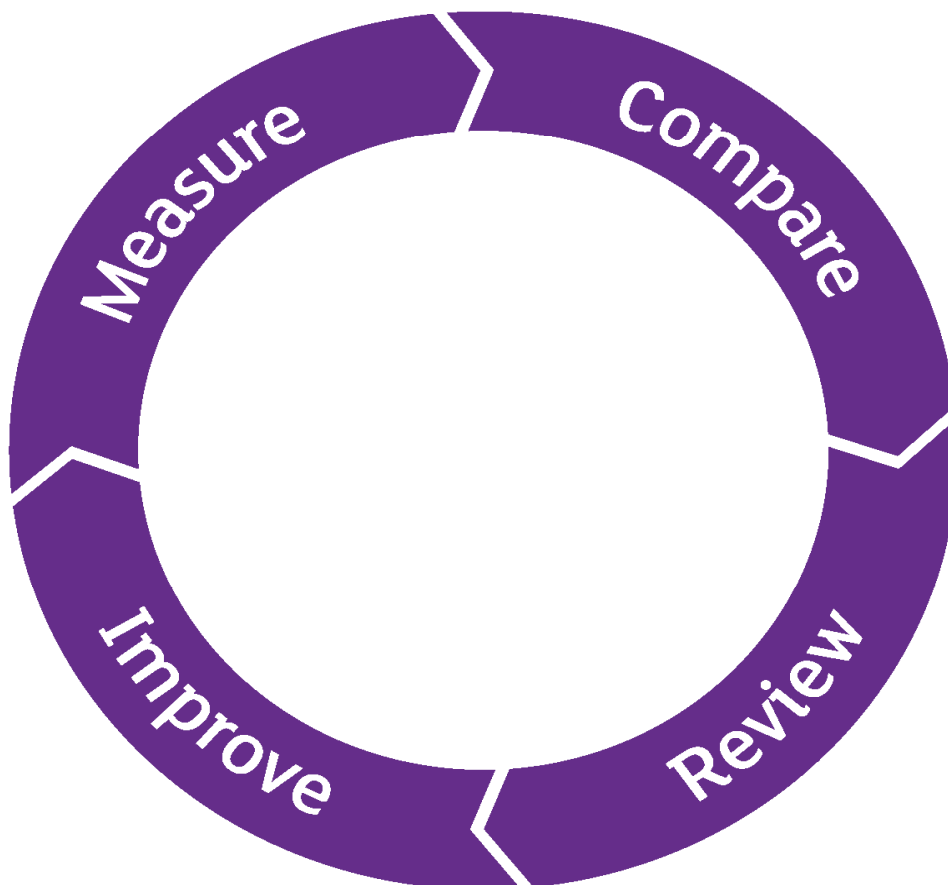


Information Services

pensions administration benchmarking club

2015 - Cambridgeshire Final Report



PREFACE

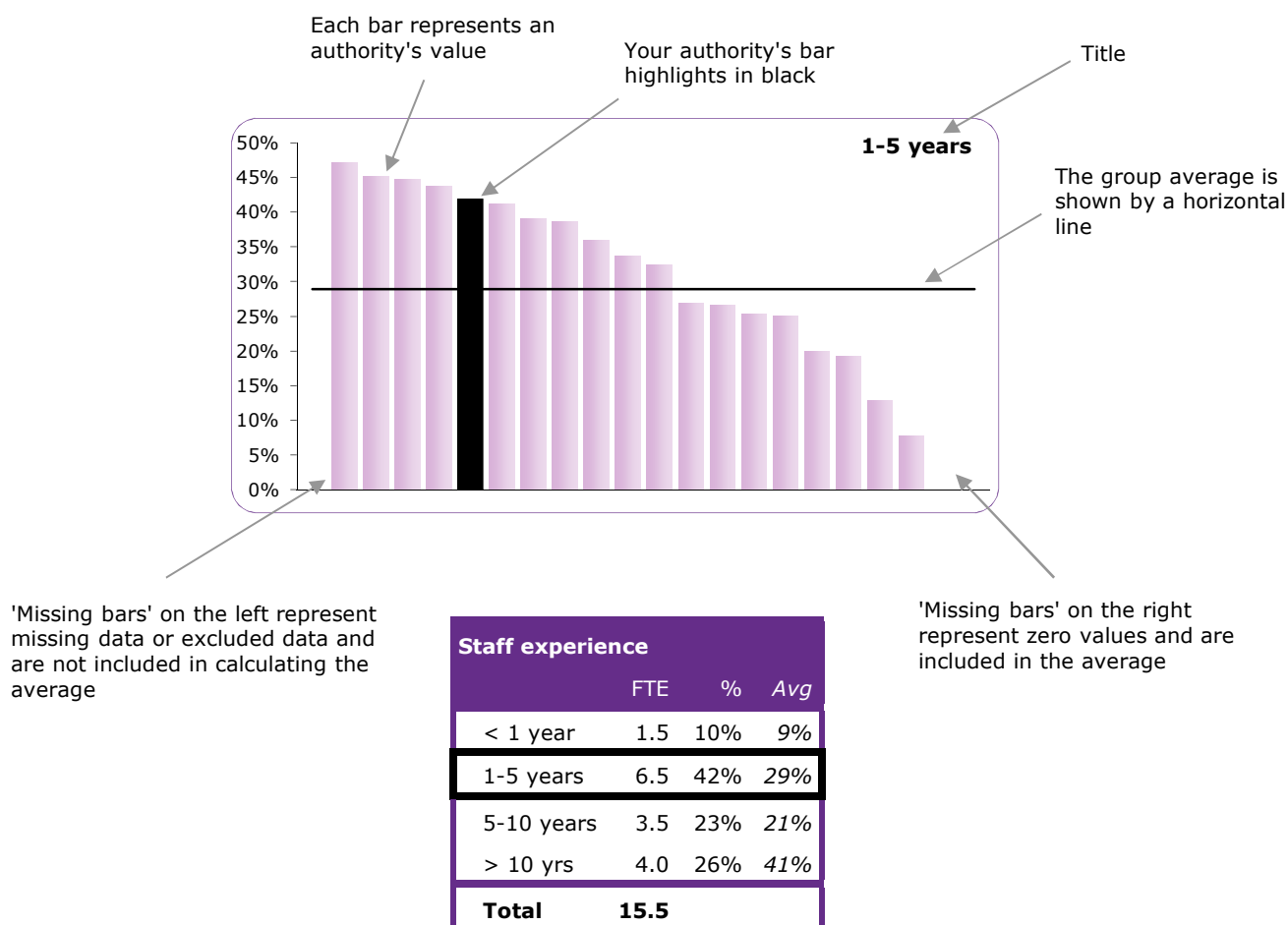
This report compares your data with the group of authorities specified on the title page.

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



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)

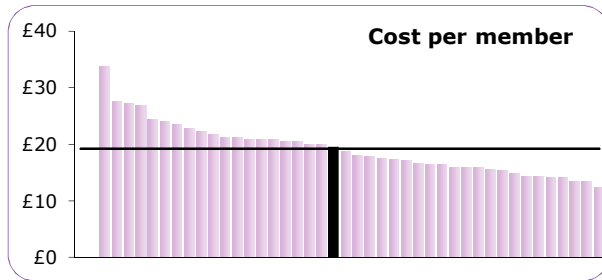
This shows members' costs and averages compared for in-house and externally managed pension schemes.

Section 7 -Timeseries (final report only)

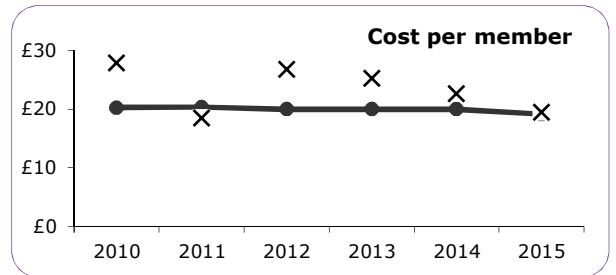
This shows the individual members' performance over time compared to the club average for cost per member, which is analysed over staff cost and other costs.

SECTION 1 - SUMMARY 2014/15

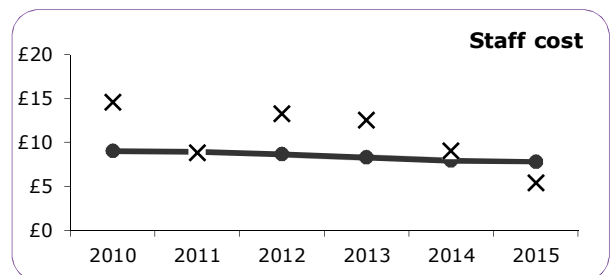
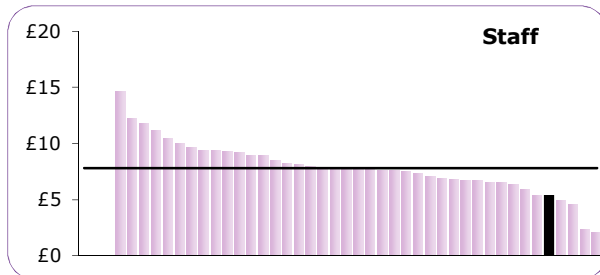
NET COST / MEMBER 2014/15



