

HYMANS # ROBERTSON

# Good governance in the LGPS

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July 2019





## Addressee

This report is addressed to our client, the Scheme Advisory Board for the Local Government Pension Scheme in England and Wales (SAB).

This Report has been prepared for the benefit of our client, the SAB. As this Report has not been prepared for a third party, no reliance by any third party may be placed on the Report. It follows that there is no duty or liability by Hymans Robertson LLP (or its members, partners, officers, employees and agents) to any party other than the SAB. If this report is shared with any third party, it must be shared in its entirety.

## Thanks to contributors

We are indebted to all those who responded to the survey and engaged in interviews and events that helped inform this report. We are grateful to you for being generous with your time and expertise, for your confidence in sharing your experiences openly and for responding so constructively and creatively.

Your views on current best practice, areas for improvement and creative and practical ideas for further strengthening governance in the LGPS are reflected in the proposals we present to SAB here.

We hope that your contribution will help further strengthen and future-proof governance in the LGPS.

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# Executive summary

Governance in the LGPS is evolving to accommodate new developments in the last decade, including oversight by The Pensions Regulator, introduction of Local Pension Boards, increasing complexity in scheme benefits and administration, local government funding cuts and pooling of LGPS investments which has changed the role of local pensions committees and the way LGPS administering authorities work with one another.

The SAB commissioned this report to examine the effectiveness of current LGPS governance models and to consider alternatives or enhancements to existing models which can strengthen LGPS governance going forward.

Given the unique nature of the LGPS, guaranteed by administering authorities and funded to a large degree by tax-payers, a criterion specified by SAB is that any models considered must maintain strong links to local democratic accountability.

## Process

We engaged extensively with all stakeholder groups and all fund types via an online survey (140 respondents), one-to-one conversations through interviews and seminars (153 respondents), speaking engagements, a workshop with the Association of Local Authority Treasurers (ALATS), and discussion with the CIPFA Pensions Panel and the Society of County Treasurers (SCT).

We focussed on the following criteria for assessing governance arrangements; Standards, Consistency, Representation, Conflict Management, Clarity of Roles and Responsibilities and Cost. We were asked by SAB to consider how existing and alternative governance models fared against these criteria.

We considered four governance models:

- **Model 1:** improved practice
- **Model 2:** Model 1 plus greater ring-fencing
- **Model 3:** joint committee; and
- **Model 4:** separate Local Authority body.

These models were described in qualitative terms with the recognition that some of the characteristics attributed to one model could also be replicated in another model and that the final solution may draw on the features of more than one model.

## Results and themes from survey responses

The online survey responses indicated a first preference for governance Model 2 (greater ring-fencing) followed by support for Model 1 (improved practice). Respondents recognised that governance models along these lines may need independent monitoring to add bite and ensure consistency of application. »



140 respondents to our online survey



one-to-one conversations



153 attendees at interviews and seminars



discussions with CIPFA and SCT

## Respondents favour developing a set of standards that all funds are required to achieve...

Model 2 was also the clear preference in additional surveys at the PLSA conference in May\* and other events (\*Models 1 and 2 between them had more than 70% support).

Few respondents supported Model 3 (joint committee) citing no benefits over existing arrangements and considerable added complexity as the main reasons. Some respondents could see value in Model 4 (separate LA body), including one trade union for whom a version of this was the favoured model. However, for most this value was outweighed by concern about weakening relationships with councils who are key sponsors of the scheme and a belief that establishing this model would incur disproportionate cost to any benefits that could be delivered.

Through the written responses, interviews and other engagement, many stakeholders pointed out that their existing models provided many of the features and benefits of Models 1 and 2. Many had found good solutions to some of the challenges faced within the current structure and welcomed the opportunity to share these with peers and learn from others' experiences. This process enabled us to identify

- i. Some best practice within current governance arrangements that is delivering good outcomes and may have potential for wider application across the LGPS; and
- ii. Additional ideas for further strengthening governance within the current regulatory framework.

We have included these in the report.

### Conclusions

- It is clear from survey responses that governance structure is not the only determinant of good governance. Funds with similar governance models deliver different results and good examples exist across a range of different set ups.
- Survey respondents were also clear that establishment of new bodies is not required, although this should be facilitated for funds who wish to pursue other arrangements voluntarily. Instead, the focus should be on greater specification of required governance outcomes from within the existing structures, and a process to hold funds to account for this.
- Respondents favour developing a set of standards that all funds are required to achieve, drawing on current best practice and not imposing disproportionate burden on administering authorities or disrupting current practices that deliver good outcomes already.
- Respondents emphasised that independent review is needed to ensure consistency in application of standards.

### Key proposals

- 1 **'Outcomes-based' approach** to LGPS governance with minimum standards rather than a prescribed governance model.
- 2 **Critical features of the 'outcomes-based' model** should include:
  - (a) robust conflict management including clarity on roles and responsibilities for decision-making;
  - (b) assurance on sufficiency of administration and other resources (quantity and competency) and appropriate budget;
  - (c) explanation of policy on employer and scheme member engagement and representation in governance; and
  - (d) regular independent review of governance – this should be based on an enhanced governance compliance statement which should explain how the required outcomes are delivered.
- 3 **Enhanced training requirements** for s151s and s101 committee members (requirements for s101 should be on a par with LPB members).
- 4 **Update relevant guidance and better sign-posting.** This should include 2014 CIPFA guidance for s151s on LGPS responsibilities and 2008 statutory guidance on governance compliance statements. This guidance pre-dates both TPR involvement in LGPS oversight, local pension boards and LGPS investment pooling.

We also set out suggested actions for implementing these proposals if agreed by SAB.

# 1. Introduction



**Governance in the LGPS is evolving to accommodate developments in the last decade...**

## Context, purpose and scope

Governance in the LGPS is evolving to accommodate new developments in the last decade, including oversight by The Pensions Regulator, introduction of Local Pension Boards, increasing complexity in the scheme benefits and administration, local government funding cuts and pooling of LGPS investments which has changed the role of local pensions committees and the way LGPS administering authorities work with one another.

The purpose of the survey, undertaken for SAB, was to identify ways of further strengthening LGPS governance in the face of these new challenges, setting a bar for standards that all funds should achieve, drawing on current best practice and not imposing additional unnecessary burden on administering authorities or disrupting current practices that deliver good outcomes already.

Given the unique nature of the LGPS, guaranteed and funded to a large degree by council tax-payers, a critical condition specified by the SAB was that any proposals must maintain strong links to local democratic accountability.

In developing the proposals made in this report, we consulted with many LGPS stakeholders. As expected, there were many different views and suggestions made to improve the governance arrangements in the LGPS. We have reflected many of these views in the body of the report, particularly where a view or proposal was articulated by several parties, and where possible we have indicated why some of these views or suggestions have not been taken forward in the final proposals. The proposals submitted to SAB in this report are those we believe would deliver improved governance at proportionate cost and reflect a consensus across most stakeholders.

We recognise that there are a small number of administering authorities (such as London Pensions Fund Authority and the Environment Agency) with unique arrangements. While we engaged with both of these funds to understand their perspectives and approaches to governance we recognise that some of the potential governance models as set out in the survey may not be appropriate, or even possible, for these bodies.

## 2. Process

The aim of the work we have undertaken was to deliver proposals to the Scheme Advisory Board that:

- Identify and address any actual or perceived issues within current LGPS governance arrangements, including conflicts for LGPS host authorities;
- Are based on a wide consultation to increase the likelihood of stakeholder support;
- Are proportionate and can be readily implemented; and
- Maintain local democratic accountability.

