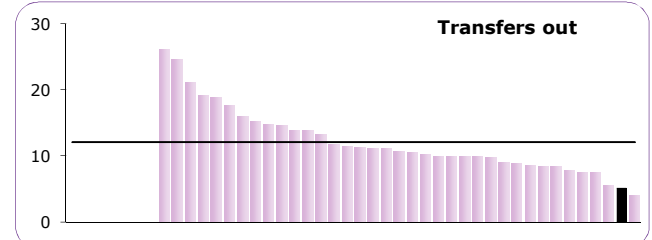
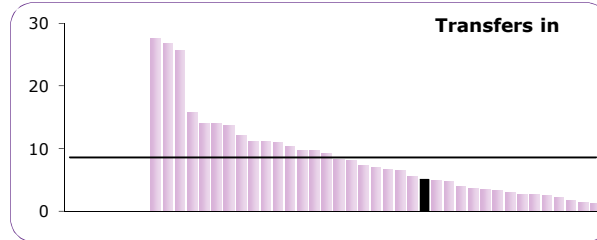
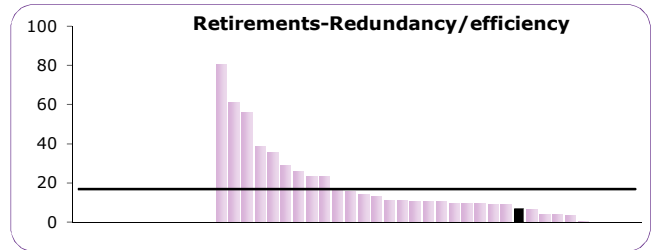
Retirements	No.	%	Avg
Normal	72	9%	18%
Incapacity/ill-health	27	3%	5%
Redundancy/efficiency	62	7%	17%
Under 60 (emp. consent)	92	11%	4.4%
60-65 (voluntary)	487	58%	43%
Over 65 (late)	99	12%	10%
Flexible	-	0.0%	3.3%
<b>Total</b>	<b>839</b>		



Retiring (per '000 active members)			
	No.	'000	Avg
Retiring	839	39	40

Active members	
	21,826

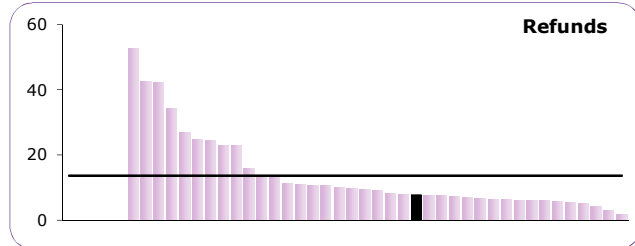
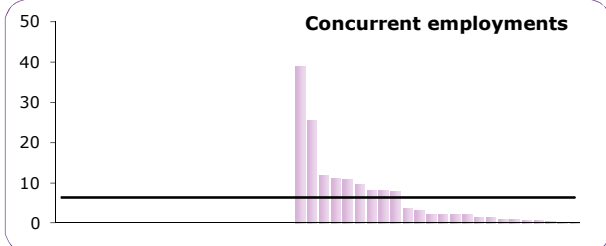
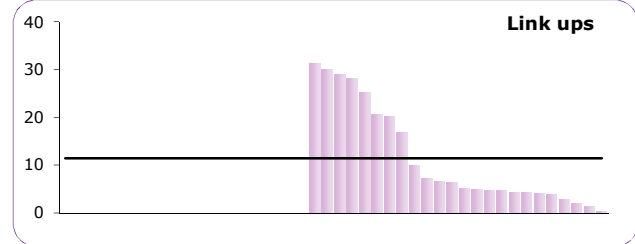
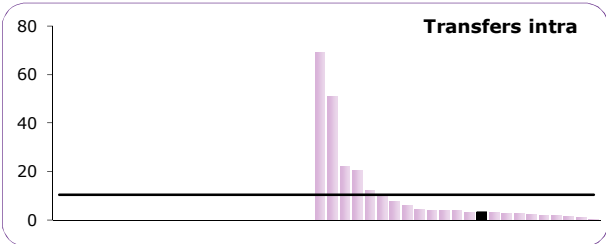
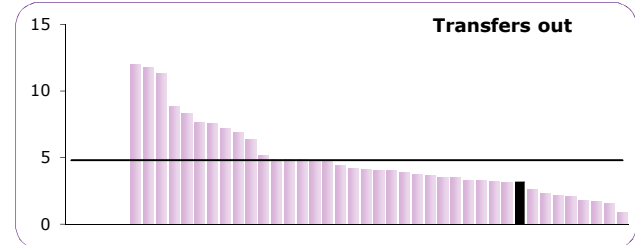
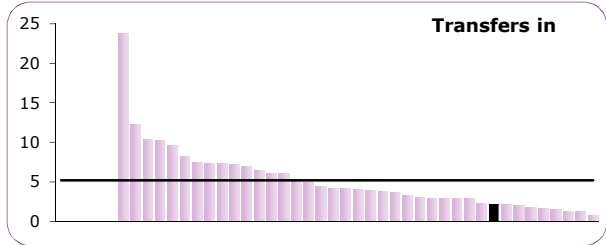
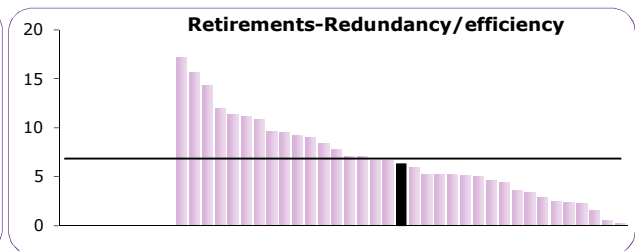
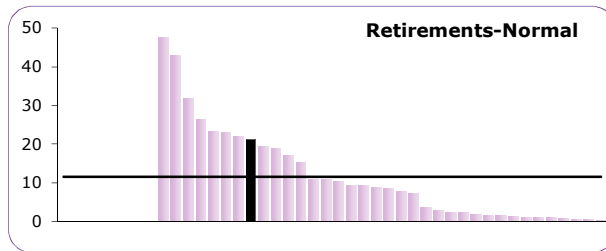
## NUMBER OF QUOTATIONS PROVIDED (per '000 active members)