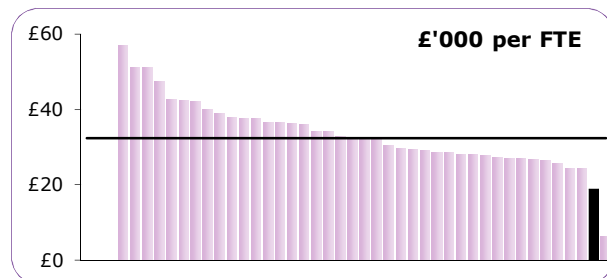
● Club average
X Cambridgeshire



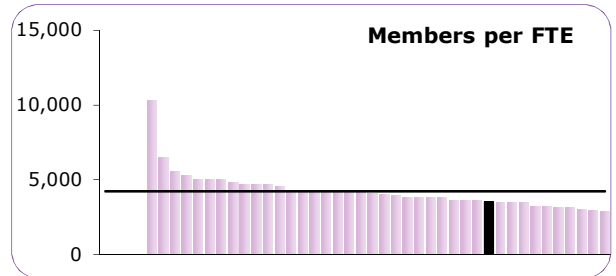
STAFF COST / MEMBER 2014/15



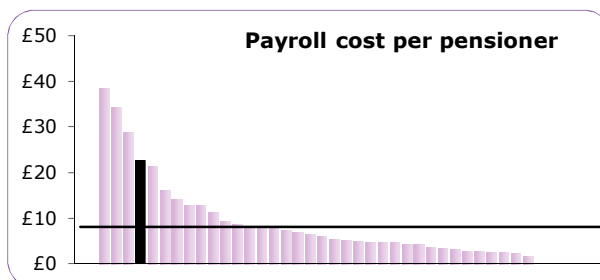
COST £'000 / FTE



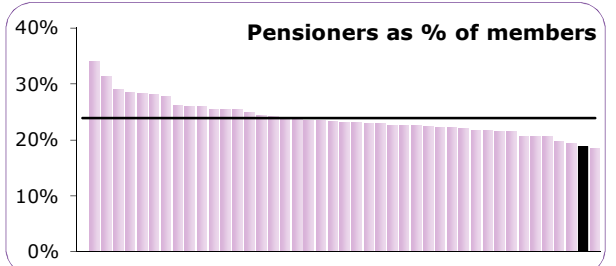
MEMBERS LGPS / ADMIN FTE



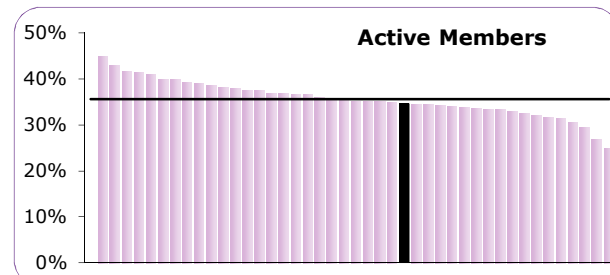
PAYROLL COST / PENSIONER



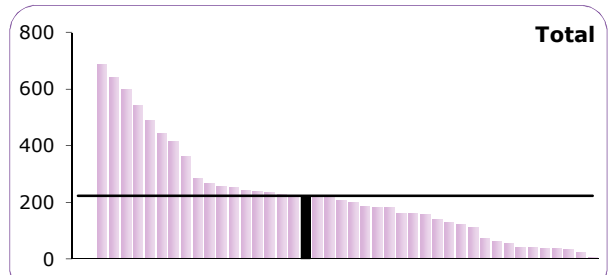
PENSIONERS AS A % MEMBERS



ACTIVES AS A % MEMBERS



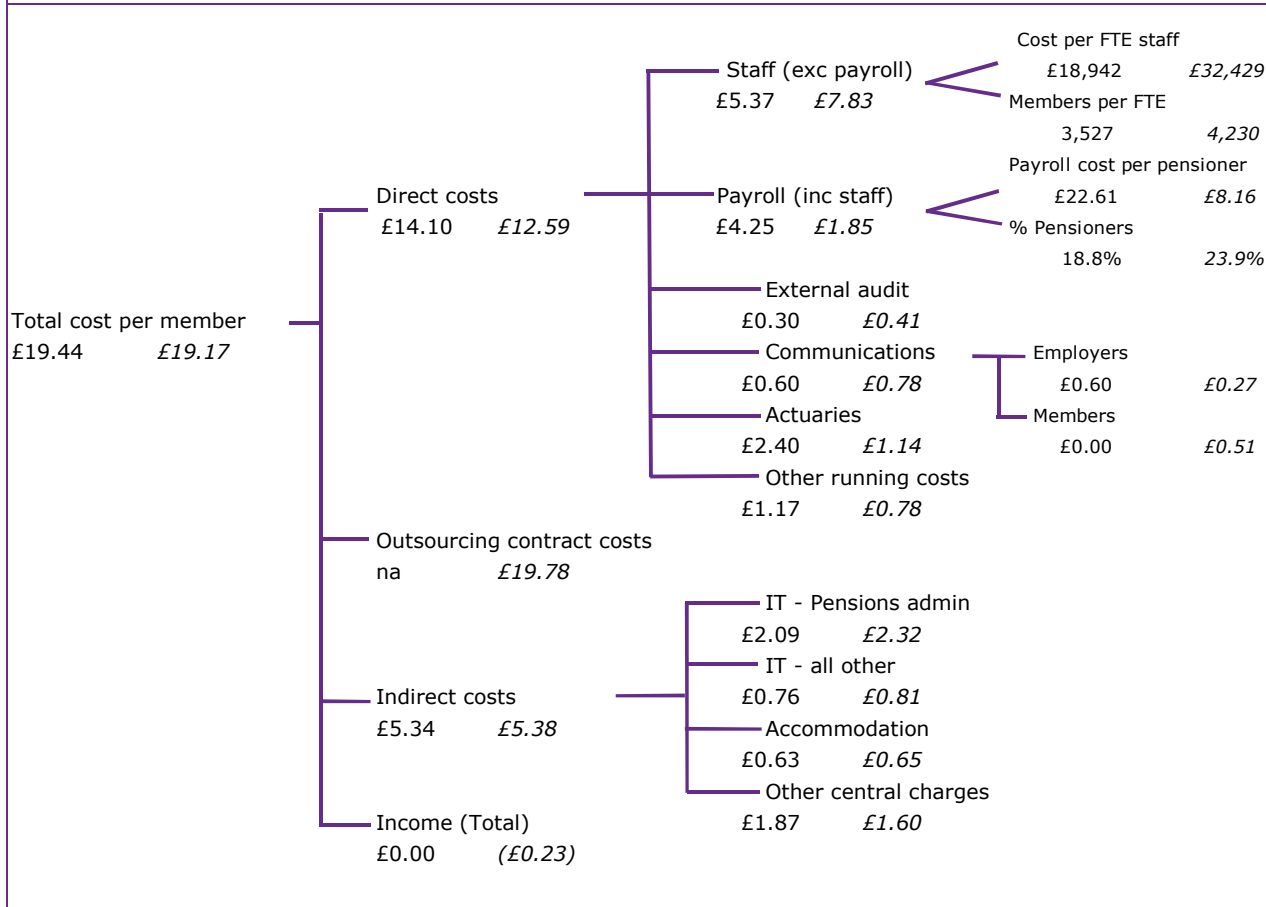
NUMBER OF LGPS EMPLOYERS



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	34.3
less	
IT staff	4.5
Payroll staff	2.0
Communications staff	0.5
Employing authority work	6.0
Work for other schemes	na
Other work	0.5
Admin of LGPS	20.8

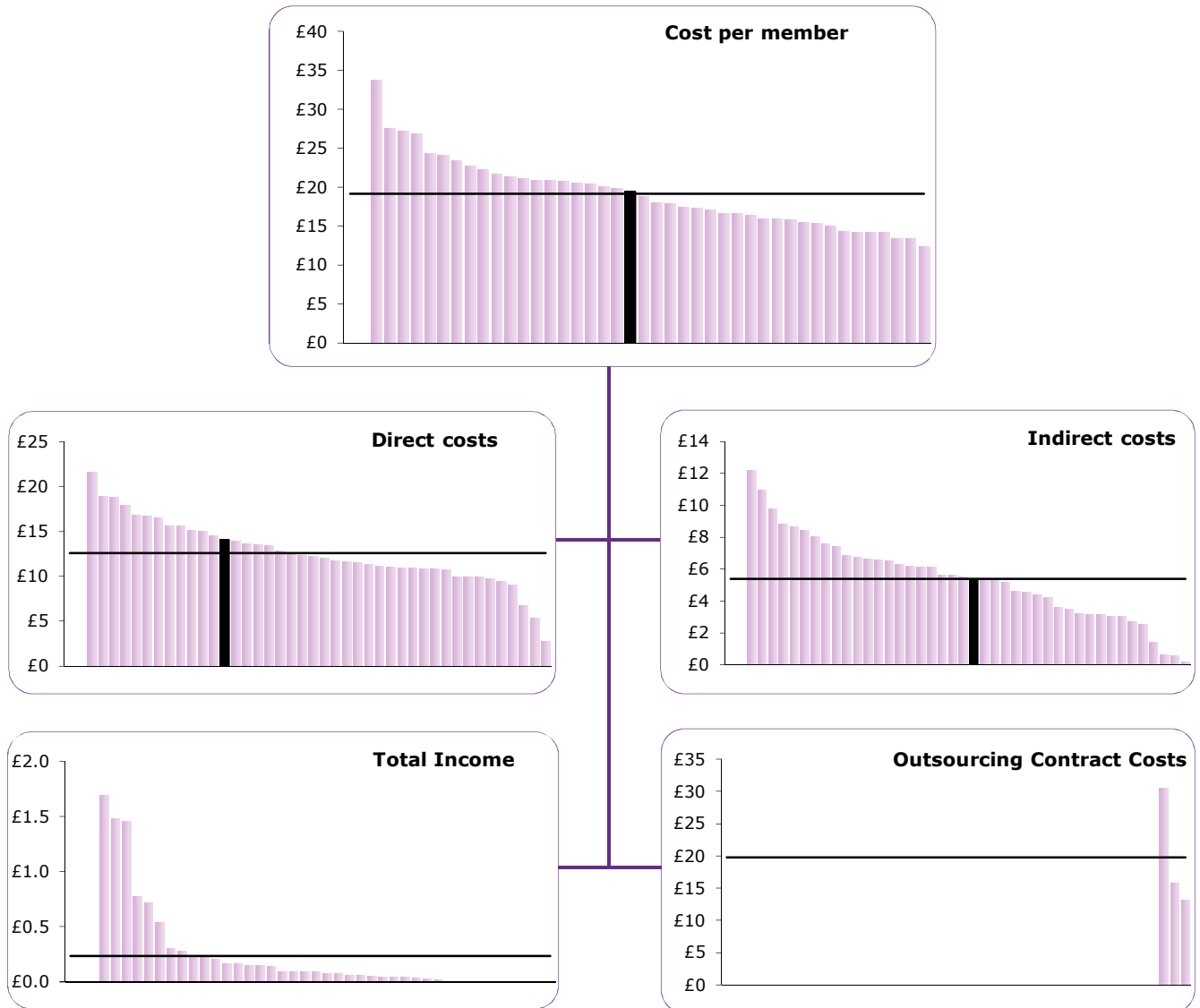
Net Costs £'000	
	£'000
Pension Section total	1,637
less	
Work for other schemes	105
Employing authority work	88
Other work	18
Admin of LGPS	1,426

Admin of LGPS costs	£'000	£ per member	Avg
Staff - administration	394	5.37	7.83
Staff - payroll	-	-	0.36
Payroll	312	4.25	1.49
Communications (Total)	44	0.60	0.78
Actuaries	176	2.40	1.14
External audit	22	0.30	0.41
Other running costs	86	1.17	0.78
Total Direct Costs	1,034	14.10	12.59
Outsourcing costs	-	na	19.78
IT - Pensions admin	153	2.09	2.32
IT - All other	56	0.76	0.81
Accommodation	46	0.63	0.65
Other central charges	137	1.87	1.60
Total Indirect Costs	392	5.34	5.38
Gross Cost	1,426	19.44	19.39
Income - Members	-	-	(0.06)
Income - Employers	-	-	(0.11)
Income - Other	-	-	(0.06)
Total Income	-	-	(0.23)
Net Cost	1,426	19.44	19.17