### Process

The process we used is described below:

- 1. Fact-find phase:** We carried out interviews based on an open-scripted questionnaire with a diverse range of experienced officers, elected members and other stakeholders in order to identify any issues within current LGPS governance arrangements. The outcome and conclusions were shared with SAB in order to assist in developing the governance models which were consulted on in the online survey.
- 2. Online survey:** We conducted a wider consultation in the form of an online survey on the governance models identified by SAB. Input was sought from all relevant parties including s151 officers, s151 officers of non-administering authorities, pension fund officers, elected members, pension board members including scheme member and employer representatives as well as other interested parties and organisations.
- 3. Other engagement activities:** In addition to the survey, we engaged stakeholders through other activities such as interviews, seminars and speaking events to capture as wide a view as possible.
- 4. Report:** This report sets out the outcomes of our consultation activities including a full analysis of the key issues and proposals for addressing these issues, including commentary on any required legislative or guidance changes were these would realise significant benefits.



## Who we consulted

In conducting our wider consultation, we engaged directly with all stakeholder groups and all fund types via:

- Online surveys which were sent to all relevant contacts on SAB's and Hymans Robertson's databases. These were also sent to any individual or organisation that requested them out with the initial mailing lists. In total, 140 responses were received to our online surveys by the closing date.
- One-to-one interviews were carried out with individuals or organisations by request or where further clarification of online responses were sought. Organisations included PSAA, NAO, CIPFA, SLT, Unite and Unison.
- Some organisations, such as CIPFA and PIRC, provided their own written submissions.

- Three seminars were held with open invitations to collate feedback from larger group.

There are 87<sup>1</sup> funds within the LGPS in England and Wales. We had direct feedback from representatives at 76 of these split across the various designations used by SAB in their annual report (see **Table 1**).

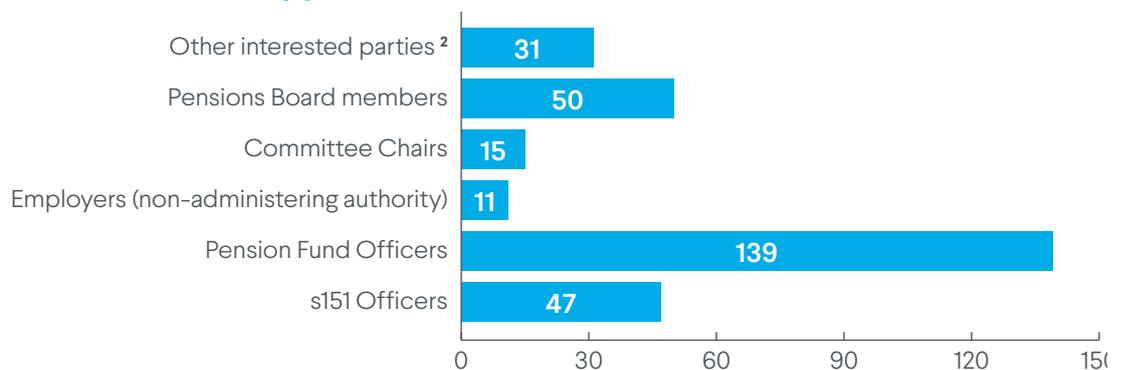
We engaged with a wide variety of stakeholders as set out in **Chart 1** below.

In addition, we have presented and collected feedback at key events over the period including the PLSA conference, CIPFA Pensions Panel, meetings of the Society of County Treasurers, Society of Welsh Treasurers and ALATS. Our findings and proposals reflect feedback from all of these.

**Table 1:** Respondents from LGPS funds in England and Wales, as designated by SAB annual report

	Universe	Responses	Interaction through	
			Survey	Interview
Unitary Authorities	12	11	24	17
London Boroughs	31	22	20	25
County Councils	27	26	64	55
Welsh Funds	8	8	15	14
Metropolitan Boroughs	6	6	8	17
Other	3	3	2	3
Independent responses			7	22
<b>TOTAL</b>	<b>87</b>	<b>76</b>	<b>140</b>	<b>153</b>

**Chart 1:** Stakeholders we engaged



<sup>1</sup> Excluding admission body funds, passenger transport funds and the environment agency closed fund.

<sup>2</sup> Including trade union representatives.

# 3. Survey results

The online survey issued as part of the consultation is set out in **Appendix A**. We sought views on four potential governance models SAB chose to consult on. All were assessed by respondents against criteria agreed with SAB. This was done through a combination of numerical scoring and free form commentary.

A summary of the numerical scores are set out below for each of the four structures:

- **Model 1 (Improved practice)**  
 Introduce guidance or amendments to the LGPS Regulations to enhance the existing arrangements by increasing the independence of the management of the fund and clarifying the standards expected in key areas.
- **Model 2 (Greater ringfencing)**  
 Clearer ringfencing of pension fund management from the host authority, including budgets, resourcing and pay policies.
- **Model 3 (Joint committee)** Responsibility for all LGPS functions delegated to a joint committee comprising the administering authority and non-administering authorities in the fund. Inter-authority agreement (IAA) makes joint committee responsible for recommending budget, resourcing and pay policies.
- **Model 4 (New Local Authority Body)**  
 An alternative single purpose legal entity that would retain local democratic accountability and be subject to Local Government Act 1972 provisions.

In carrying out the survey, respondents were asked whether each of the models shown would have a positive or negative impact on each of the following criteria:

<b>1</b>	<b>Standards</b>	The model enables funds to meet good standards of governance across all areas of statutory responsibility including TPR requirements.
<b>2</b>	<b>Clarity</b>	The model delivers clarity of accountability and responsibility for each relevant role.
<b>3</b>	<b>Conflict</b>	The model minimises conflicts between the pension function and the host local authority, including but not limited to s151 officer conflicts (in operational areas such as budgets, resourcing, recruitment and pay policies and in strategic areas such as funding and investment policy).
<b>4</b>	<b>Consistency</b>	The model minimises dependence on the professionalism of individuals and existing relationships to deliver statutory responsibilities.
<b>5</b>	<b>Representation</b>	The model allows for appropriate involvement in decision-making for key stakeholders (including administering authority, non-administering authorities, other employer and member representatives).
<b>6</b>	<b>Cost</b>	The cost of implementing and running the model is likely to be worthwhile versus benefits delivered.



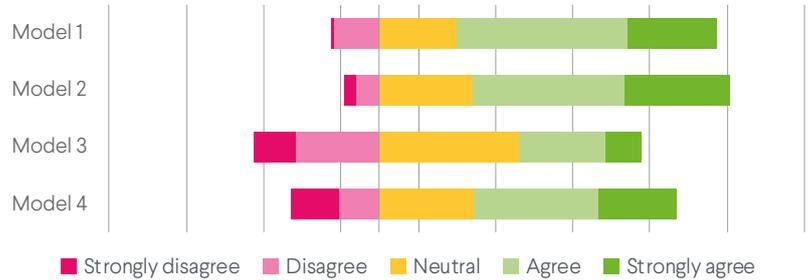
## 2. Survey results (continued)

The following charts summarise the extent to which respondents agreed that each model delivered against the six criteria. The further to the right the line appears, the more strongly respondents favoured the model against the criteria.