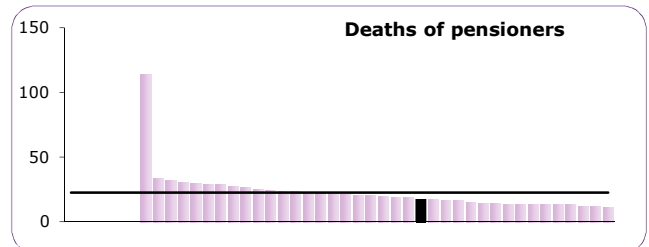
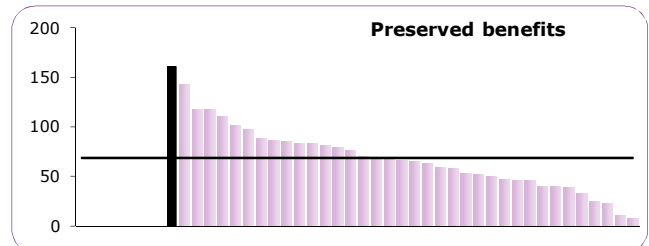
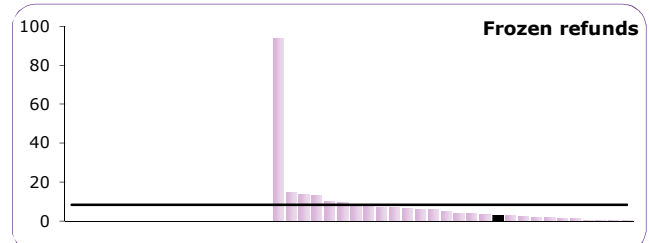
Active members: 21,826			
Quotations provided	No. '000	Avg	
TUPE -in	-	-	0
TUPE -out	-	-	0
Retirements:			
- Normal	529	24	17
- Incapacity/ill-health	-	-	2
- Redundancy/efficiency	151	7	17
- Flexible	-	-	1
- All other	-	-	22
Transfers in	110	5	9
Transfers out	111	5	12
Transfers intra	157	7	3
Link ups	169	8	3
Concurrent employments	-	-	2
Refunds	45	2	9
Divorce cases	179	8	5
Deaths in service	-	-	0
Deaths of pensioners	-	-	4

No of bulk transfers	No. '000	Avg
TUPE -in	-	5
TUPE -out	-	4

## NUMBER OF ACTUAL EVENTS (per '000 active members)

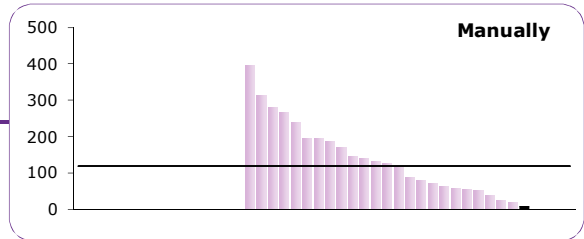
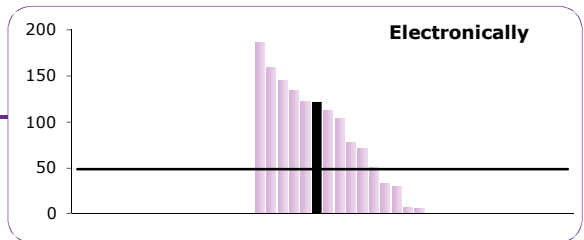
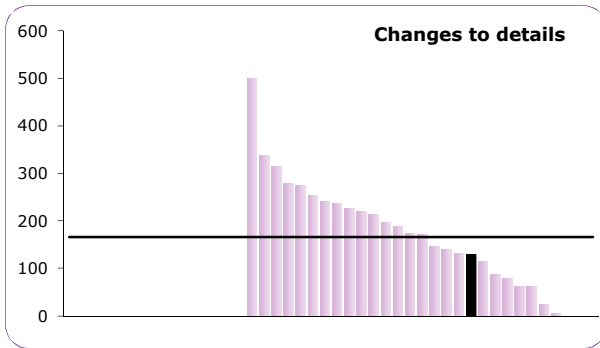
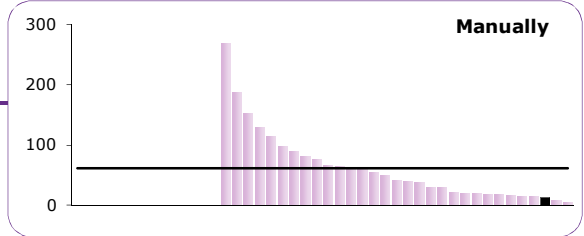
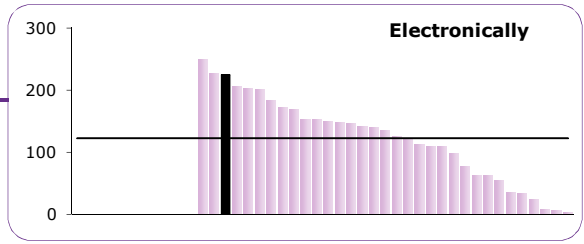
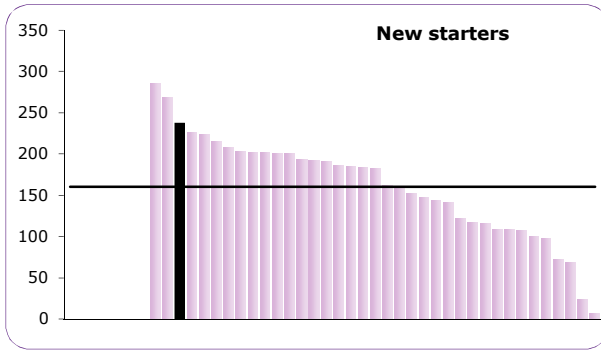


Active members:		21,826		
Actual events	No.	'000	Avg	
TUPE -in	-	na	19	
TUPE -out	-	na	17	
Retirements:				
- Normal	462	21	12	
- Incapacity/ill-health	-	na	2	
- Redundancy/efficiency	138	6	7	
- Flexible	-	na	1	
- All other	-	na	18	
Transfers in	47	2	5	
Transfers out	69	3	5	
Transfers intra	71	3	10	
Link ups	-	na	11	
Concurrent employments	-	na	6	
Refunds	170	8	14	
Frozen refunds	65	3.0	8	
Preserved benefits	3,515	161	69	
Divorce cases	180	8	1	
Deaths in service	15	0.7	1	
Death of pensioners	381	17	23	
Single Status / Job Evaluation	-	na	na	





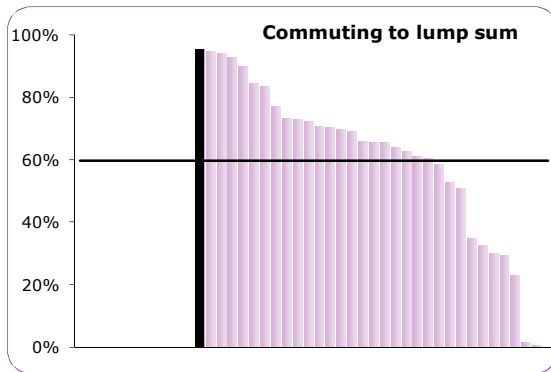
**ACTUAL CALCULATIONS (per '000 active members)**



**RETIREMENTS**

**Active members**  
21,826

**Retirements commuting to lump sum**

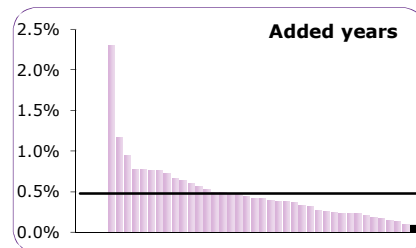
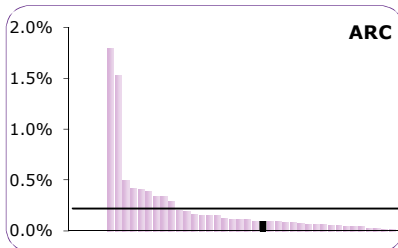
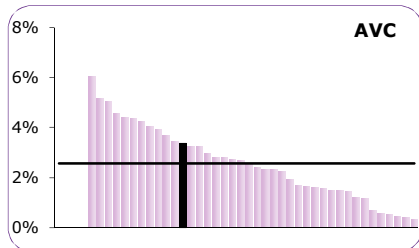