Total Scheme Membership 73,354

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

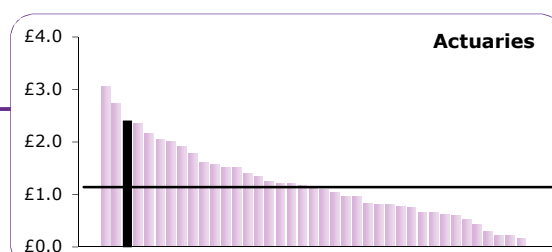
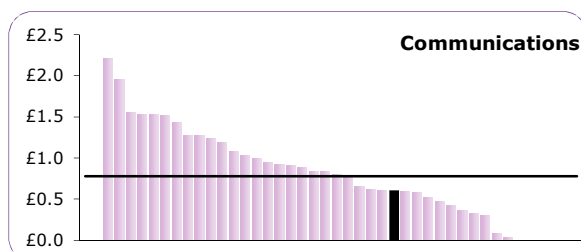
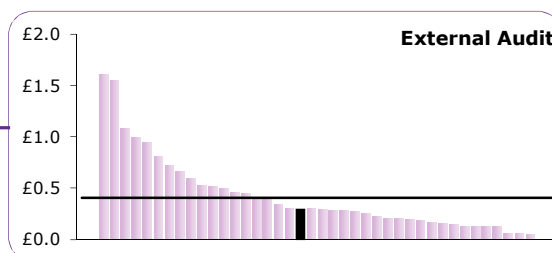
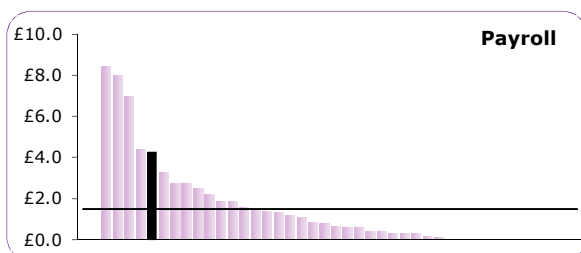
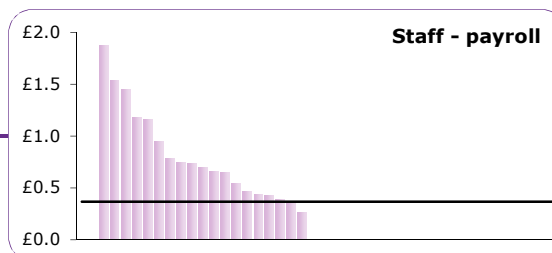
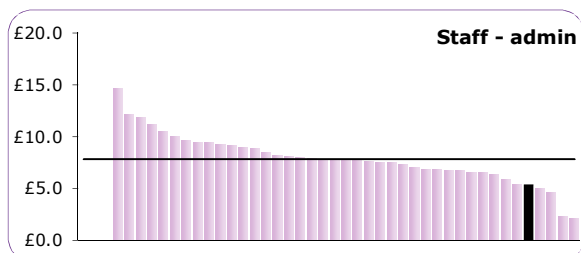
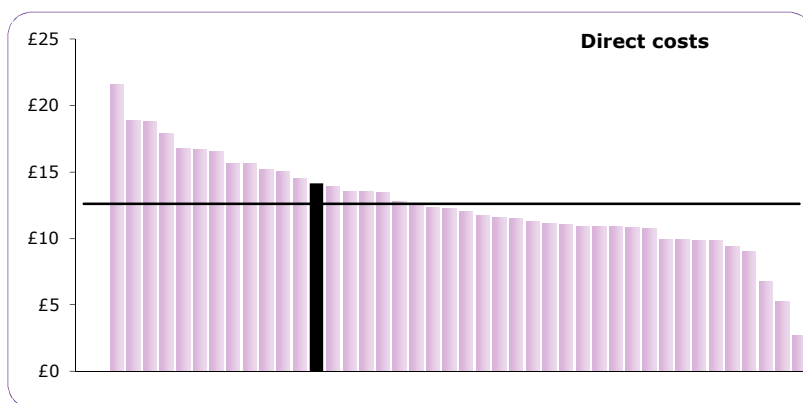
COST PER MEMBER 2014-15



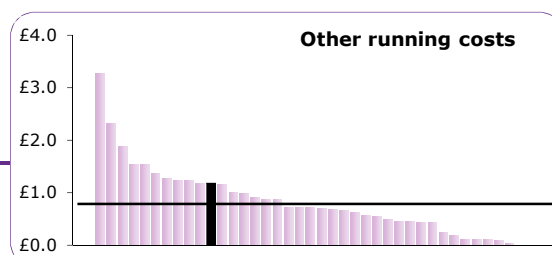
Admin of LGPS costs		£ per member	Avg
	£'000		
Total Direct Costs	1,034	14.10	12.59
Outsourcing costs	-	na	19.78
Total Indirect Costs	392	5.34	5.38
Total Income	-	-	(0.23)
Net Cost	1,426	19.44	19.17

Total Scheme Membership	73,354
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COSTS PER MEMBER - Direct costs 2014/15

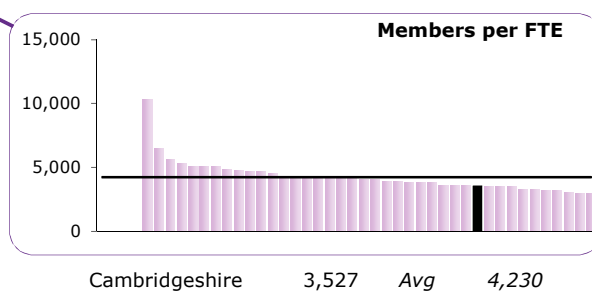
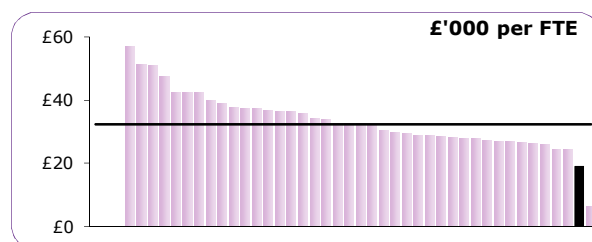
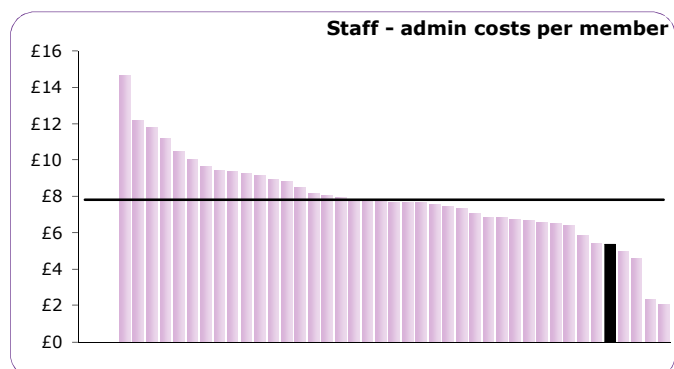


Direct costs	£'000	£ per member	Avg
Staff - admin	394	5.37	7.83
Staff - payroll	-	-	0.36
Payroll	312	4.25	1.49
External audit	22	0.30	0.41
Communications	44	0.60	0.78
Actuaries	176	2.40	1.14
Other running costs	86	1.17	0.78
Total	1,034	14.10	12.59

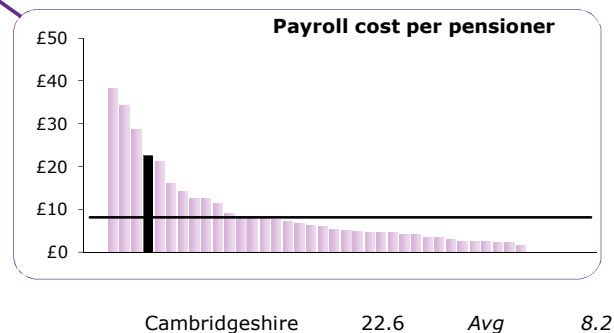
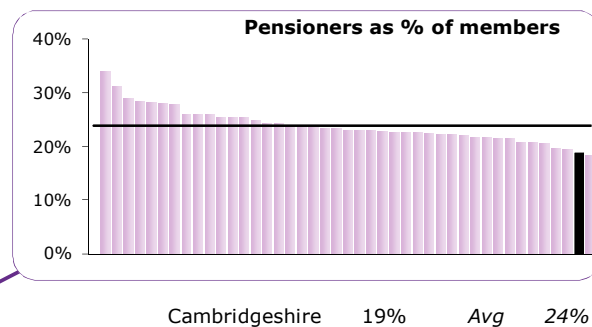
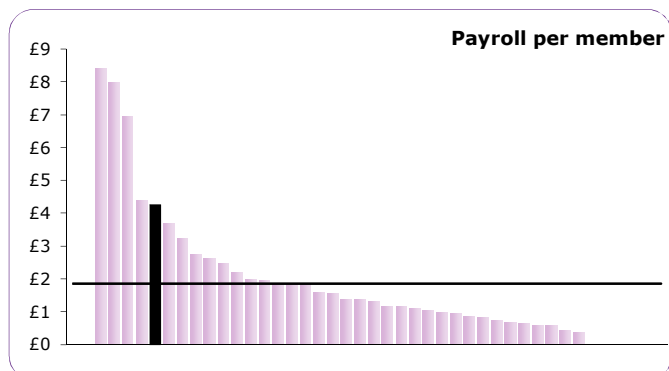


DIRECT COSTS PER MEMBER - Staff and Payroll costs 2014/15

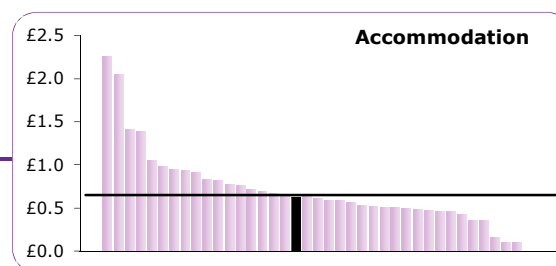
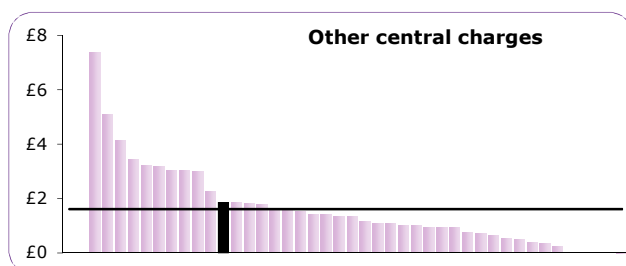
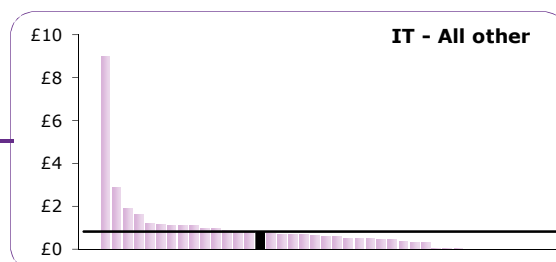
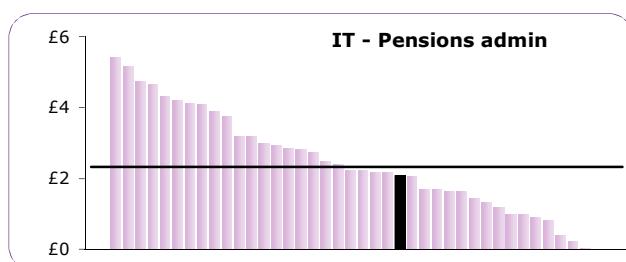
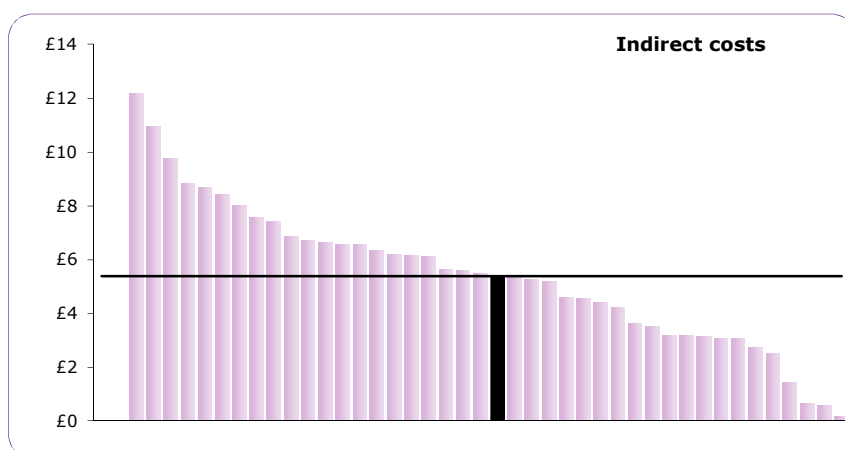
	£'000	£ per member	Avg
Staff - admin	394	5.37	7.83