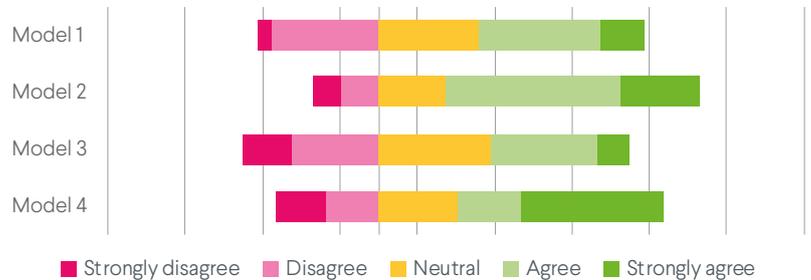
### Comments on survey responses

- Across all questions and criteria, respondents gave the highest scores to Model 2, followed closely by Model 1.
- Model 4 scored reasonably well on questions relating to criteria 1 to 4. A minority of respondents supported this model or some variation on it. For example, one of the trade unions favoured a variant of Model 4 with a changed role for local councillors because they believe that it could reduce potential governance conflicts they see in the role of local councillors who must act in the best interests of scheme members and at the same time in the interests of local tax-payers. However, the majority of respondents raised concerns over the question of appropriate involvement in decision making. These respondents felt that democratic accountability may be weakened in this model or the influence of the lead local authority, who is the guarantor of last resort for the fund, would be diluted. The model also scored very poorly on cost or value for money with a majority of respondents feeling that the model would be very expensive and disruptive to implement.
- Model 3 received weakest support overall. Respondents felt that the model would be complex to set up and manage and would deliver no perceived improvements in governance outcomes.
- The sentiment reflected within the commentary in the responses was also strongly in favour of Models 1 and 2, with many respondents identifying features of Models 1 and 2 that are already delivered in their current structure.
- However, responses also recognised that in order to achieve governance improvements through Models 1 and 2, the governance regime needs to include independent monitoring or review of local fund arrangements to ensure that everyone attains a minimum standard and that those beyond that level seek continuous improvement.

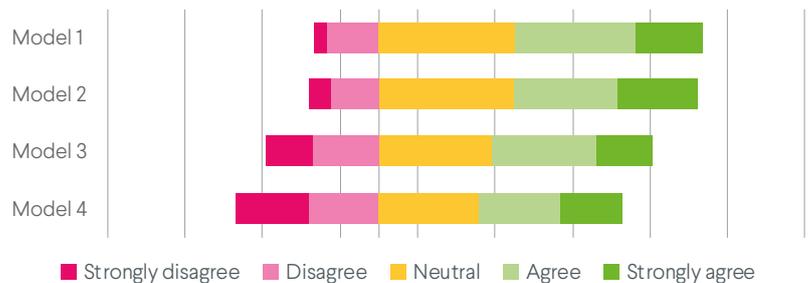
#### The model enables funds to meet the required standards



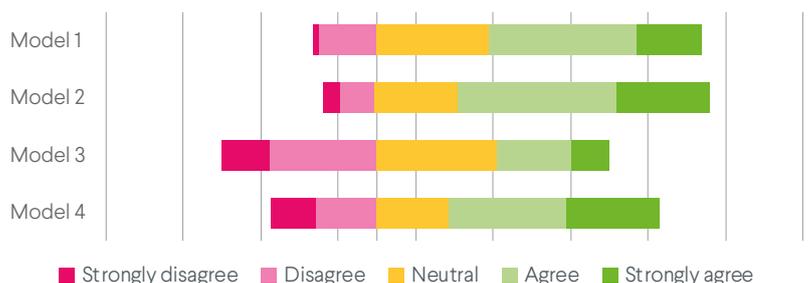
#### The model minimises conflicts between the pension function and the host local authority



#### The model allows for appropriate involvement in decision-making for key stakeholder

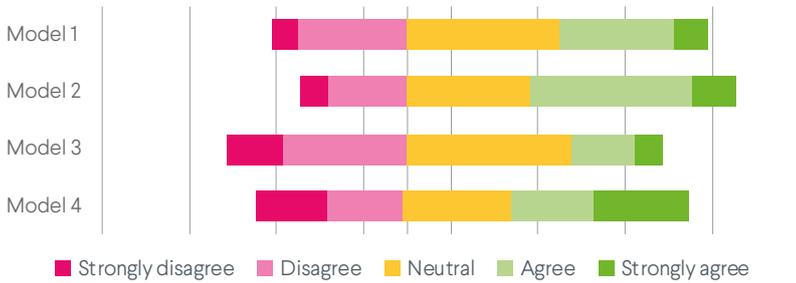


#### The model delivers clarity of accountability and responsibility for each relevant role

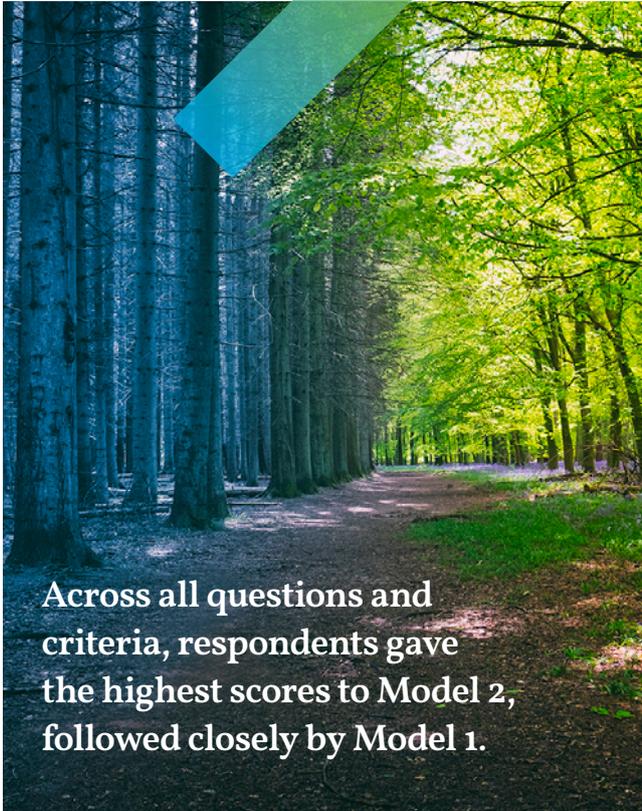
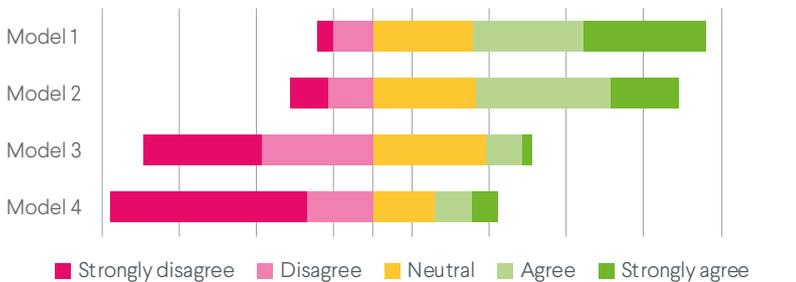


2. Survey results (continued)

The model minimises dependence on professionalism and relationships to deliver statutory responsibilities



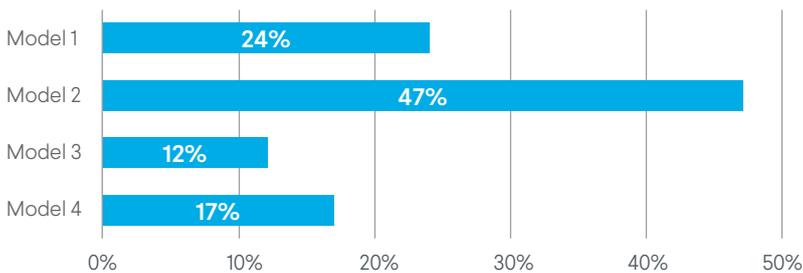
The cost of implementing and running the model is likely to be worthwhile versus benefits delivered



Across all questions and criteria, respondents gave the highest scores to Model 2, followed closely by Model 1.