Actual calculations			
	No.	'000	Avg
<b>New starters</b>	<b>5,184</b>	<b>238</b>	<b>160</b>
- electronically	4,904	225	122
- manually	280	13	61
<b>Changes to details</b>	<b>2,837</b>	<b>130</b>	<b>166</b>
- electronically	2,639	121	48
- manually	198	9	119

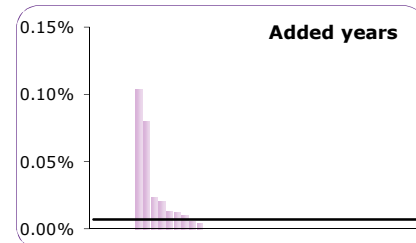
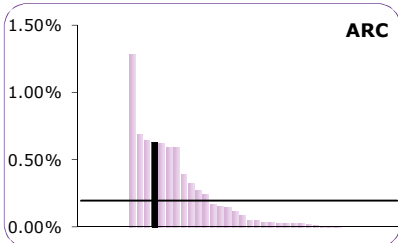
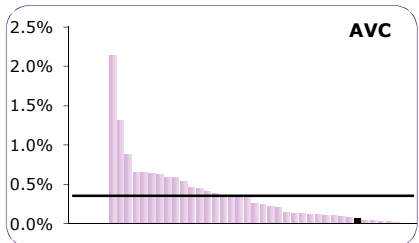
Retirements commuting lump sum		
Number	% total	Avg
801	95%	60%

## AVCs, ARCs and Added years

### % Currently contributing



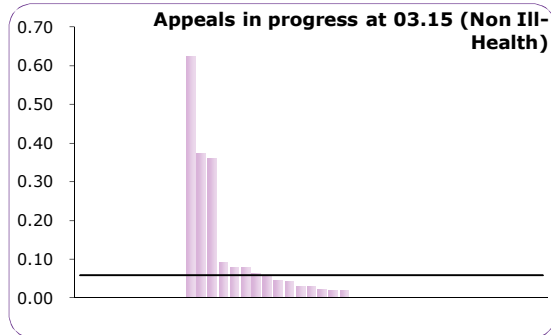
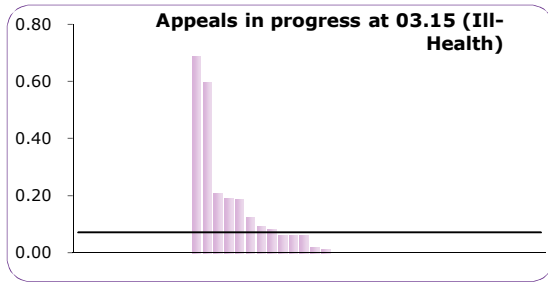
### % New contributors this year



Contributors to AVCs and ARCS			
	No.	%	Avg
<b>Currently contributing</b>			
- AVC	737	3.38%	2.57%
- ARC	21	0.10%	0.22%
- Added years	20	0.09%	0.48%
Total	778	3.56%	2.97%
<b>New contributors this year</b>			
- AVC	15	0.07%	0.36%
- ARC	138	0.63%	0.20%
- Added years	-	0.00%	0.01%
Total	153	0.70%	0.49%

Active members
21,826

## APPEALS

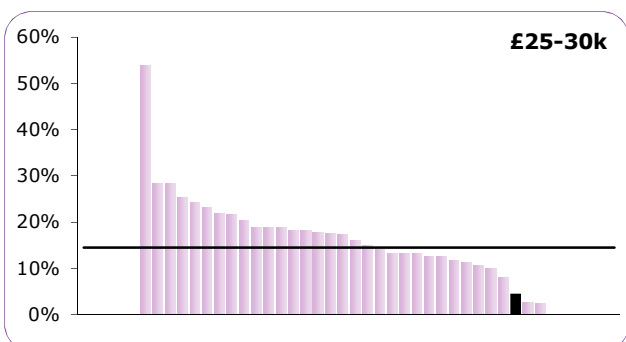
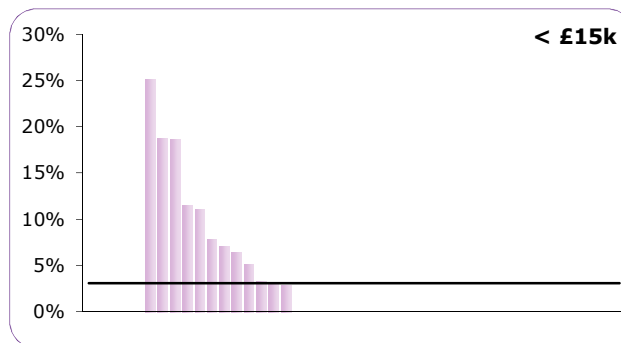
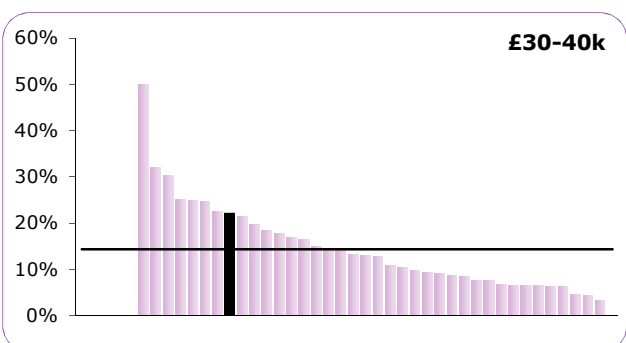
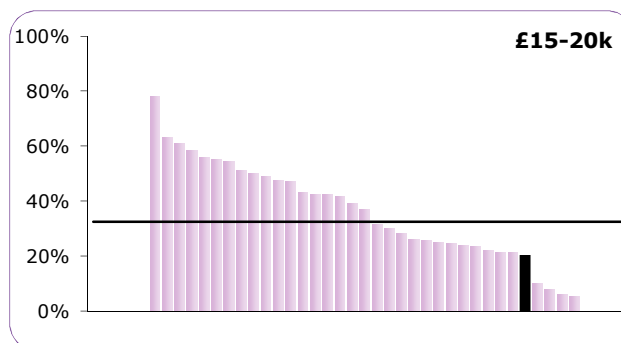
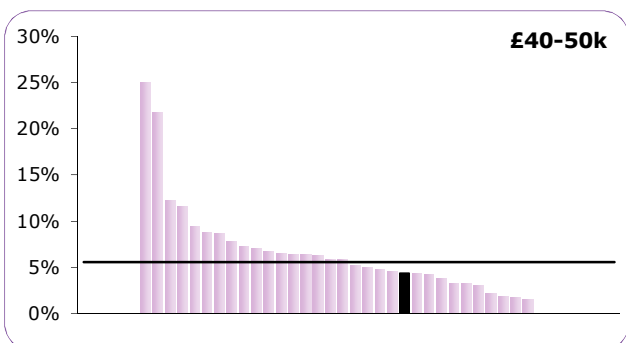
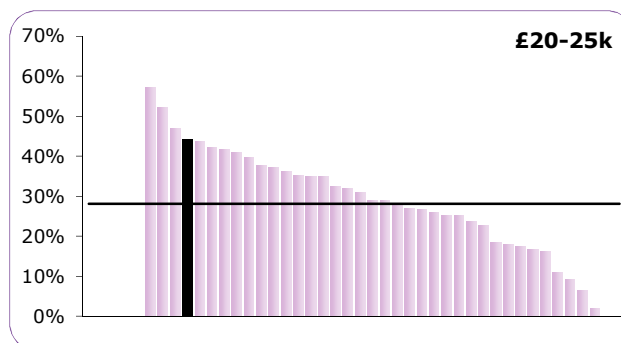
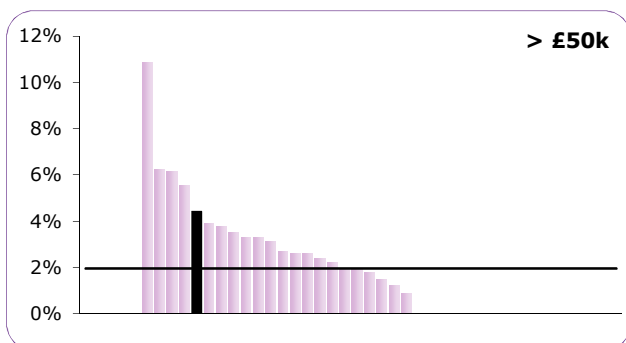