	£'000	£ per member	Avg
Payroll (combined)	312	4.25	1.85

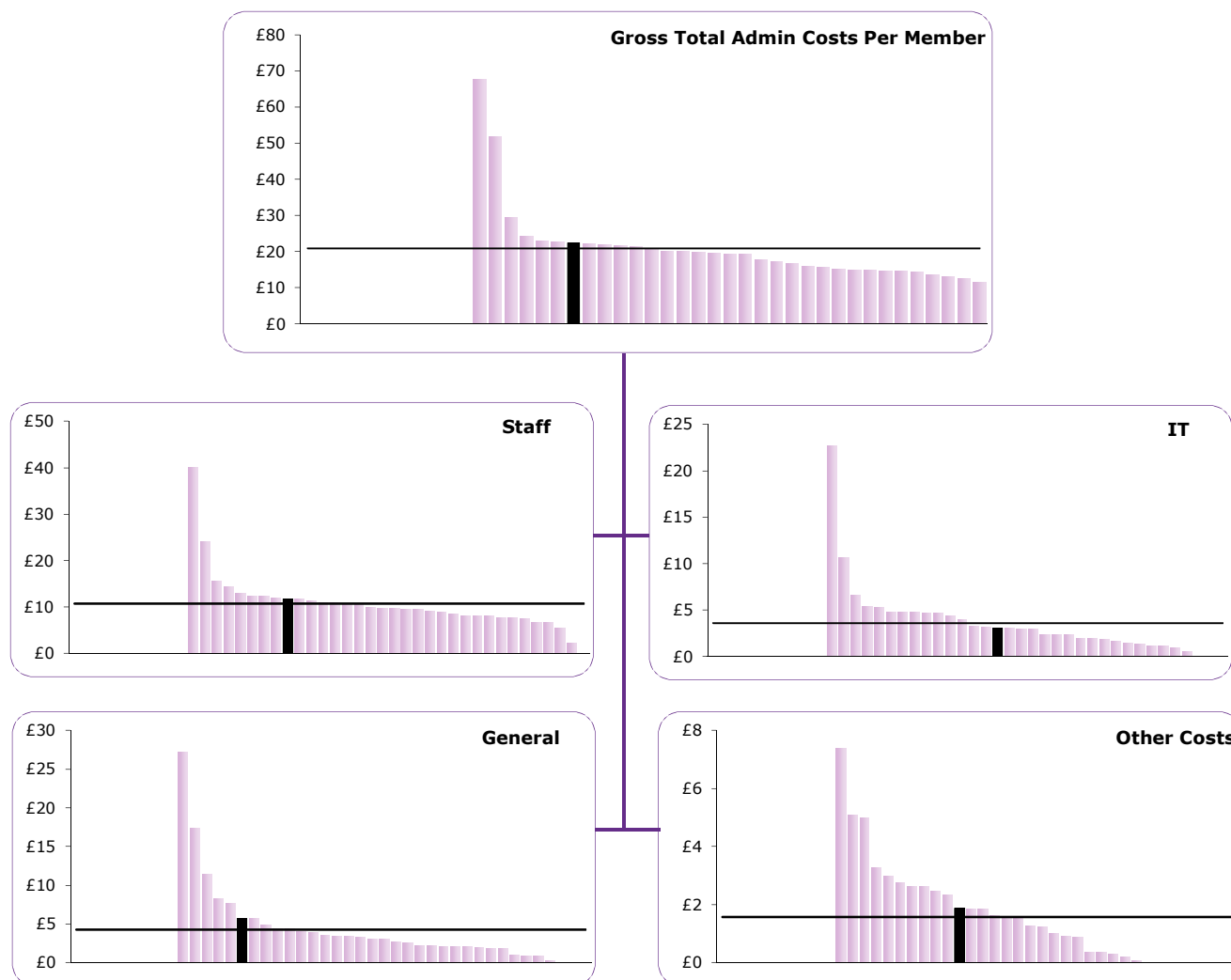


COSTS PER MEMBER - Indirect costs 2014/15



Indirect costs	£'000	£ per member	Avg
IT - Pensions admin	153	2.09	2.32
IT - All other	56	0.76	0.81
Accommodation	46	0.63	0.65
Other central charges	137	1.87	1.60
Total	392	5.34	5.38

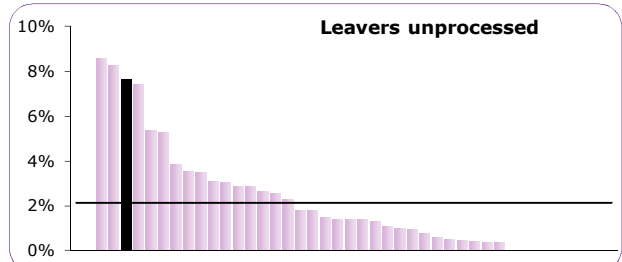
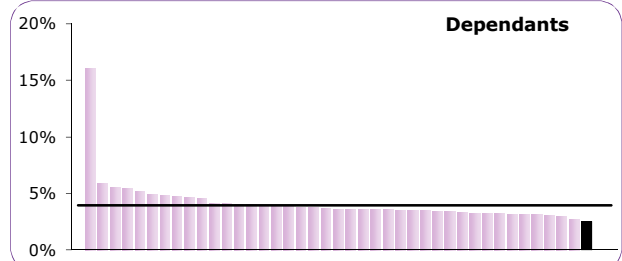
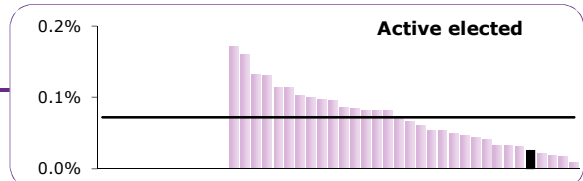
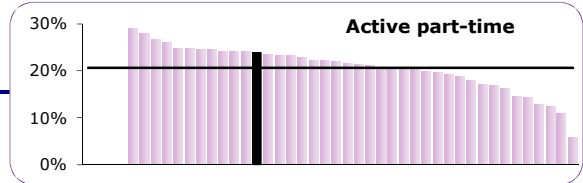
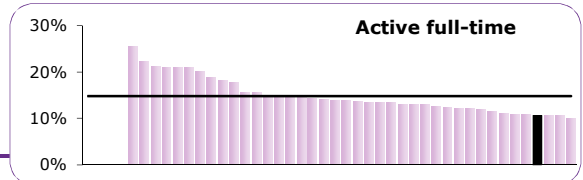
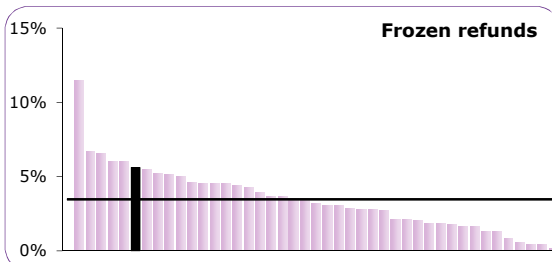
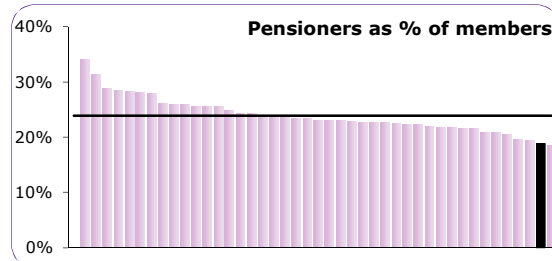
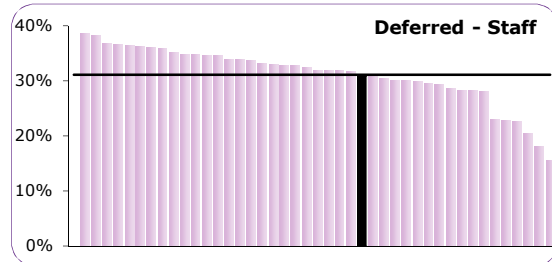
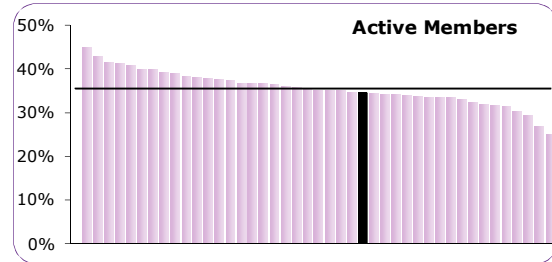
COSTS PER MEMBER - LGPS Administration Expenses Analysis 2014/15



LGPS Administration Expenses		£ per member	Avg
	£'000		
Staff Costs	857	11.68	10.71
IT Costs	225	3.07	3.59
General Costs	418	5.70	4.25
Other Costs	137	1.87	1.57
Gross LGPS Admin Exp.	1,637	22.32	20.84
Gross LGPS Income	-	-	0.44
Net LGPS Admin Exp.	1,637	22.32	23.87

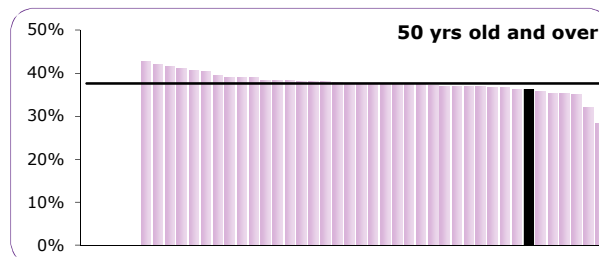
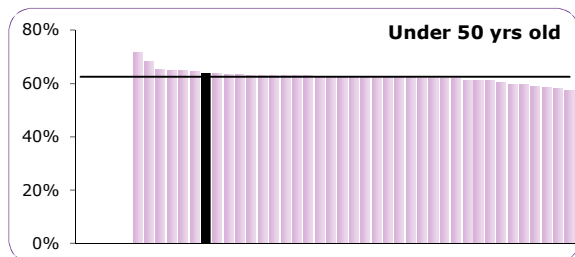
SECTION 3 - WORKLOAD MEASURES

COMPOSITION OF MEMBERS AS AT 31/3/2015



Composition of members				
	No.	%	Avg	Avg %
Active:				
- full-time	7,797	11%	15,569	14.8%
- part-time	17,529	24%	17,862	20.7%
- no. of elected Members	19	0.03%	52	0.07%
- sub-total	25,345	35%	33,067	35.5%
Deferred:				
- Staff	22,637	31%	27,618	31.1%
- Elected Members	6	0.0%	21	0.0%
Pensioners	13,800	19%	22,128	23.9%
Dependants	1,850	2.5%	3,629	3.9%
Frozen refunds	4,106	5.6%	2,848	3.4%
Leavers unprocessed	5,610	7.6%	1,805	2.1%
Total	73,354		91,115	

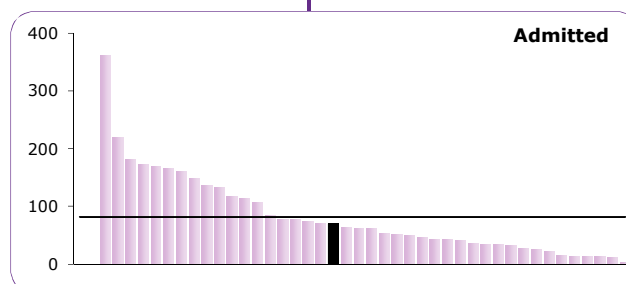
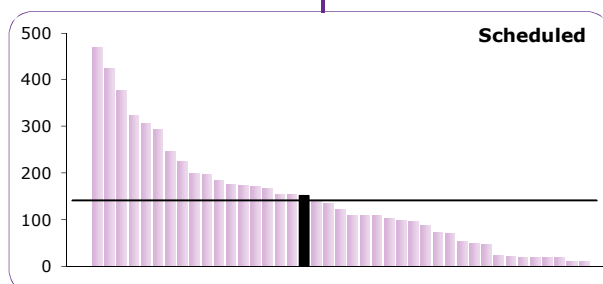
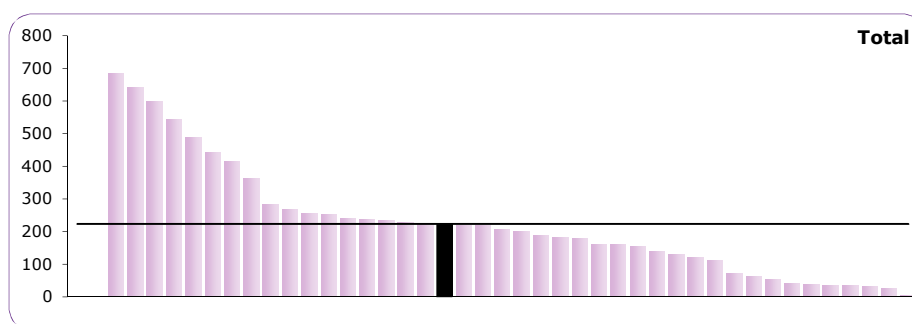
COMPOSITION OF MEMBERS AS AT 31/03/2015