PLSA

Which structural governance model do you prefer from the four models discussed?



Additional survey data

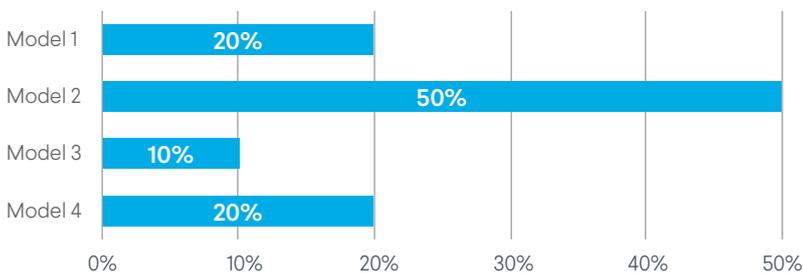
In addition to the online survey, we asked attendees at our PLSA session and other events a set of questions on their preferences.

**Around 70% of respondents favoured Models 1 or 2.**

Very similar results (from a smaller sample size) were recorded at our webinar.

Webinar

Which structural governance model do you prefer from the four models discussed?



# 4. Survey themes

The following section reflects some of the views raised during various conversations. Direct quotations reflect a specific point made by an individual which we judged to be representative of views of a number of respondents. Comments not in quotations are our expression of views expressed by a significant number of respondents.

Key:

<b>CC</b>	County Council
<b>Met</b>	Metropolitan
<b>LB</b>	London Borough
<b>TU</b>	Trade Union

## Standards

1. There was an almost unanimous view that there should not be a single model of LGPS governance imposed on all funds.
2. The view 'one size does not fit all' was frequently stated by respondents from all categories of respondent.
3. There was a strong view from respondents that members of pension committees should be mandated to have the same level of training as local pension board members.
4. A small minority expressed the view that this would lead to problems getting elected members to sit on pension committees.
5. The fact that pension committee members can change due to elections or being moved around can cause problems with consistency and maintaining knowledge and skills.

**“It is a perversion that LPB members require a higher degree of training than elected members.”**

Officer, LB

**“[The] biggest issue is stability at elected member level. Too much turnover.”**

Officer, LB

6. Several respondents said that guidance from several sources caused confusion as to which was current, which was relevant and what are 'musts' (mandatory) and 'shoulds' (guidance or best practice):

**“Funds are currently pulled in too many directions by lots of guidance – CIPFA, SAB, TPA etc.”**

Officer, CC

**“[Guidance from numerous sources] muddies the waters between what is statutory guidance and what isn't.”**

Independent Advisor

7. The idea of extending the existing concept of peer challenge to include pensions was mentioned by some respondents. (Committee Chair CC, s151 CC and officers Met)

## Clarity of decision-making

1. Some respondents felt that there was already a clear framework around decision making within their authority but other reported that there was very little clarity around where key decisions were made.
2. Two funds suggested that it was unclear who was responsible for decisions around outsourcing the administration function; was it the pension committee, s151 officer, full council?
3. One fund reported it very difficult for the council's constitution to be updated - the updates required for pooling have still not been made.
4. Greater clarity around decision-making is a good idea: **"Some decision-making conventions are lost in the mists of time."**

Officer, CC



## Consistency

1. Commentary on Models 1 and 2 recognised that some sort of monitoring, enforcement or independent review would be needed to ensure that the required standards and governance outcomes are delivered.
2. There was strong support for the professionalism of s151 officers and the role they play.
3. A few respondents noted that the work pressures on s151 officers is greater than ever before and worried about their scope to devote the necessary time to the fund.

**"My s151 is incredibly supportive and helpful but I accept s151s at other funds are not as engaged or are engaged in the 'wrong way'".**

Officer, CC

**"Separation would actually push s151s away from the fund, leading to less responsibility and engagement with the fund, leading in turn to less expertise and worse decisions. Better to get s151s more closely involved so they understand the requirements of the LGPS and make better decisions."**

Officer, CC

4. A number of respondents stated that "Statutory/ fiduciary duty clarity would be useful."



## Conflicts

1. Most respondents felt that there was acknowledgement of the potential conflict faced by elected members and officers and that those potential conflicts were managed well.
2. However, it was not unusual for respondents to suggest that there needed to be better distinction between the employer and administering authority role.

**“No one in the council understands the difference between the ‘council’ function and the ‘pension’ function.”**

Officer, LB

**“The make-up of panel/committees is not working – too much political interference.”**

LPB Chair

On conflicts:

**“I don’t see abuses. The ability is there for there to be abuse but it doesn’t happen.”**

Officer, CC

**“LGPS is full of conflict, s101 committees are beholden to the council who are mainly focused on council tax-payers.”**

TU

3. Some pointed out that concentrating on conflicts missed some of the advantages of LGPS funds being part of local authorities.

**“[This review] should address the many advantages and benefits of working for a large, well-run and modern council.**

s151 CC

**“[s151] role involves tensions, not conflicts. Tension can’t always be seen as a bad thing.”**

Officers, Met

## Budgets and resourcing

1. There was a range of approaches when it came to budget setting. In some instances, the budget available to the pension fund was determined as part of the wider council budget setting process with little or no input from pension officers and no role for the pension committee. Other funds reported that budget setting and in-year management of the budget was the responsibility of pension officers and that the local authority’s s151 was ‘kept informed’.

**“It hadn’t occurred to me that the [pension] committee could get involved with budget setting. Guidance on that would be good.”**

Officer, LB

**“Potential problems include transparency in the AA of its costs. Recharges of time. Costs recovered by the AA via the PF.”**

LPB Chair

2. There was also a split in terms of whether funds had the ability to set their own staffing or whether they were subject to recruitment freezes or downsizing exercises that apply to the main council.

**“[There should be] resourcing such that there is the quality and competence to deliver their statutory duties”**

s151, CC

One s151 expressed **“disbelief that blanket hiring bans and pay policies affected the pensions section. s151’s should be flexible enough to understand how to ‘spend’ resources. If they need to pay differently for pensions to get the right experience/quality.”**

s151, CC

When it comes to budgeting and workplans

**“...the s101 committee decides including requests for extra resource if required.”**

Chair of Committee. CC

## Representation

1. Most respondents felt that there was a role for some sort of scheme member presence on pension committees, although there was a difference of opinion about whether this should be a voting role or an observer role. A number of funds suggested that the scheme member role should not be limited to trade union representative. All agreed that the majority representation must lie with the administering authority.

**“Less than 50% of our members are in a union.”**

s151, CC

**“Representation is key – members must have a say”**

TU

**“Other employers reps and member reps should have voting rights [on the committee]. That’s right and should happen.”**

Chair of Committee, CC

**“We are warm towards the idea of an independent advisor/trustee who sits on committees.”**

s151, CC

**“We want to improve things for our members in terms of governance, transparency and representation.”**

TU

2. There were strong views on both sides about the value that local pension boards bring. Some feeling that they increased bureaucracy without adding value while for others they had become a useful part of the fund’s governance arrangements.