\*Club total: This shows the total for all the Benchmarking Club members 2015

Number of appeals	No.	Per '000 members	Avg	Club* total
<b>Ill-Health</b>				
In progress at start of year	0	0.00	0.04	22
In progress at end of year	0	0.00	0.07	30
<b>Non Ill-Health</b>				
In progress at start of year	1	0.05	0.03	29
In progress at end of year	0	0.00	0.06	37
<b>1st Stage</b>				
Appeals in Progress - 03.14	1	0.05	0.04	25
New Appeals in Year	2	0.09	0.12	104
Appeals Withdrawn	0	0.00	0.00	3
Appeals Upheld	3	0.14	0.04	26
Appeals Not Upheld	0	0.00	0.06	68
Appeals in Progress - 03.15	0	0.00	0.05	33
<b>2nd Stage</b>				
Appeals in Progress - 03.14	0	0.00	0.01	14
New Appeals in Year	0	0.00	0.00	30
Appeals Withdrawn	0	0.00	0.00	-
Appeals Upheld	0	0.00	0.01	8
Appeals Not Upheld	0	0.00	0.02	34
Appeals in Progress - 03.15	0	0.00	0.01	(1)
<b>Ombudsman Referrals</b>				
Appeals in Progress - 03.14	0	0.00	0.01	8
New Appeals in Year	0	0.00	0.01	10
Appeals Withdrawn	0	0.00	0.00	-
Appeals Upheld	0	0.00	0.00	1
Appeals Not Upheld	0	0.00	0.01	10
Appeals in Progress - 03.15	0	0.00	0.00	6

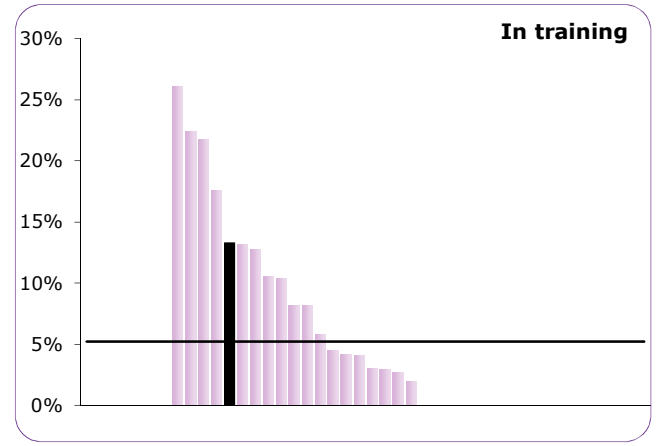
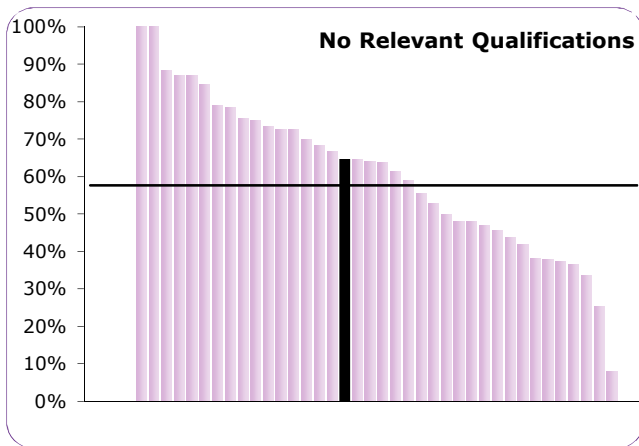
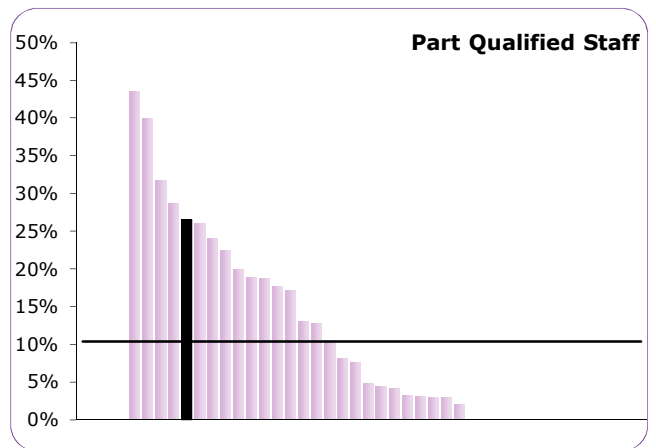
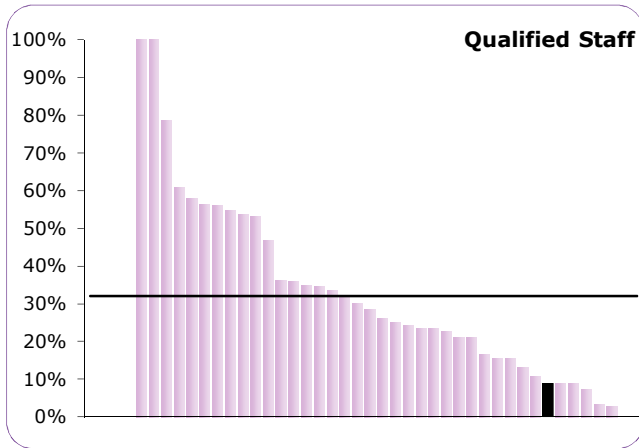
## SECTION 4 - STAFF RELATED MEASURES