Composition of active members

	No.	%	Avg
Under 50 yrs old	16,182	64%	62%
50 yrs old and over	9,163	36%	38%

NUMBER OF LGPS EMPLOYERS AS AT 31/03/2015



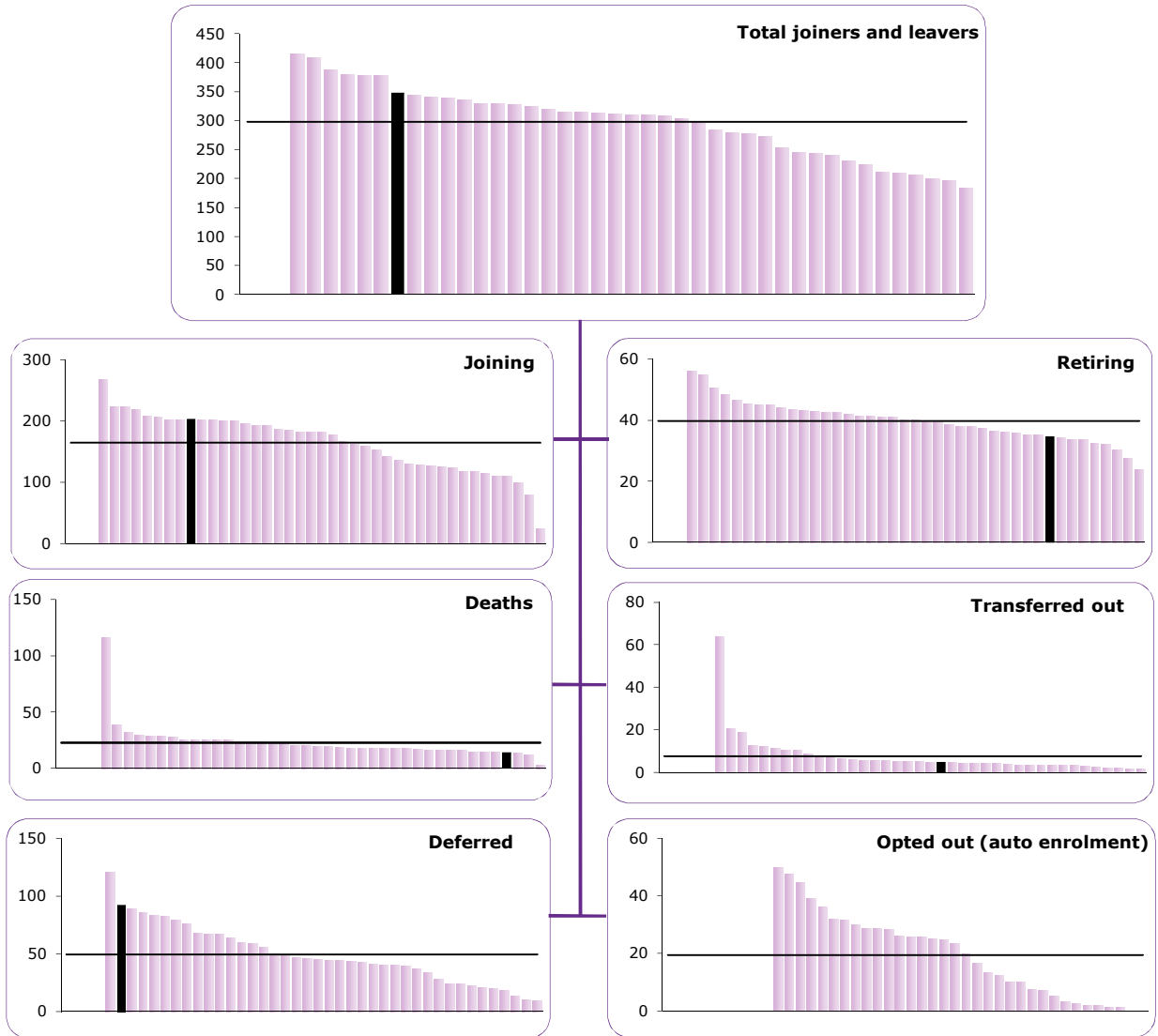
LGPS employers (31/3/15)

	No.	Avg	of which:	No.	%	Avg
Scheduled	152	141	Local Authorities	9	6%	9%
Admitted	70	82	Transferee	70	100%	46%
Total	222	223				

Employer changes 2014/15

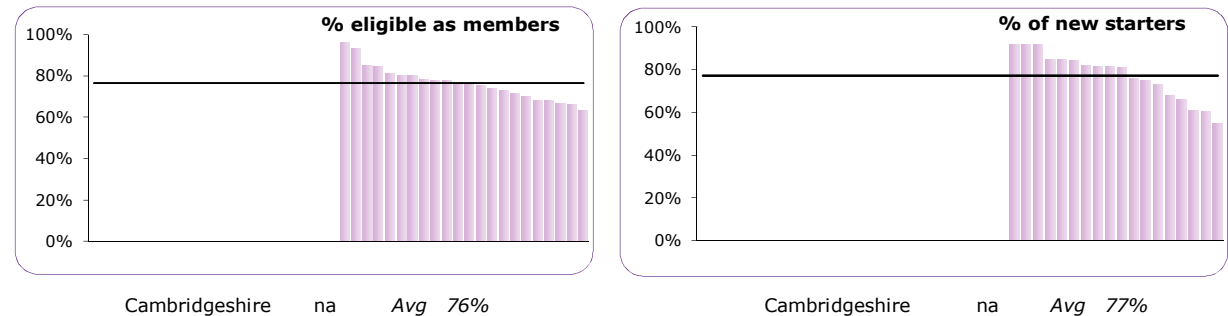
	Applied		Admitted		Leaving	
	No.	Avg	No.	Avg	No.	Avg
Scheduled	-	17	54	20	31	3
Admitted	-	9	2	9	-	4

JOINERS & LEAVERS (per '000 active members)

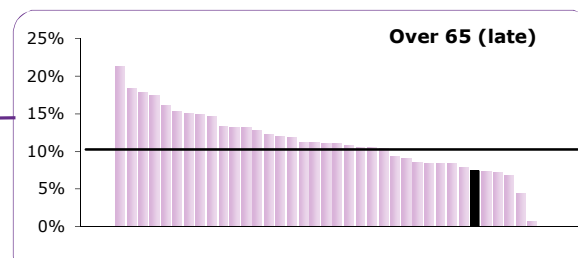
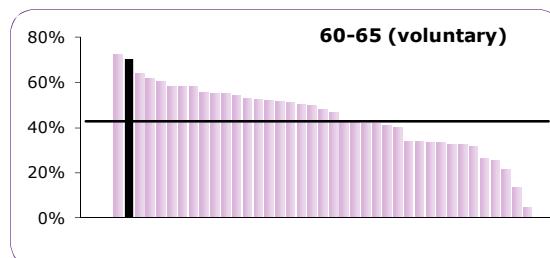
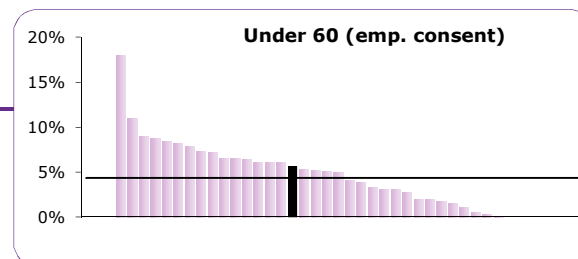
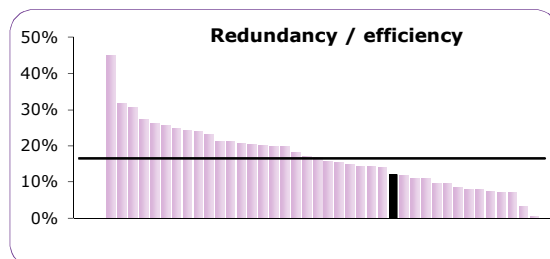
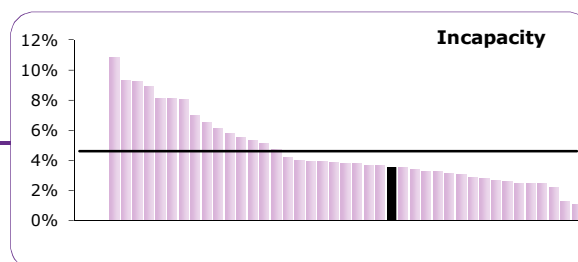
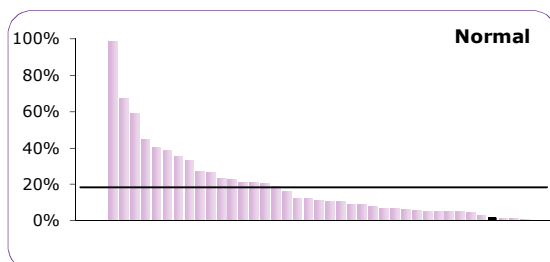
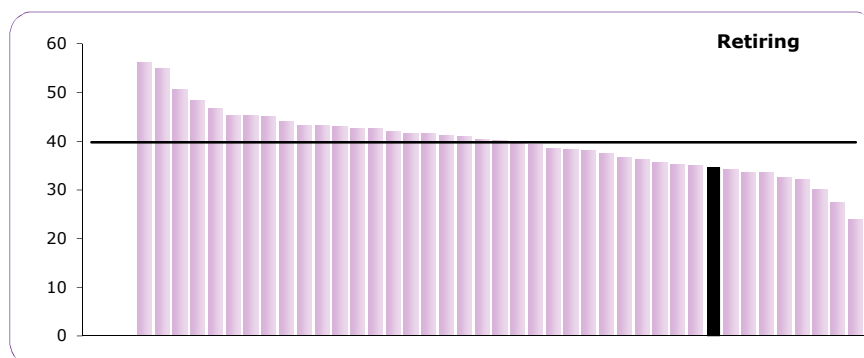


Joiners & leavers (per '000 active members)			
	No.	'000	Avg
Joining	5,125	202	164
Retiring	878	35	40
Deaths	351	14	23
Transferred out	118	5	8
Deferred	2,336	92	50
Opted out	-	-	19
Total	8,808	348	298

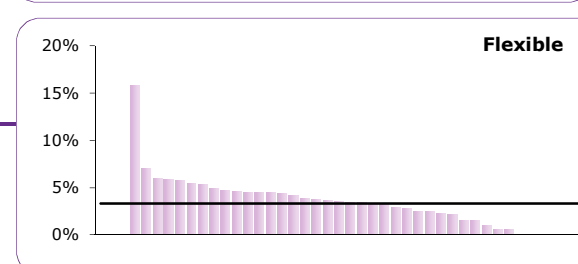
LGPS members as % eligible employees



RETIRING (per '000 active members)