**“I welcome the involvement of the Pension Board it adds value, second opinion.”**

Chair Committee, CC

One respondent believed that joint committee and local pension boards **“give scheme members and other employers a voice and avoids duplication.”**

s151, CC

**“Many administering authorities see boards as threats rather than opportunities. There are still boards who are dictated to. Need administering authorities to release tight control.”**

Chair of LPB

3. There were a range of practices in how funds engaged with employers:

**“As s151 of a non-admin authority, I didn’t feel engaged in the pension fund, it was something that was dictated to me every few years.”**

s151 speaking of their time in a non administering authority

**“Employer liaison is tricky as your participating employers often don’t see it as a priority.”**

s151, CC



## 5. Examples of current best practice

It was apparent during our conversations that many funds exhibited excellent examples of good governance but that practices across funds were not consistent. This section captures some of the examples of best practice that we identified.

### Regular governance reviews

A number of funds confirmed that they use internal audit to provide assurance on administration and governance matters. Some reported an annual programme of work with different aspects of delivery being assessed each time.

Other funds had commissioned external governance reviews in order to receive an independent assessment of their current arrangements.

### Committee membership and effectiveness

A large number of funds stated that they required pension committee members to attain the same level of knowledge and expertise as local pension board members. This was achieved through training policies which set out clearly how the fund will deliver training and assess its effectiveness.

One fund reported how members of the pension committee are required to sign a declaration stating that they will act in the interests of the fund and not be influenced by party political matters. One view is that councils should waive the requirement for political representation on committees to allow the most appropriate members to sit, rather than allocate places according to political party.

Most funds have some sort of scheme member representation on pension committees and a small number allow scheme member representatives to vote.

### Independence

A number of funds reported that there was a clear understanding of, and separation between, the functions of the pension fund and the local authority which recognised the specialist nature of the LGPS. This was typically achieved through one or more of the following features:

- A dedicated Head of Pensions role which was at an appropriately senior level within the authority's structure.
- A recognition by elected members serving on the pension committee that, when carrying fund specific business, they were acting on behalf of scheme members and all of the employers in the fund, not simply their own local authority.
- Independent business planning and resourcing decisions made by pension fund officers and signed off by the pension committee and s151. This allows the pension fund to plan and resource appropriately to deliver its strategic objectives.
- Pension fund not subject to same recruitment freezes or restructuring exercises applied at a council level. Some funds reported using market supplements to attract appropriately skilled staff, where a strong business case could be made.

### Focus on quality of service to scheme members

Some funds were prepared to 'go the extra mile' in terms of the quality of service delivered to scheme members. This might involve encouraging face-to-face interaction between pensions staff and scheme members (particularly when considering complex or emotive matters), producing a range of communications aimed at active, deferred and pensioner members or holding annual member meetings to raise awareness of current issues.

# 6. Proposals

The proposals we set out for consideration by SAB are informed by feedback from stakeholders. Many are things which well-run funds already do.

- **Table 1** shows the proposals in summary.
- **Table 2** sets out the rationale for each proposal and, if SAB agrees with proposals, suggested actions to implement.

**Table 1: Summary of proposals**

<b>1</b>	<b>'Outcomes-based' approach</b> to LGPS governance with minimum standards rather than a prescribed governance structure.
<b>2</b>	<b>Critical features of the 'outcomes-based' model</b> to include: <ol style="list-style-type: none"> <li>Robust conflict management including clarity on roles and responsibilities for decision making.</li> <li>Assurance on sufficiency of administration and other resources (quantity and competency) and appropriate budget.</li> <li>Explanation of policy on employer and scheme member engagement and representation in governance.</li> <li>Regular independent review of governance - this should be based on an enhanced governance compliance statement which should explain how the required outcomes are delivered.</li> </ol>
<b>3</b>	<b>Enhanced training requirements</b> for s151s and s101 committee members (requirements for s101 should be on a par with LPB members).
<b>4</b>	<b>Update relevant guidance and better sign-posting.</b>

**Table 2: Rationale for proposals and suggested actions**

	<b>Proposal</b>	<b>Why</b>	<b>Suggested actions</b>
<b>1</b>	<b>'Outcomes-based' approach</b> to LGPS governance rather than a prescribed governance structure.	<p>We observe (and the survey evidences) that different administering authorities with the same governance structure can have different outcomes in terms of quality and standards of governance. All the governance models in the SAB survey can deliver good or bad governance outcomes. Focussing on the desirable traits and outcomes expected of LGPS governance will enhance governance in a more reliable and cost-effective manner than prescribed changes in structure.</p> <p>Further, we do not believe it is appropriate to impose a 'one size fits all' approach.</p>	<ol style="list-style-type: none"> <li>SAB should consult on:               <ul style="list-style-type: none"> <li>Desirable features and attributes of LGPS governance arrangements;</li> <li>The outcomes governance arrangements should be expected to deliver; and</li> <li>How each administering authority might evidence that its own governance model displays the required attributes.</li> </ul> </li> <li>Once identified and agreed through consultation, the desirable features and expected outcomes should be set out in statutory MHCLG guidance (replacing the 2008 CLG guidance).</li> </ol>



Table 2: Rationale for proposals and suggested actions (continued)

	Proposal	Why	Suggested actions
2	<p><b>Critical features of the ‘outcomes-based’ model</b> to include:</p> <ol style="list-style-type: none"> <li>Robust conflict management.</li> <li>Assurance on sufficiency of administration resources (quantity and competency) and appropriate budget.</li> <li>Explanation of policy on employer and scheme member engagement and representation in governance.</li> <li>Regular independent review of governance.</li> </ol>	<p>The detailed specification of the desirable features and expected outcomes of an ‘outcomes-based’ model are beyond the scope of this project and should be determined in a second stage of work and through consultation.</p> <p>However, based on responses to the survey we propose a small number of critical elements to ensure this approach is effective. These proposals are shown below under 2(a) – (d).</p>	<p>SAB to consider making these features mandatory but determining other aspects of the detailed specification of features and expected outcomes in a further phase of work (as per Proposal 1).</p>
2a	<p><b>Robust conflict management.</b></p> <p>Administering authorities should be able to decide locally how they will evidence this requirement including for example:</p> <ul style="list-style-type: none"> <li>Published conflicts policy.</li> <li>Protocols for setting and managing budgets.</li> <li>Schemes of delegation.</li> <li>Documented roles and responsibilities of elected members on s101 committees, s151 officers and pension fund officers.</li> </ul>	<p>Elected councillors and s151 officers have multiple competing statutory responsibilities, within their roles in the LGPS and in wider council responsibilities. High professional standards and experience help them to navigate. Additional measures specific to their LGPS duties can help reduce conflicts and perception of conflicts.</p> <p>Many administering authorities already have a conflicts policy or alternative arrangements to help reduce the risk of conflicts including, for example, schemes of delegation or well defined and documented roles and responsibilities.</p>	<p>SAB should consider making this a mandatory feature of any ‘outcomes-based’ governance model.</p>



Table 2: Rationale for proposals and suggested actions (continued)