### STAFF PAY



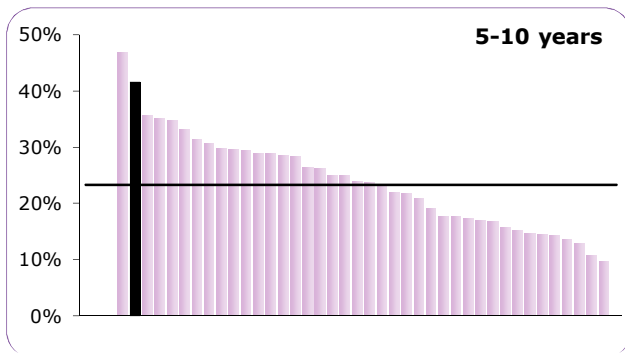
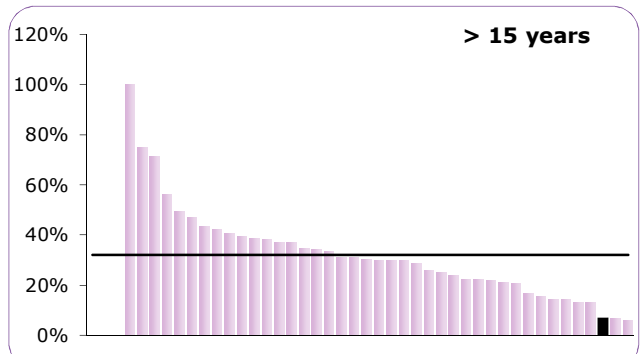
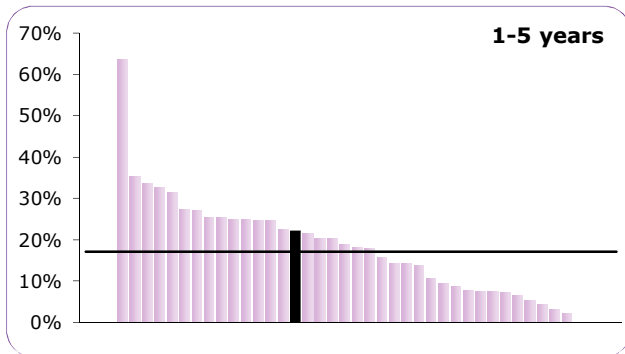
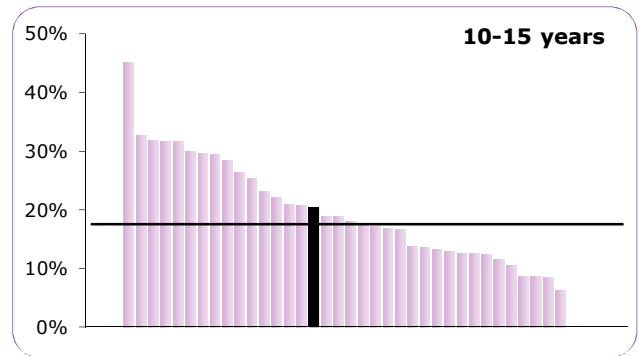
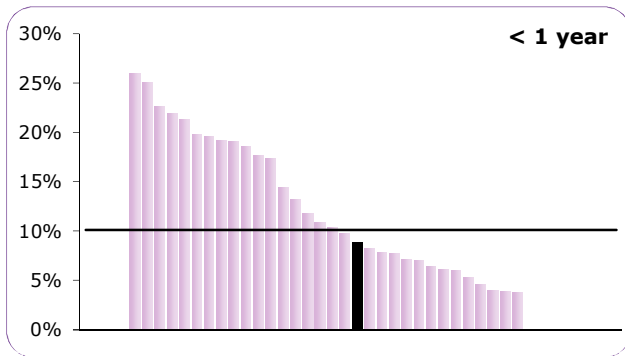
Staff pay			
	FTE	%	Avg
> £50k	1.0	4%	2%
£40-50k	1.0	4%	6%
£30-40k	5.0	22%	14%
£25-30k	1.0	4%	14%
£20-25k	10.0	44%	28%
£15-20k	4.6	20%	33%
< £15k	0.0	0%	3%
<b>Total</b>	<b>22.6</b>		

## STAFF QUALIFICATIONS



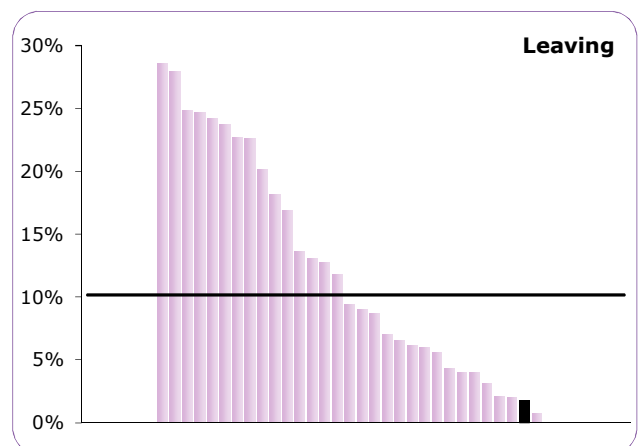
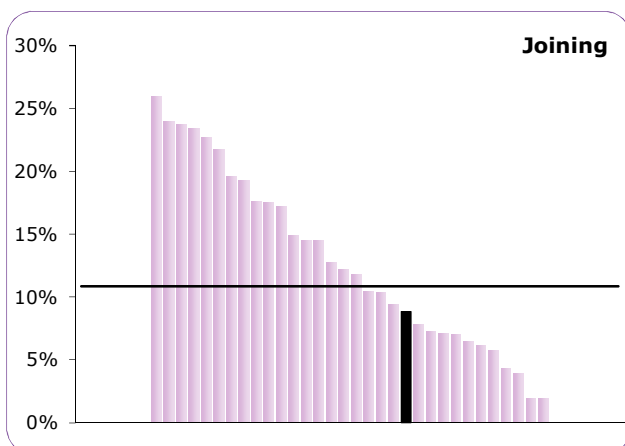
Staff qualifications			
	FTE	%	Avg
Qualified Staff	2.0	9%	32%
Part Qualified Staff	6.0	27%	10%
No Relevant Qualifications	14.6	65%	58%
<b>Total</b>	<b>22.6</b>		
Number in Training	3.0	13%	5%