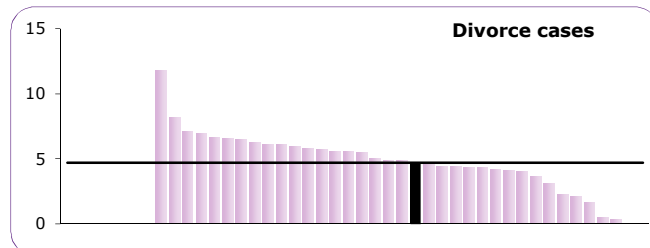
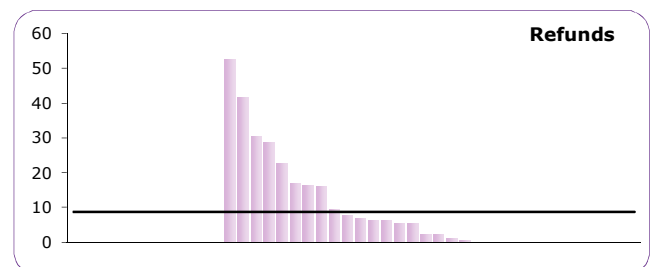
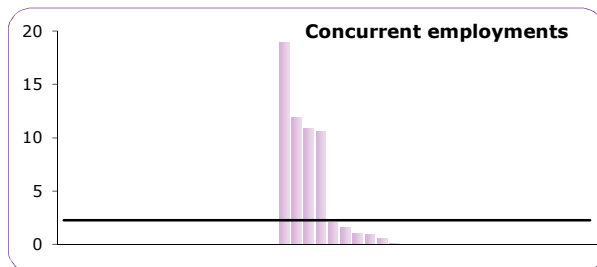
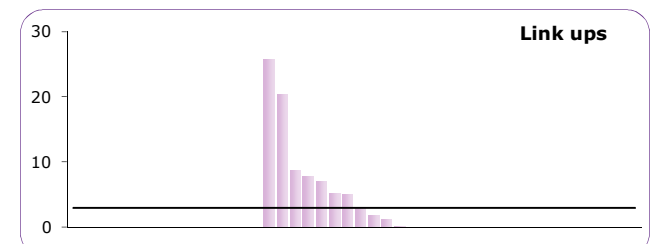
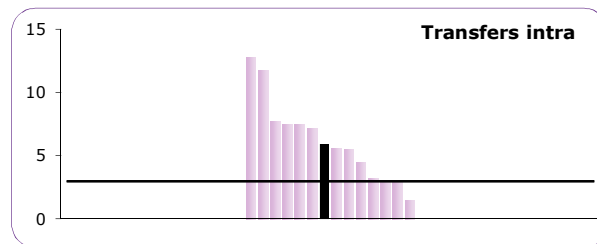
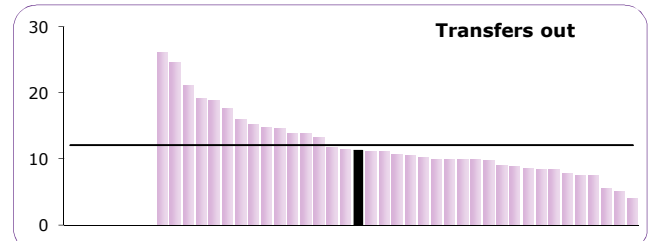
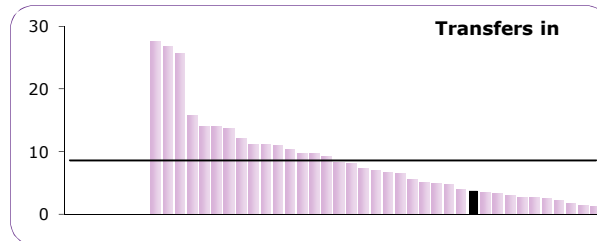
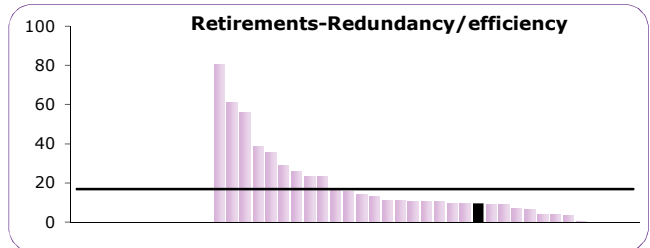
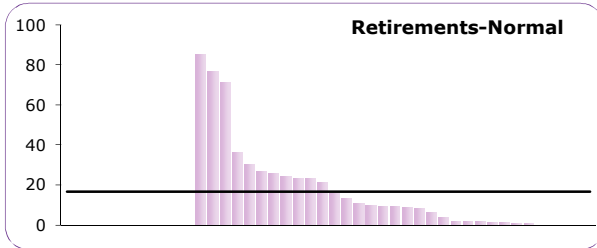
Retirements	No.	%	Avg
Normal	12	1%	18%
Incapacity/ill-health	31	4%	5%
Redundancy/efficiency	105	12%	17%
Under 60 (emp. consent)	49	6%	4.4%
60-65 (voluntary)	616	70%	43%
Over 65 (late)	65	7%	10%
Flexible	-	0.0%	3.3%
Total	878		



Retiring (per '000 active members)			
	No.	'000	Avg
Retiring	878	35	40

Active members	
	25,345

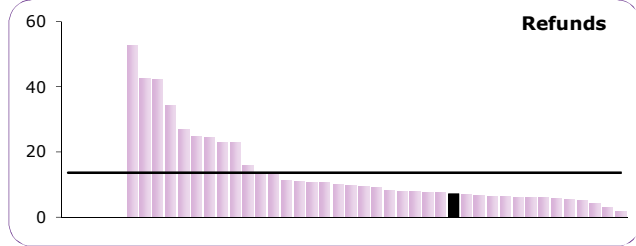
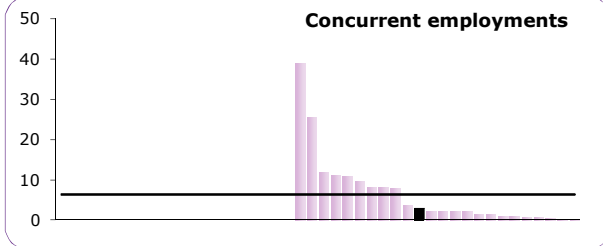
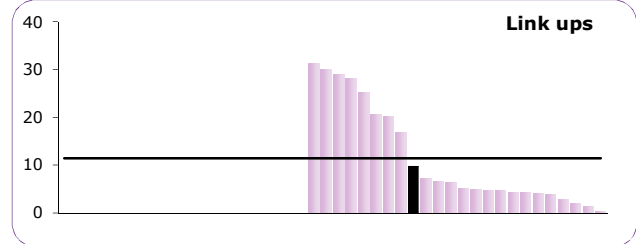
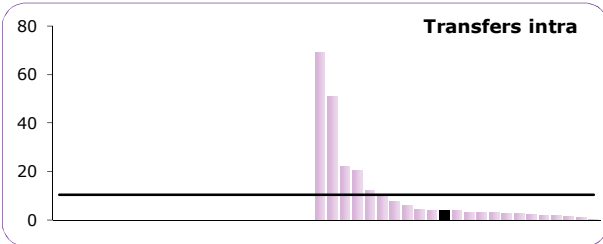
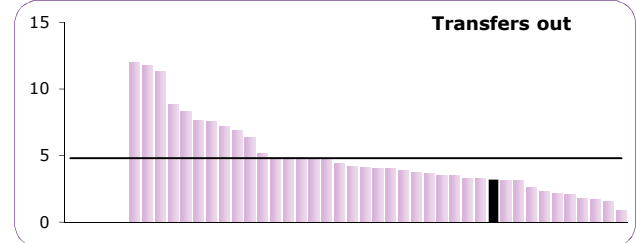
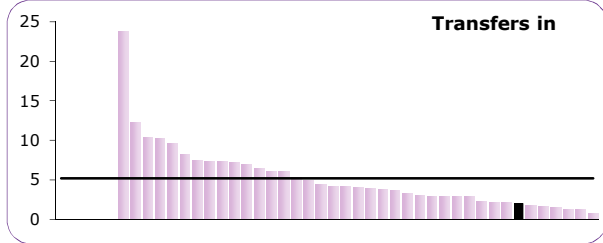
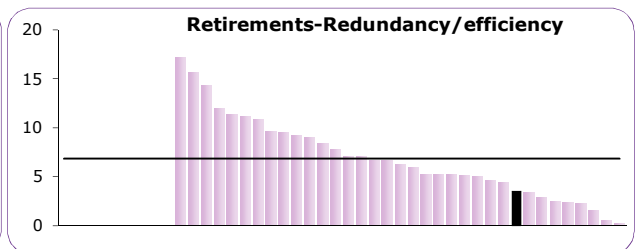
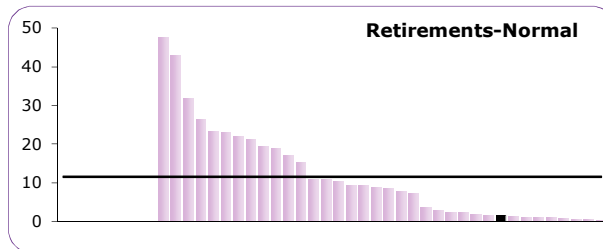
NUMBER OF QUOTATIONS PROVIDED (per '000 active members)



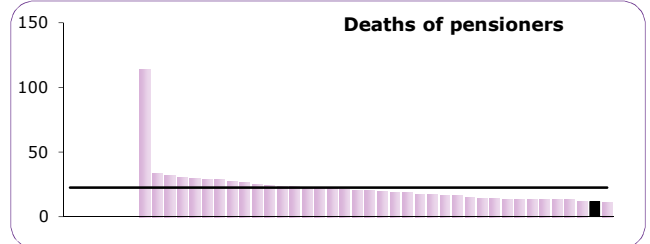
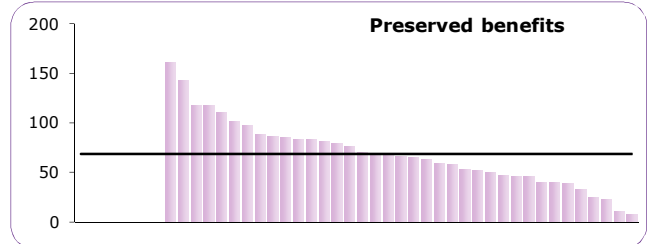
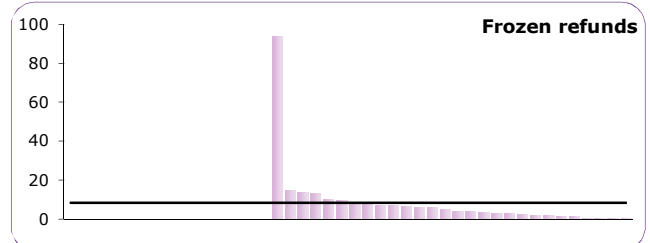
Active members:		25,345		
Quotations provided		No.	'000	Avg
TUPE -in		..	na	0
TUPE -out		..	na	0
Retirements:				
- Normal		..	na	17
- Incapacity/ill-health		33	1	2
- Redundancy/efficiency		239	9	17
- Flexible		42	2	1
- All other		810	32	22
Transfers in		93	4	9
Transfers out		286	11	12
Transfers intra		149	6	3
Link ups		..	na	3
Concurrent employments		..	na	2
Refunds		..	na	9
Divorce cases		119	5	5
Deaths in service		..	na	0
Deaths of pensioners		..	na	4