	Proposal	Why	Suggested actions
2b	<p><b>Assurance administration and other resource (quantity and competency) sufficient to meet regulatory requirements and budget appropriate.</b></p> <p>This will require a transparent approach to setting and managing budgets.</p> <p>Administering authorities should be able to decide locally how they will evidence this requirement including for example:</p> <ul style="list-style-type: none"> <li>• Benchmarking.</li> <li>• External expert advice.</li> <li>• Internal or external audit.</li> <li>• Review by LPB with appropriate expert advice.</li> </ul> <p>Administering authorities may need freedom to use market supplements to attract and retain staff and should not be tied to council staffing policies such as recruitment freezes.</p>	<p>The administrative burden on the LGPS has increased significantly due to increasing complexity (pre- and post-Hutton benefits) and the massive growth in employer numbers.</p> <p>At the same time, there is increased scrutiny from TPR and risk of fines and other regulator interventions.</p> <p>It is critical that pension administration teams are sufficiently well resourced with competent personnel and appropriate administration systems.</p> <p>This aim must be supported by transparent processes for setting appropriate budgets.</p> <p>Pensions administration is a specialist role and, at the current time, it is difficult to attract and retain staff.</p> <p>Many administering authorities already have pay and recruitment policies relevant to the needs of their pension functions rather than being tied to the general policies of the council.</p>	<p>SAB should consider making this a mandatory feature of any 'outcomes-based' governance model.</p>
2c	<p><b>Explain policy on employer and member engagement and representation in governance.</b></p> <p>At the current time, employer and member representation (with or without voting rights) should be encouraged but not compelled. Decisions on the approach to member representation should remain a local matter but administering authorities should explain their approach.</p>	<p>Most administering authorities have non-administering authority employer and scheme member representatives.</p> <p>Non-administering authority employers are often chosen to represent certain employer constituencies (e.g. academies, FE, charities and housing associations).</p> <p>In some cases, scheme member representatives have voting rights.</p> <p>»</p>	<p>SAB to consider making these features mandatory but determining other aspects of the detailed specification of features and expected outcomes in a further phase of work (as per Proposal 1).</p>



Table 2: Rationale for proposals and suggested actions (continued)

	Proposal	Why	Suggested actions
		<p>Many survey respondents support greater encouragement to include scheme member reps on s101 committees.</p> <p>However, administering authorities prefer some local flexibility on this, including how representatives are selected and whether they have voting rights. Importantly, administering authorities should retain majority voting representation because of the statutory responsibilities they bear.</p>	
2d	<p><b>Regular independent review of governance</b> to assess effectiveness of administering authority's governance arrangements in the context of the desirable features and expected outcomes set out in guidance on an 'outcomes-based' model. This should be based on an enhanced governance compliance statement which should explain how the required outcomes are delivered.</p> <p>Guidance should not prescribe the approach but could set out acceptable methods which may include:</p> <ol style="list-style-type: none"> <li>i. Internal or external audit assessment;</li> <li>ii. Scrutiny by LPBs;</li> <li>iii. A peer review process.</li> </ol>	<p>It is important that any 'outcomes-based' approach is policed.</p> <p>Self-assessment is insufficient. Independent review is required for a more objective assessment.</p> <p>We discovered that some funds do this on a regular basis already using a variety of approaches including internal and external audit and other external experts and advisors.</p>	<p>SAB should consider making this a mandatory feature of any 'outcomes-based' governance model.</p>

Table 2: Rationale for proposals and suggested actions (continued)

	Proposal	Why	Suggested actions
3	<p><b>Enhanced training requirements</b> for s151s and s101 committee members. This is to include all s151 officers, not just those currently with administering authority responsibilities.</p>	<p><b>s151s:</b> Current CIPFA training does not have specific pensions modules. CPD for those at or close to s151 level would be more effective and have impact sooner than changes to exam syllabus, although the latter would also have longer term benefit. Greater understanding of the LGPS amongst the wider s151 community may also reduce perception of conflicts.</p> <p><b>s101 committees:</b> Currently the training requirements for Local Pension Board members (which are statutory) are more onerous than those for s101 committee members. Survey respondents felt this inconsistency was unacceptable and that s101 training should be on a par with LPB requirements.</p>	<ul style="list-style-type: none"> <li>i. CIPFA to develop a CPD module for s151 practitioners in the LGPS.</li> <li>ii. SAB / MHCLG statutory guidance to require training for s101s to be on a par with members of Local Pension Boards.</li> </ul>
4	<p><b>Update relevant guidance and provide better sign-posting.</b></p> <p>It would also be helpful to provide greater clarity to officers and elected members on their statutory and fiduciary obligations.</p> <p>As well as sign-posting, there should be clarity on the status of current and future guidance (e.g. statutory and therefore compulsory or best practice)</p>	<p>The main guidance relevant to governance includes:</p> <ul style="list-style-type: none"> <li>i. CIPFA guidance for s151s in respect of LGPS responsibilities (2014); and</li> <li>ii. CLG's statutory guidance on governance of governance compliance statements (2008).</li> </ul> <p>Both pre-date PSPA 2013, involvement of TPR in LGPS governance and investment pooling.</p> <p>Both must be updated.</p>	<ul style="list-style-type: none"> <li>i. CIPFA to review and update guidance for s151s in respect of LGPS governance.</li> <li>ii. MHCLG to review and update statutory guidance on governance. In particular, this should put greater emphasis on non-investment aspects of governance such as administration.</li> <li>iii. SAB should consider commissioning legal input to give greater clarity on statutory and fiduciary responsibilities of s151 officers and s101 elected members.</li> <li>iv. SAB or MHCLG should provide greater clarity on the status of current and future guidance (e.g. statutory and therefore compulsory or best practice.)</li> </ul>

**Table 3:** Other ideas considered but rejected or out of scope

	<b>Proposal</b>	<b>Reason for non-recommendation</b>
<b>1</b>	<b>Separate s151 for pension fund.</b>	<ul style="list-style-type: none"> <li>• A benefit would be specific focus on LGPS matters and therefore greater depth of understanding.</li> <li>• However, this is unlikely to help reduce conflicts (the pension fund s151 still has fiduciary responsibility to local tax-payers and may report to council s151) and may not be practical for smaller funds with greater resource constraints.</li> </ul>
<b>2</b>	<b>Compulsory benchmarking.</b>	<ul style="list-style-type: none"> <li>• Concerns because benchmark data not like for like (e.g. same cost per member but different service); and (ii) risk this drives lowest common denominator results instead of innovation in service delivery</li> <li>• We recognise that benchmarking has a place and would welcome the development of more sophisticated forms of benchmarking that focus on the quality of the service delivered.</li> </ul>
<b>3</b>	<b>Legal separation of pension fund accounts.</b>	<ul style="list-style-type: none"> <li>• Requires change in primary legislation.</li> <li>• Pension fund accounts already separated, audited and shown in Pension Fund Annual Report (annual report is a statutory requirement).</li> <li>• It is unclear what additional benefit there is in legal separation of PF accounts from administering authority/council.</li> </ul>
<b>4</b>	<b>Mandating extension of audit to include an opinion on suitability of LGPS governance arrangements.</b>	<ul style="list-style-type: none"> <li>• Some funds commission an external (or internal) audit view voluntarily.</li> <li>• NAO has confirmed that this could only be mandated through legal separation of pension fund accounts (see above).</li> <li>• Concerns on some external auditors' lack of LGPS knowledge and lack of continuity due to changing personnel.</li> <li>• Preference to allow flexibility in approach to independent assessment of governance arrangements and their efficacy.</li> </ul>
<b>5</b>	<b>Removing s151 from decisions around admin budgeting due to conflicts.</b>	<ul style="list-style-type: none"> <li>• s151 has statutory responsibility.</li> </ul>
<b>6</b>	<b>Merger of funds to facilitate different governance models.</b>	<ul style="list-style-type: none"> <li>• Weakened link to local democratic accountability.</li> <li>• Outside of the scope of the project.</li> </ul>