## STAFF PENSIONS EXPERIENCE



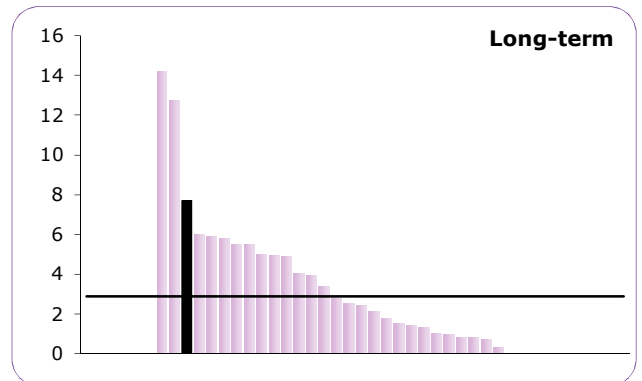
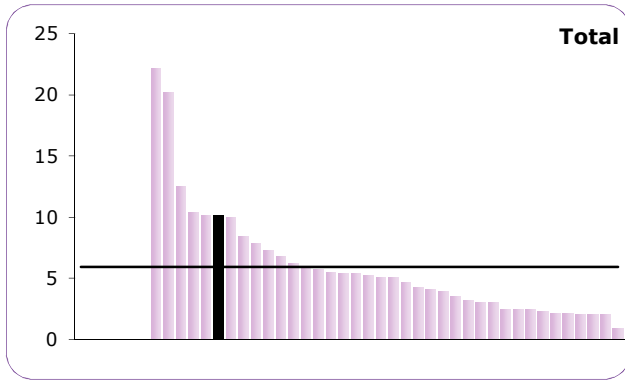
Staff experience			
	FTE	%	Avg
< 1 year	2.0	9%	10%
1-5 years	5.0	22%	17%
5-10 years	9.4	42%	23%
10-15 years	4.6	20%	18%
> 15 years	1.6	7%	32%
<b>Total</b>	<b>22.6</b>		

## STAFF TURNOVER



Staff Turnover			
	FTE	% change	Avg
Staff at 1/4/2013	21.0		
+ Staff joining Pension section	2.0	8.8%	10.8%
- Staff leaving Pension section	0.4	1.8%	10.2%
Staff at 31/3/2014	22.6	7.6%	0.9%

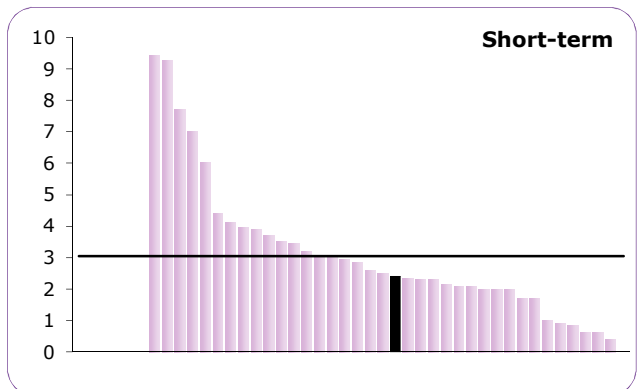
## SICKNESS ABSENCE



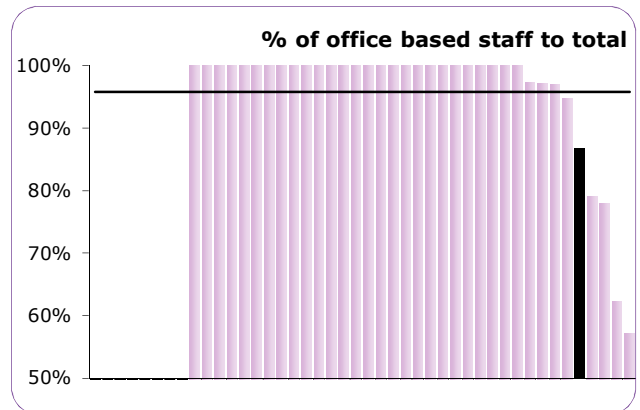
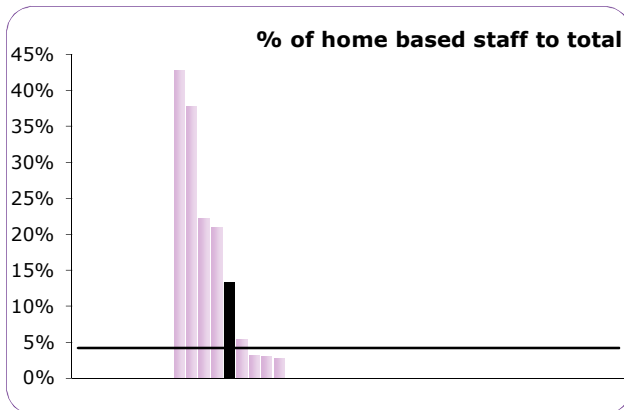
Sickness absence	Days/FTE	Avg
Long-term sickness	7.7	2.9
Short-term sickness	2.4	3.1
<b>Total</b>	<b>10.1</b>	<b>5.9</b>