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

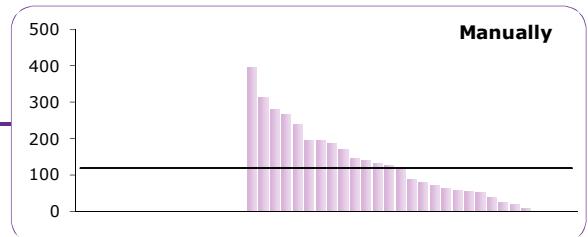
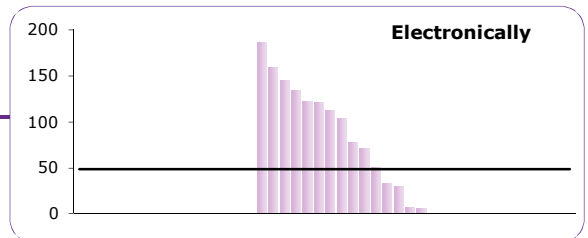
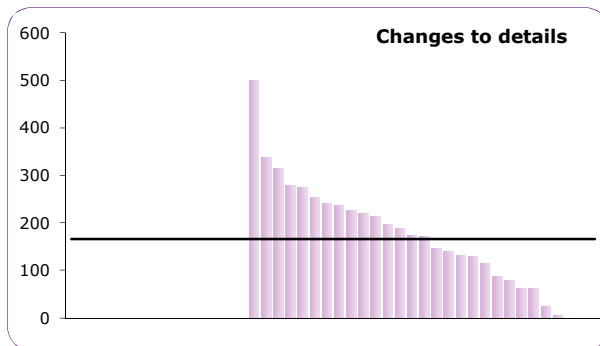
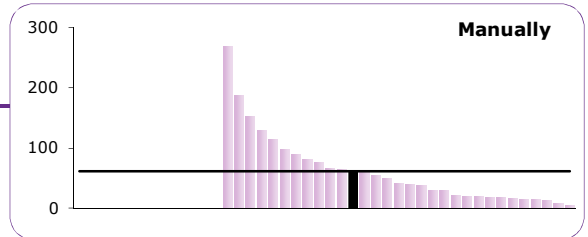
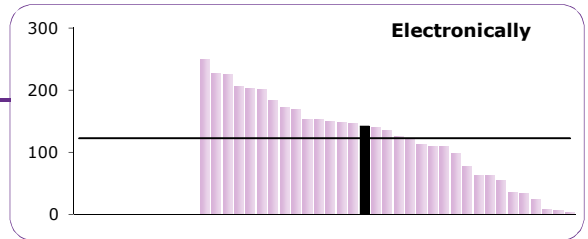
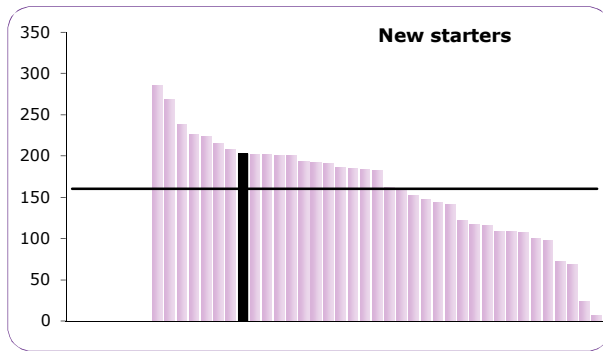
NUMBER OF ACTUAL EVENTS (per '000 active members)



Active members:	25,345		
Actual events	No.	'000	Avg
TUPE -in	..	na	19
TUPE -out	..	na	17
Retirements:			
- Normal	41	2	12
- Incapacity/ill-health	26	1	2
- Redundancy/efficiency	89	4	7
- Flexible	24	0.9	1
- All other	344	14	18
Transfers in	51	2	5
Transfers out	81	3	5
Transfers intra	99	4	10
Link ups	248	10	11
Concurrent employments	76	3	6
Refunds	182	7	14
Frozen refunds	..	na	8
Preserved benefits	..	na	69
Divorce cases	14	1	1
Deaths in service	24	0.9	1
Death of pensioners	298	12	23
Single Status / Job Evaluation	..	na	na



ACTUAL CALCULATIONS (per '000 active members)

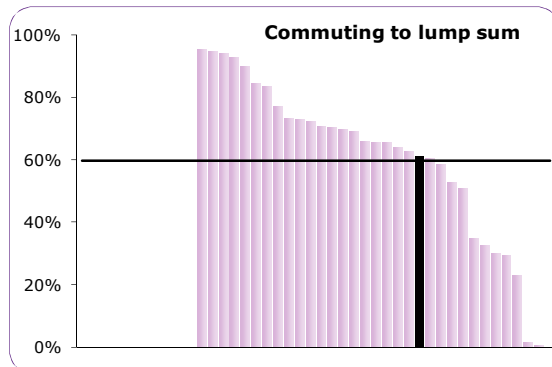


RETIREMENTS

Active members

25,345

Retirements commuting to lump sum



Actual calculations

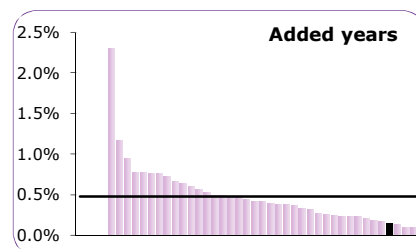
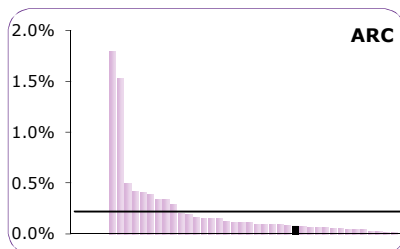
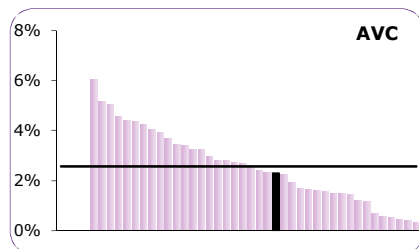
	No.	'000	Avg
New starters	5,128	202	160
- electronically	3,588	142	122
- manually	1,540	61	61
Changes to details	-	0	166
- electronically	-	0	48
- manually	-	0	119

Retirements commuting lump sum

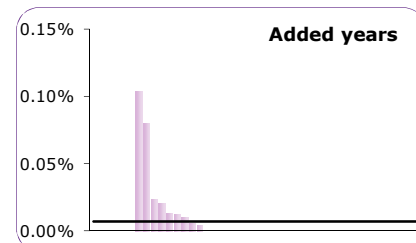
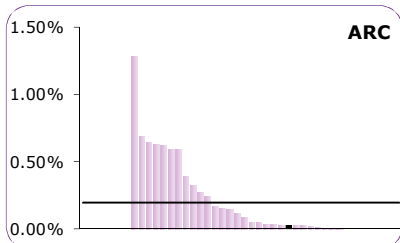
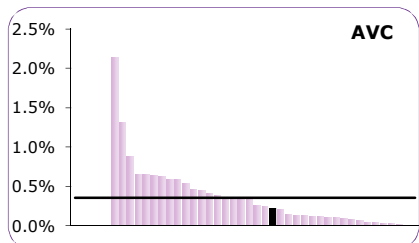
Number	% total	Avg
535	61%	60%

AVCs, ARCs and Added years

% Currently contributing



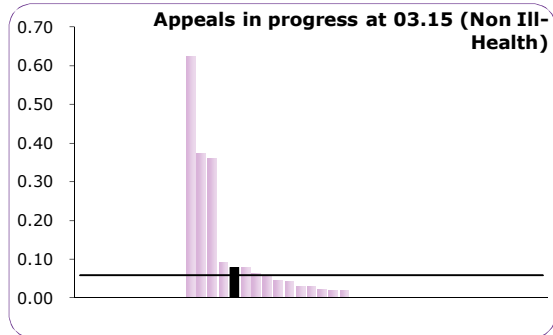
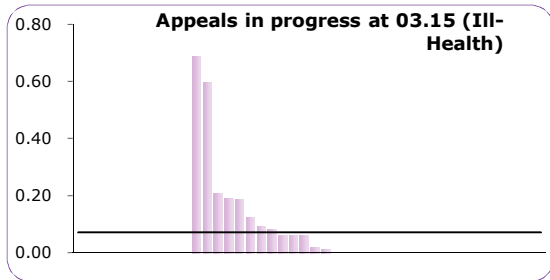
% New contributors this year



Contributors to AVCs and ARCS			
	No.	%	Avg
Currently contributing			
- AVC	587	2.32%	2.57%
- ARC	20	0.08%	0.22%
- Added years	37	0.15%	0.48%
Total	644	2.54%	2.97%
New contributors this year			
- AVC	56	0.22%	0.36%
- ARC	7	0.03%	0.20%
- Added years	..	na	0.01%
Total	63	0.25%	0.49%

Active members	
	25,345

APPEALS

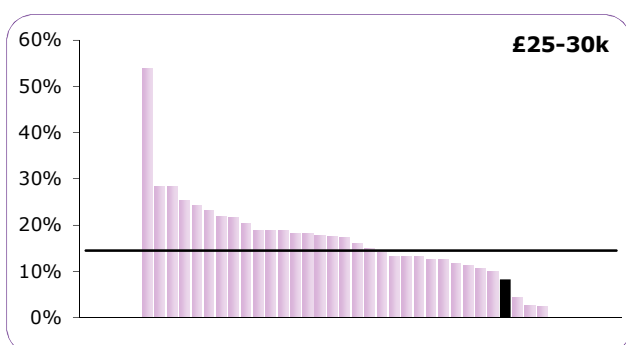
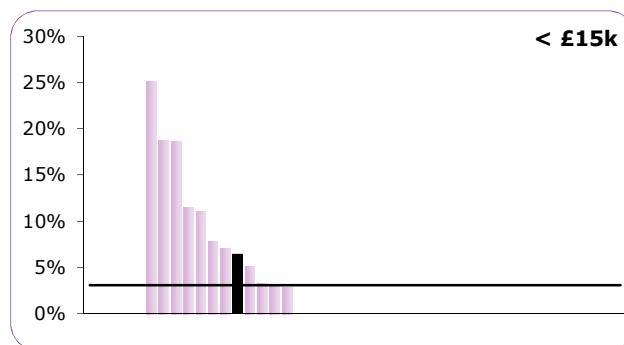
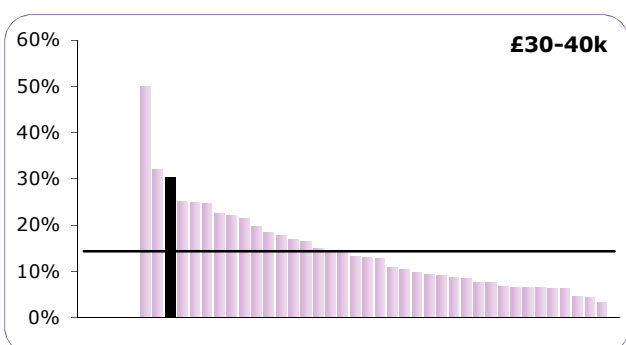
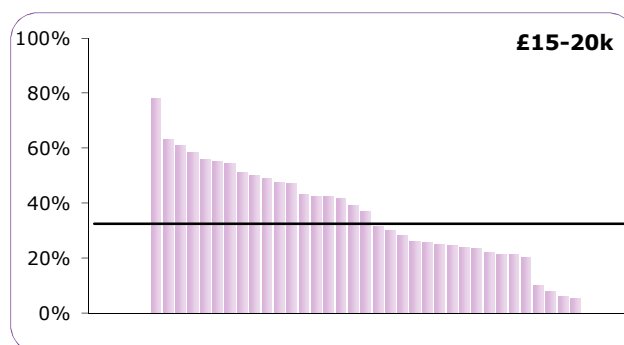
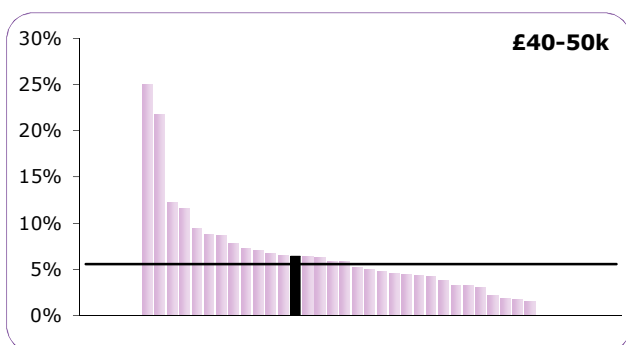
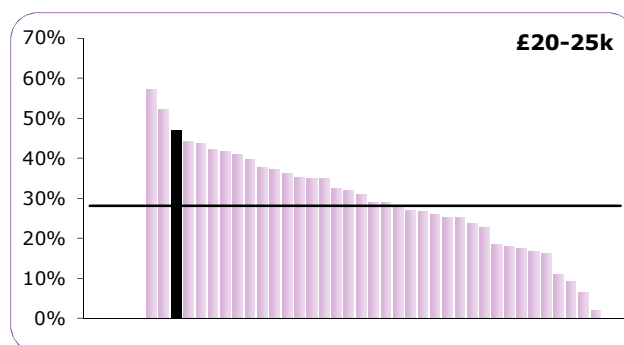
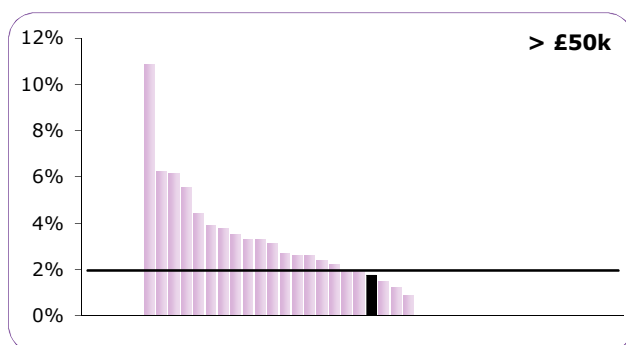