**Table 4:** Suggested follow up work beyond the scope of this report

	<b>Suggested follow up work</b>	<b>Why</b>
<b>1</b>	<b>SAB to consult on detailed specification of desirable features and expected outcomes from an 'outcomes-based' model.</b>	<ul style="list-style-type: none"> <li>• Important to get buy-in and support for the practical details of an 'outcomes-based' governance model.</li> </ul>
<b>2</b>	<b>CIPFA and MHCLG to update existing guidance.</b>	<ul style="list-style-type: none"> <li>• Existing guidance is out of date.</li> </ul>
<b>3</b>	<b>Commission legal work to provide greater clarity on statutory versus fiduciary obligations (s151 and s101 committee members).</b>	<ul style="list-style-type: none"> <li>• Statutory responsibilities take precedence.</li> <li>• Currently unclear.</li> </ul>
<b>4</b>	<b>SAB to consider a 'Good Administration' review.</b>	<ul style="list-style-type: none"> <li>• Survey respondents expressed interest in some work to set out what good administration looks like, examples of current best practice, good approaches to meeting the needs of scheme members and employers, and greater clarity on what standards will be required to satisfy TPR.</li> <li>• This will help administering authorities to be clear what standards they must achieve in order to provide 'assurance' that administration resources are sufficient in quantity and competency, identify any gaps and determine what practical steps they might take to address those gaps.</li> </ul>
<b>5</b>	<b>SAB to consider a review of the role of Pension Boards in LGPS.</b>	<ul style="list-style-type: none"> <li>• Very mixed reports on the role and success in working with Pension Boards in the LGPS.</li> </ul>



Table 5: 'Outcomes-based' model – concept illustration

	Outcome: examples	How to demonstrate that your governance model complies: examples
1	<b>Robust conflict management.</b>	<ul style="list-style-type: none"> <li>• Conflicts policy.</li> <li>• Scheme of delegation or decision matrix setting out who makes what decisions.</li> <li>• Transparent process for approving budgets.</li> <li>• Documented roles and responsibilities of elected members on s101 committees, s151 officers and pension fund officers.</li> </ul>
2	<b>Assurance administration and other resource (quantity and competency) sufficient to meet regulatory requirements and budget appropriate.</b>	<ul style="list-style-type: none"> <li>• Benchmarking.</li> <li>• External expert advice.</li> <li>• Internal or external audit.</li> <li>• Review by LPB with appropriate expert advice.</li> <li>• Process for setting administration budget.</li> <li>• Policies in respect of recruitment and market supplements to attract and retain staff.</li> </ul>
3	<b>Explain policy on employer and member engagement and representation in governance.</b>	<ul style="list-style-type: none"> <li>• Set out approach to employer and member engagement e.g. communication plan, AGM, employer liaison and support.</li> <li>• Set out approach to participation of non-administering authority employers in governance of fund e.g. representatives of academies, admitted bodies, FE, charity sector, etc.</li> <li>• Set out approach participation of scheme members in governance (e.g. observers, voting members, how selected, etc.) and rationale for approach.</li> </ul>
4	<b>Regular independent assessment of governance arrangements.</b>	<p>State method e.g.</p> <ul style="list-style-type: none"> <li>• Internal or external audit assessment; or</li> <li>• Scrutiny by Local Pension Board; or</li> <li>• External expert / consultant; or</li> <li>• Peer review process.</li> </ul> <p>Describe scope and approach e.g.</p> <ul style="list-style-type: none"> <li>• Reviewing policies, meeting minutes.</li> <li>• Reviewing committee efficacy in decision-making, etc.</li> </ul>

Appendix A

# Scheme Advisory Board: Good Governance Survey



The following pages replicate the online Good Governance survey on governance models for the LGPS. The survey closed on 31 May 2019.

## Introduction

The Scheme Advisory Board has commissioned Hymans Robertson to review LGPS governance structures and practices. This survey is part of a key part of the project and we are keen to collect views from as wide a range of stakeholders as possible. Further details on the scope and background to the project can be found on the SAB website.

To help inform this survey and the options for governance change presented for feedback, views were sought from a representative range of LGPS stakeholders (including pension fund officers, section 151 officers, trade unions and other advisors) in order to understand the issues and challenges that the current LGPS governance arrangements present.

Examples of issues cited by respondents included:

- **Clarity:** There is sometimes lack of clarity over roles and responsibilities.
- **Conflicts:** A number of stakeholders raised the issue of perceived conflicts of interest between the fund and the council, in particular for the section 151 of the administering authority given his or her responsibilities for the financial management of other council functions. It was suggested these could manifest themselves in terms of the strategic decisions taken by the fund in respect of funding (contribution rate decisions) and investment or in respect of allocating resource to the pension fund.
- **Consistency:** It is widely recognised that there are many examples of good practice within the LGPS and that section 151s and pension funds manage these conflicts well. However, it was noted that this good practice largely relies on the professionalism and good will of individuals and the ethos of the authority. There is very little regulation or guidance that would safeguard the situation if such high standards were absent.
- **Representation:** The issue of appropriate representation was raised, in particular for non-administering authorities. Some respondents suggested that there could be improvements in the way administering authorities engage with the other employers in the fund on administration resourcing as well as funding, contributions and investment matters.
- **Standards:** It was also noted that LGPS funds evidence varying levels of compliance with the standards for administration, funding and investment set out in statutory legislation, relevant guidance and the TPR Code of Practice 14.
- **Miscellaneous:** Other issues raised included lack of continuity in committee members; shortage of in-house skills, expertise and subject matter knowledge in investment and funding; and restrictions on recruitment and pay policy for the pensions function.

Please use the box below to provide details of any additional issues which you believe the Board should address as part of this exercise.

Comment box provided.



## The criteria

Based on the issues raised by stakeholders, the Board has agreed 6 criteria which will be used to assess any proposed changes to LGPS governance arrangements.

<b>Standards</b>	The model enables funds to meet good standards of governance across all areas of statutory responsibility including TPR requirements.
<b>Conflict</b>	The model minimises conflicts between the pension function and the host local authority, including but not limited to s151 officer conflicts (in operational areas such budgets, resourcing, recruitment and pay policies and in strategic areas such as funding and investment policy).
<b>Representation</b>	The model allows for appropriate involvement in decision making for key stakeholders (including administering authority, non-administering authorities, other employer and member representatives).
<b>Clarity</b>	The model delivers clarity of accountability and responsibility for each relevant role.
<b>Consistency</b>	The model minimises dependence on the professionalism of individuals and existing relationships to deliver statutory responsibilities.
<b>Cost</b>	The cost of implementing and running the model is likely to be worthwhile versus benefits delivered.

Please use the box below to provide details of any additional criteria which you believe the Board should consider as part of this exercise.

Comment box provided.



## Governance models in this survey

The Scheme Advisory Board would like to hear your views on four governance models set out below.

**Option 1 – Improved practice:** Introduce guidance or amendments to LGPS Regulations 2013 to enhance the existing arrangements by increasing the independence of the management of the fund and clarifying the standards expected in key areas.

**Option 2 – Greater ring fencing of the LGPS within existing structures:** Clearer ring-fencing of pension fund management from the host authority, including budgets, resourcing and pay policies.

**Option 3 – Joint Committee (JC):** Responsibility for all LGPS functions delegated to a JC comprising the administering authority and non-administering authorities in the fund. Inter-authority agreement (IAA) makes JC responsible for recommending budget, resourcing and pay policies.

**Option 4 - New local authority body** – an alternative single purpose legal entity that would retain local democratic accountability and be subject to Local Government Act provisions.