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

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



## STAFF LOCATION

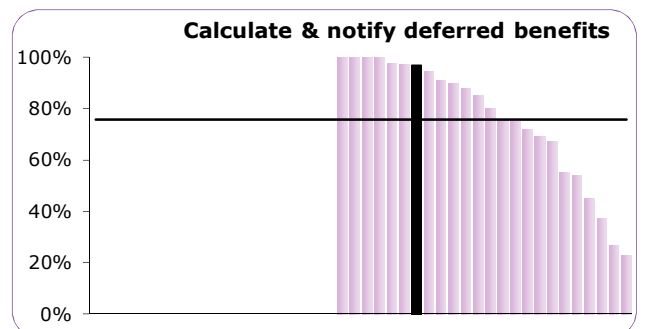
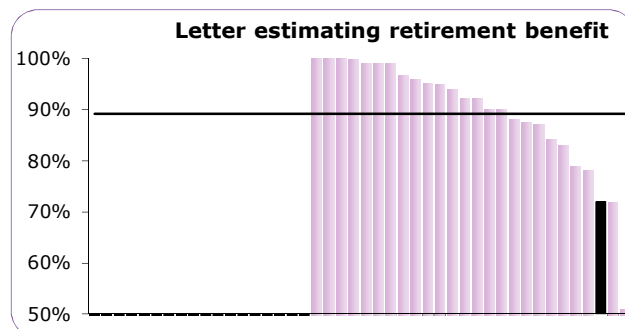
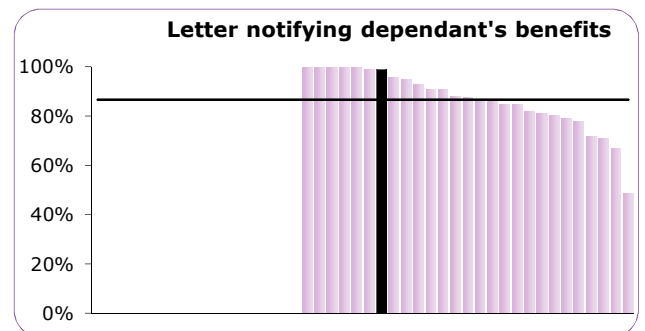
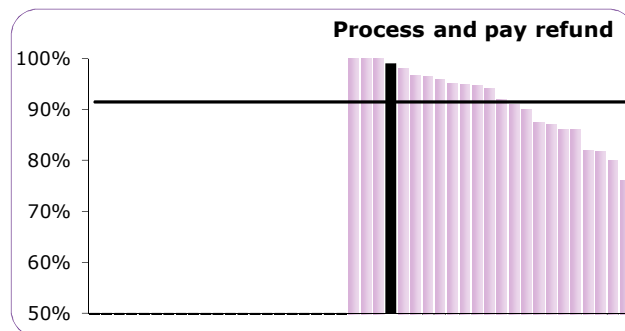
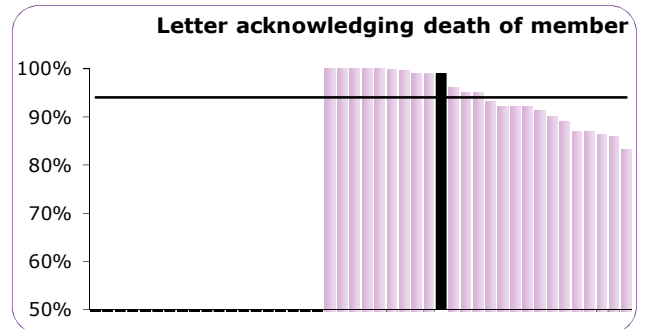
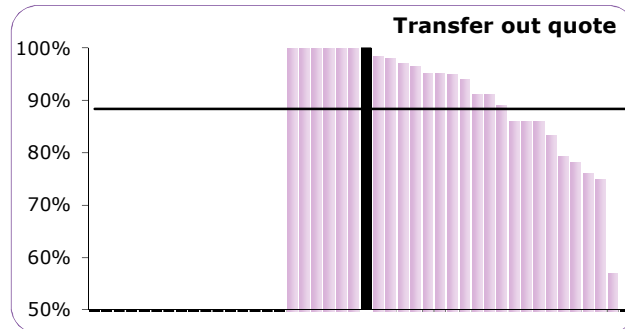
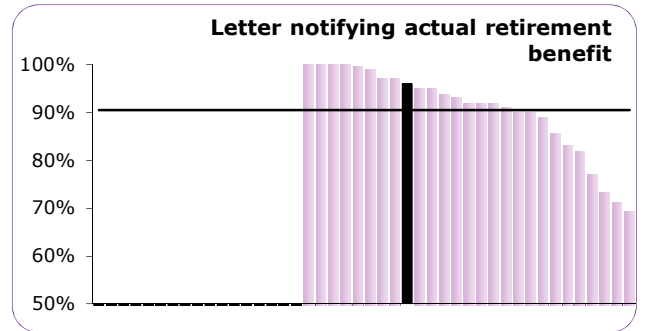
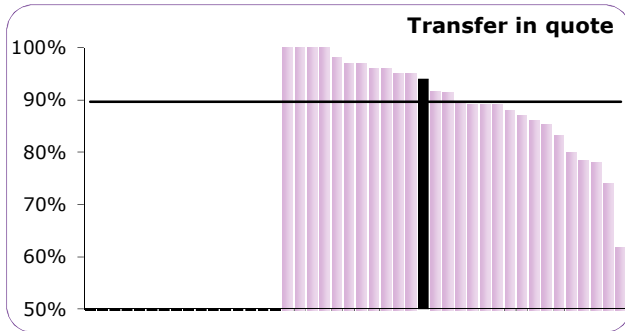


Staff location	FTE	% to total		
		Avg	FTE	Avg
Home based	3.0	0.9	13%	4%
Office based	19.6	32.5	87%	96%
<b>Total</b>	<b>22.6</b>			

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	94.0%	89.6%
Letter detailing transfer out quote	10 days	100.0%	88.3%
Process and pay refund	5 days	99.0%	91.5%
Letter notifying <b>estimate</b> of retirement benefit	10 days	72.0%	89.2%
Letter notifying <b>actual</b> retirement benefit	5 days	96.0%	90.5%
Process and pay lump sum retirement grant	5 days	98.0%	92.2%
Letter acknowledging death of member	5 days	99.0%	94.1%
Letter notifying amount of dependant's benefits	5 days	99.0%	86.7%
Calculate and notify deferred benefits	10 days	97.0%	75.8%

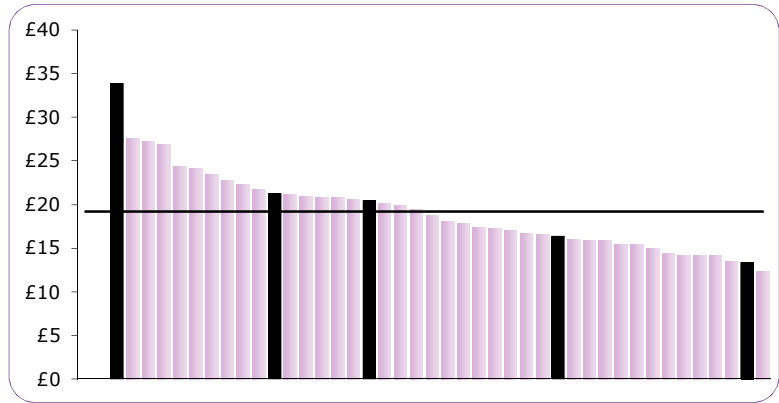


# SECTION 6 - COMPARISON BY METHOD OF SERVICE DELIVERY

## COMPARISON OF OUTSOURCED/IN-HOUSE MEMBERS

Total members with data:	45
Outsourced members:	5

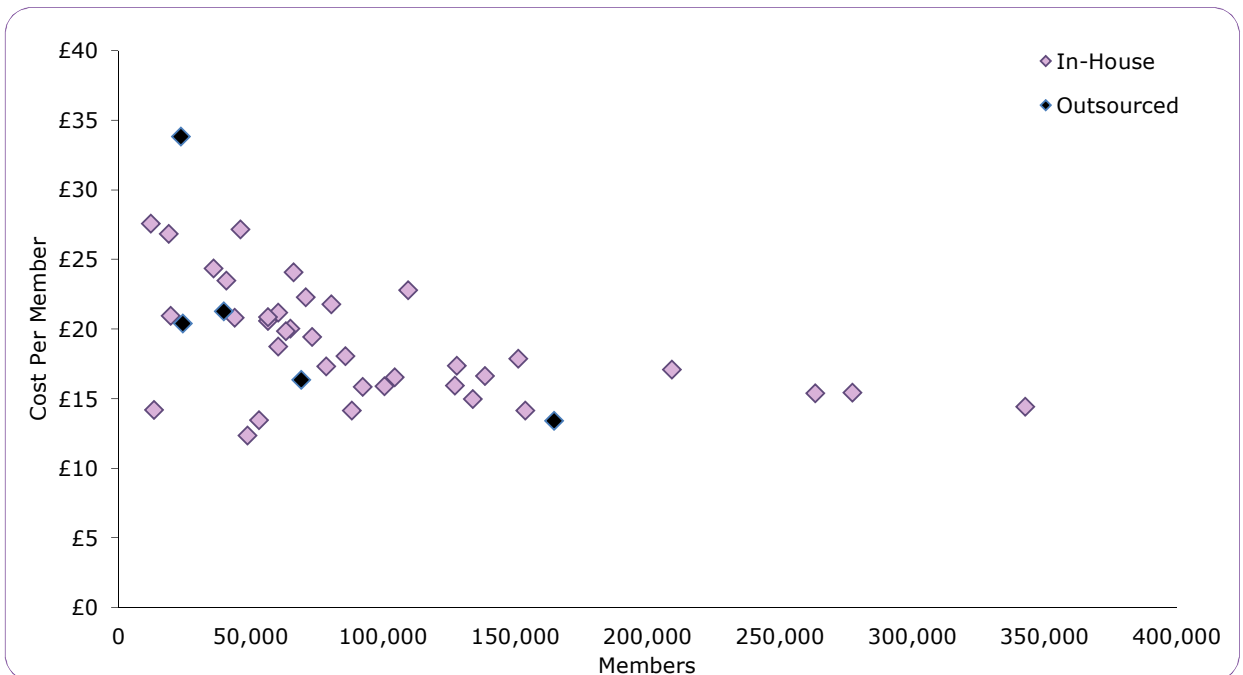
## LGPS ADMIN COST PER MEMBER (INCLUDING PAYROLL)



*Black bars show outsourced members*

	Cost	Members	Cost per Member
Wiltshire	£1,256	63,319	£19.84
Club average	£1,592	91,074	£19.17
Outsourced average	£1,098	64,384	£21.06
In-house average	£1,657	94,586	£18.91

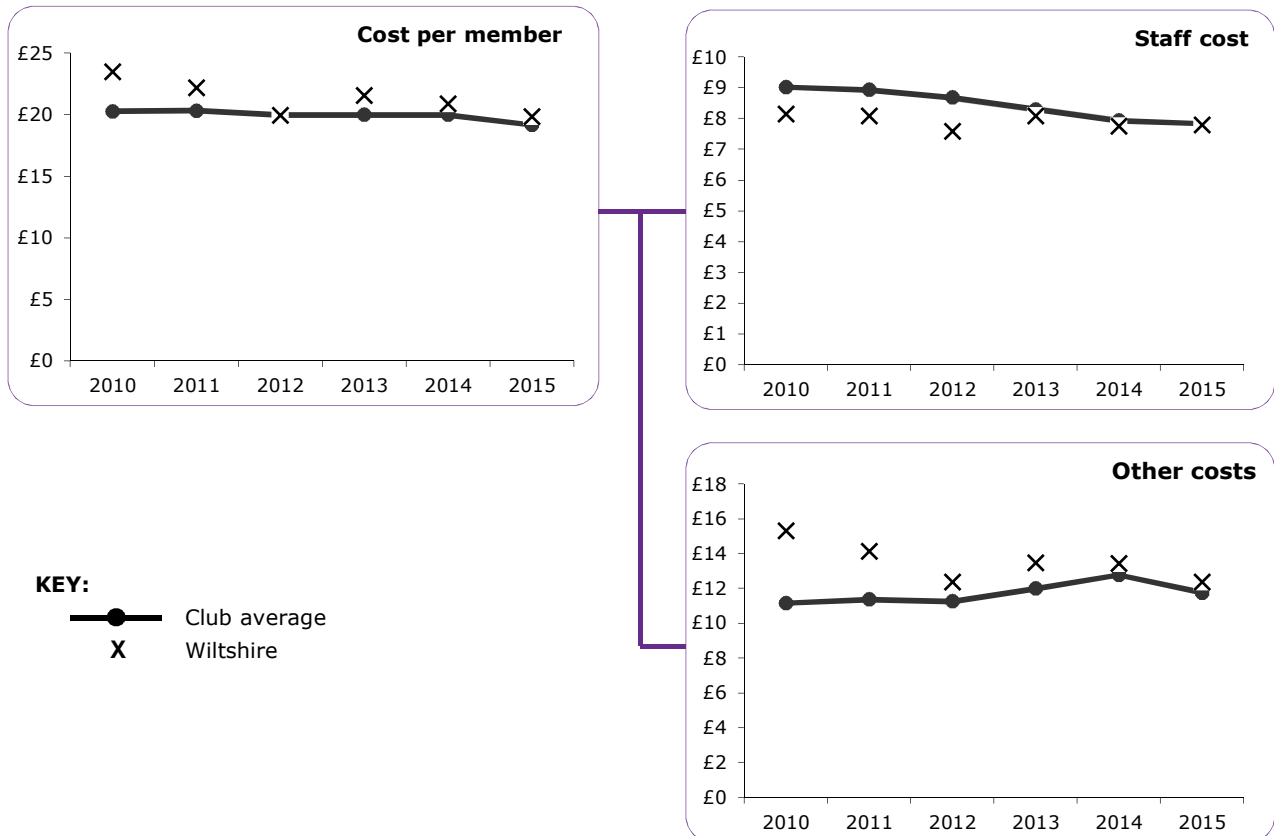
## COST PER MEMBER COMPARED WITH NUMBER OF MEMBERS



## 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.



Time series analysis						
	2010	2011	2012	2013	2014	2015
Members	49,597	51,751	54,122	56,585	60,212	63,319
Net cost (£'000)	1,164k	1,149k	1,079k	1,219k	1,256k	1,256k
Cost per member	£23.47	£22.20	£19.94	£21.54	£20.86	£19.84
Average	£20.26	£20.33	£19.96	£19.97	£19.98	£19.17
Staff cost	£8.15	£8.08	£7.58	£8.08	£7.74	£7.79
Average	£9.02	£8.94	£8.68	£8.30	£7.93	£7.83
Other costs	£15.32	£14.12	£12.36	£13.47	£13.42	£12.35
Average	£11.14	£11.36	£11.25	£11.98	£12.76	£11.75



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[www.cipfa.org/services/benchmarking](http://www.cipfa.org/services/benchmarking)

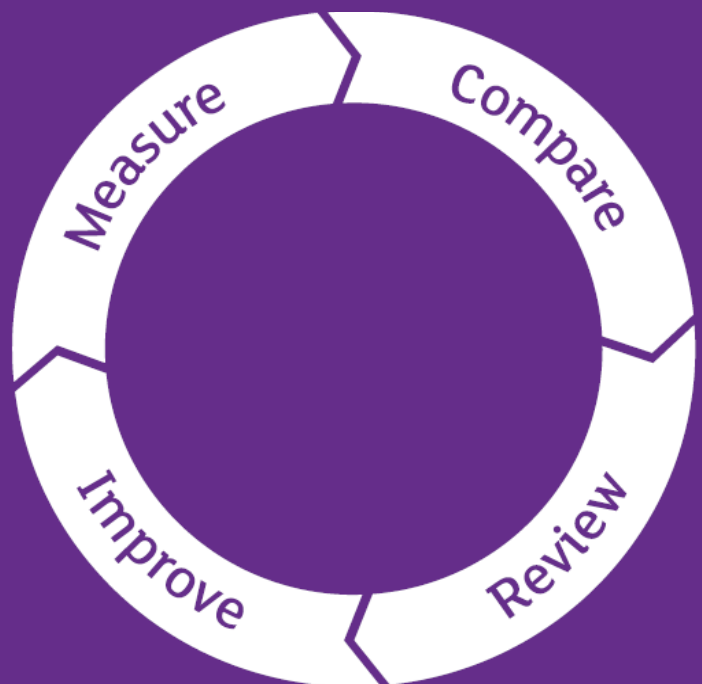
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