It is recognised that a one size fits all approach may not be appropriate.

Final recommendations by SAB could be variations on the models described here, taking account of your feedback. Any regulation changes needed will be fully assessed before SAB makes final recommendations. We have not provided detailed costing of each of the models presented in the survey. The cost of implementation would in any case vary across different funds, but, generally, the effort and cost to implement increases as we move from Option 1 to Option 4. Detailed costing of any recommendations emerging from this exercise would be undertaken prior to implementation.

In the next section we set out a brief description of each of the options along with the opportunity for you to provide your views on how well each option compares against the agreed criteria.

**For brevity the option descriptions have been included on the next two pages, followed by the response form (which was identical for all four options).**



## Option 1 - Improved practice

### Features

- SAB guidance on minimum expected levels of staffing and resourcing;
- SAB guidance on representation on pension committees and expected levels of training for those on pension committees and officers with an LGPS role. Additional guidance could also be considered on the best practice for pension boards.
- Legal clarification on the fiduciary and statutory duties of key individuals within LGPS funds.
- LGPS regulations set out enhanced process for consulting on FSS and ISS to ensure greater voice for the full range of employers in the fund.

## Option 2 - Greater ring fencing of the LGPS within existing structures

### Features

- The pension fund budget is set at the start of the financial year with reference to its own business plan and service needs.
- Any charges to the fund in respect of support services provided by the host authority, for example legal support, HR and procurement is included in the budget up front.
- Pension fund related expenditure then comes directly from the fund. This removes the common practice whereby pension fund expenditure is paid through the host authority's revenue account to be recharged at a later date.
- The section 151 of the administering authority would retain responsibility for the pensions function but recommendations on budget (including administration resources required to meet TPR standards) would be made by a pension fund officer to the pensions committee which would be responsible for agreeing the budget. (Alternatively, the pension fund could have a separate s151 officer to reduce conflicts currently faced by s151s.\*)
- The pension committee would be responsible for agreeing the budget as well as approving any changes to that budget during the financial year.
- The cost of staffing would be met through the fund including any additional costs such as market supplements or redundancy strain.
- Changes to the Audit and Accounting Regulations 2015 could be considered to make the fund accounts legally separate and subject to a separate audit.

In addition to the budget related aspects outlined above further steps could be taken which would give funds greater autonomy over employment policies. The model is analogous to the fund being treated as an internal business unit of the council.

- Staff will continue to be employed by the host council but polices over certain HR matters such as recruitment and the payment of market supplements will be delegated to the pension committee.
- Decisions over other matters pertinent to the fund, for example investment in new administration technology, would also lie with the pension committee.
- Decisions around the structure of the pension function would be for the fund's management team to make with the approval of the pension committee.\*

\* Further consideration is required as to whether these practices could simply be encouraged by regulatory bodies or whether it is possible and/or desirable to find a mechanism by which these could be mandated.



### Option 3 - Use of new structures: Joint Committees (JC)

#### Features

- The scheme manager function and all LGPS decision making, which currently sits with the administering authority, would be delegated to a section 102 JC. The committee would comprise all the local authorities who currently participate in the fund as employers.
- Consideration could be given to the representation of other employers and scheme members on the JC.
- Assets and liabilities still sit with the existing administering authority.
- Employment of staff and contractual issues dealt with through a lead authority or a wholly owned company. This could be codified within an Inter Authority Agreement (IAA).
- The IAA would stipulate that the budget will be agreed by the JC. s151s of the constituent local authority employers retain a fiduciary duty to the local taxpayer but the IAA would distance them legally from budget setting responsibilities in respect of the pensions function.

### Option 4 - New local authority body

#### Features

An alternative single purpose legal entity that would retain local democratic accountability and be subject to Local Government Act provisions.

This might be through a combined authority route or through a public body established by statute.

- The new body must retain a strong link to democratic accountability.
- Employment of staff and contractual issues dealt with by the new body.
- Assets and liabilities transferred to the new body.
- Separate accounts based on CIPFA guidance.
- Funded by an element of the contribution rate and by a levy on constituent authorities.
- Officers in the new body are responsible only for the delivery of the LGPS function.



Please use the voting buttons to indicate to what extent moving from existing arrangements to Option (1, 2, 3 or 4) would achieve each of the criteria.

<b>Standards</b>	The model enables funds to meet good standards of governance across all areas of statutory responsibility including TPR requirements.	Strongly disagree <b>1</b> <b>2</b> <b>3</b> <b>4</b> <b>5</b> Strongly agree
<b>Conflict</b>	The model minimises conflicts between the pension function and the host local authority, including but not limited to s151 officer conflicts (in operational areas such budgets, resourcing, recruitment and pay policies and in strategic areas such as funding and investment policy).	Strongly disagree <b>1</b> <b>2</b> <b>3</b> <b>4</b> <b>5</b> Strongly agree
<b>Representation</b>	The model allows for appropriate involvement in decision making for key stakeholders (including administering authority, non-administering authorities, other employer and member representatives).	Strongly disagree <b>1</b> <b>2</b> <b>3</b> <b>4</b> <b>5</b> Strongly agree
<b>Clarity</b>	The model delivers clarity of accountability and responsibility for each relevant role.	Strongly disagree <b>1</b> <b>2</b> <b>3</b> <b>4</b> <b>5</b> Strongly agree
<b>Consistency</b>	The model minimises dependence on professionalism and relationships to deliver statutory responsibilities.	Strongly disagree <b>1</b> <b>2</b> <b>3</b> <b>4</b> <b>5</b> Strongly agree
<b>Cost</b>	The cost of implementing and running the model is likely to be worthwhile versus benefits delivered.	Strongly disagree <b>1</b> <b>2</b> <b>3</b> <b>4</b> <b>5</b> Strongly agree

Please provide any comments you may have regarding Option 1/2/3/4 in the box below.

Comment box provided.

**Finally, respondents were asked:**

Are there any alternative governance structures not covered between Option 1 – Option 4 which you believe the Board should consider?

Comment box provided.

Appendix B

# Abbreviations



# Abbreviations

<b>ALATS</b>	The Association of Local Authorities' Treasurers Societies
<b>CIPFA</b>	The Chartered Institute of Public Finance and Accountancy
<b>CLG</b>	Communities and Local Government (former name of MHCLG)
<b>CPD</b>	Continuous Professional Development
<b>FE</b>	Further Education
<b>JC</b>	Joint Committee formed under s102 of the Local Government Act 1972
<b>LA</b>	Local Authority
<b>LGPS</b>	Local Government Pension Scheme
<b>LPB</b>	Local Pension Board
<b>MHCLG</b>	Ministry of Housing, Communities and Local Government
<b>NAO</b>	National Audit Office
<b>PF</b>	Pension Fund
<b>PIRC</b>	Pensions and Investment Research Consultants Ltd
<b>PLSA</b>	Pension and Lifetime Savings Association
<b>PSPA 2013</b>	Public Service Pensions Act 2013
<b>PSAA</b>	Public Sector Audit Appointments
<b>s101</b>	A committee established under s101 of the Local Government Act 1972
<b>s151</b>	An officer with responsibilities under s151 of the Local Government Act 1972
<b>SAB</b>	Scheme Advisory Board for the Local Government Pension Scheme in England and Wales
<b>SCT</b>	Society of County Treasurers
<b>SLT</b>	Society of London Treasurers
<b>SWT</b>	Society of Welsh Treasurers
<b>TPR</b>	The Pensions Regulator

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