*Club total: This shows the total for all the Benchmarking Club members 2015

Number of appeals	No.	Per '000 members	Avg	Club* total
Ill-Health				
In progress at start of year	1	0.04	0.04	22
In progress at end of year	0	0.00	0.07	30
Non Ill-Health				
In progress at start of year	2	0.08	0.03	29
In progress at end of year	2	0.08	0.06	37
1st Stage				
Appeals in Progress - 03.14	0	0.00	0.04	25
New Appeals in Year	1	0.04	0.12	104
Appeals Withdrawn	0	0.00	0.00	3
Appeals Upheld	0	0.00	0.04	26
Appeals Not Upheld	1	0.04	0.06	68
Appeals in Progress - 03.15	0	0.00	0.05	33
2nd Stage				
Appeals in Progress - 03.14	2	0.08	0.01	14
New Appeals in Year	0	0.00	0.00	30
Appeals Withdrawn	0	0.00	0.00	-
Appeals Upheld	1	0.04	0.01	8
Appeals Not Upheld	1	0.04	0.02	34
Appeals in Progress - 03.15	0	0.00	0.01	(1)
Ombudsman Referrals				
Appeals in Progress - 03.14	1	0.04	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	1	0.04	0.01	10
Appeals in Progress - 03.15	0	0.00	0.00	6

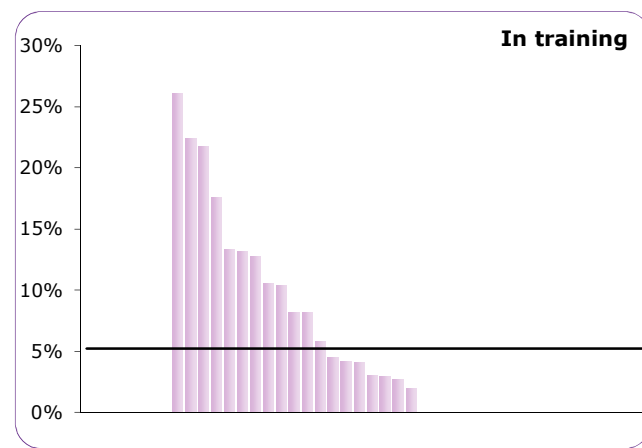
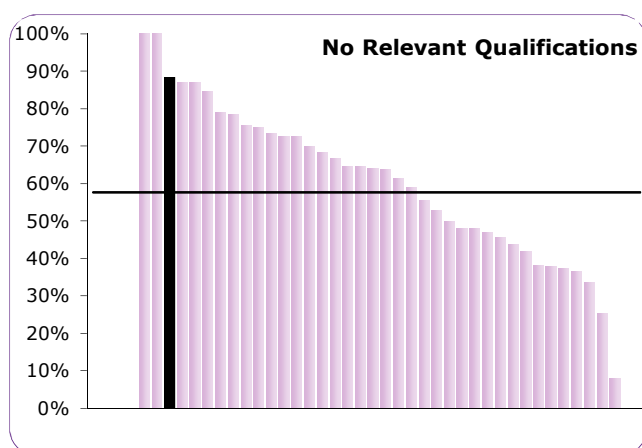
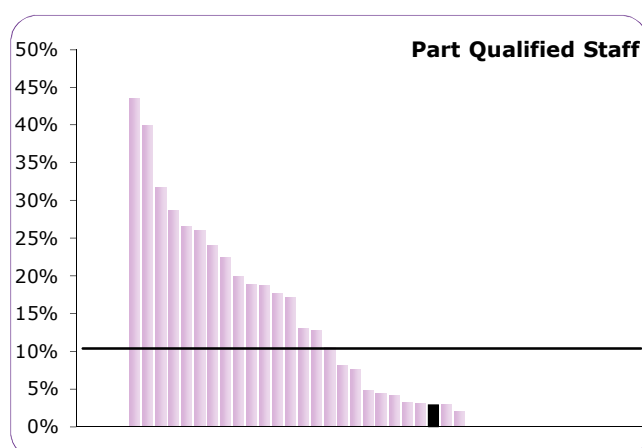
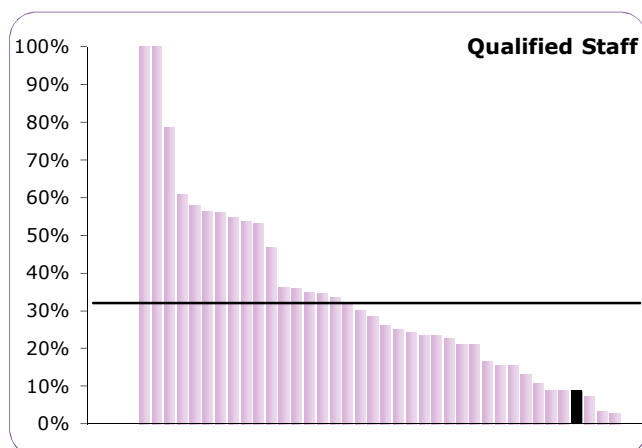
SECTION 4 - STAFF RELATED MEASURES

STAFF PAY



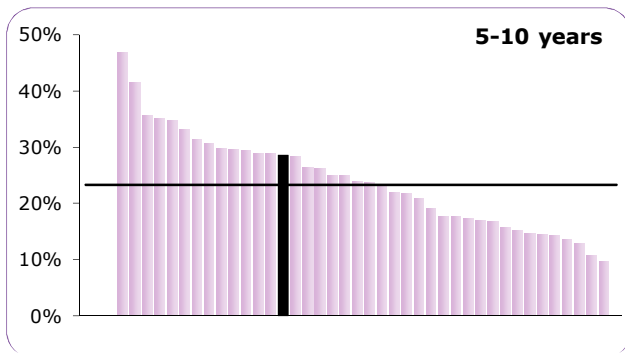
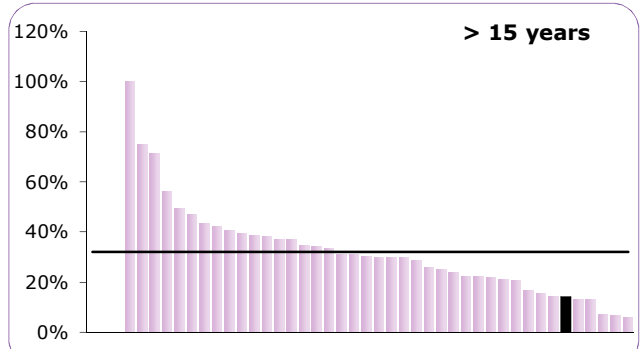
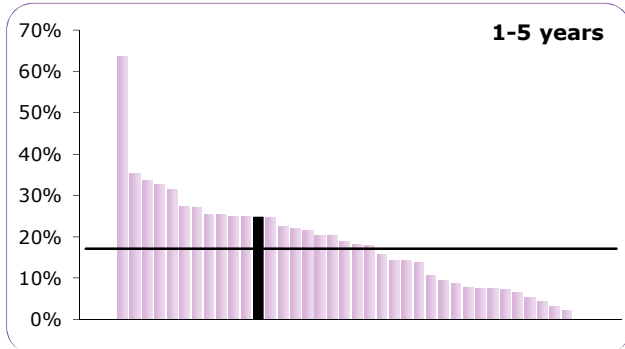
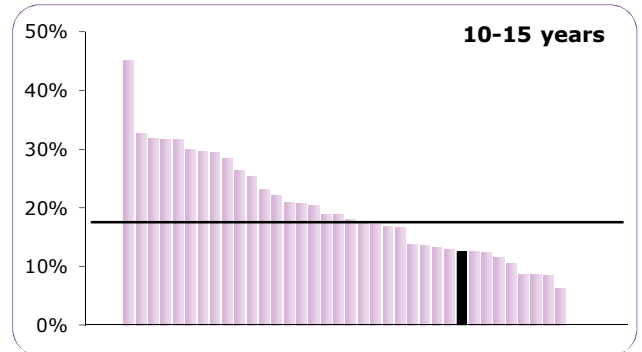
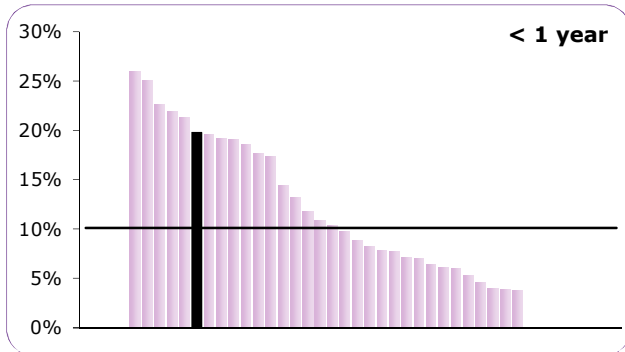
Staff pay			
	FTE	%	Avg
> £50k	0.6	2%	2%
£40-50k	2.2	6%	6%
£30-40k	10.4	30%	14%
£25-30k	2.8	8%	14%
£20-25k	16.1	47%	28%
£15-20k	0.0	0%	33%
< £15k	2.2	6%	3%
Total	34.3		

STAFF QUALIFICATIONS



Staff qualifications			
	FTE	%	Avg
Qualified Staff	3.0	9%	32%
Part Qualified Staff	1.0	3%	10%
No Relevant Qualifications	30.3	88%	58%
Total	34.3		
Number in Training	na	na	5%

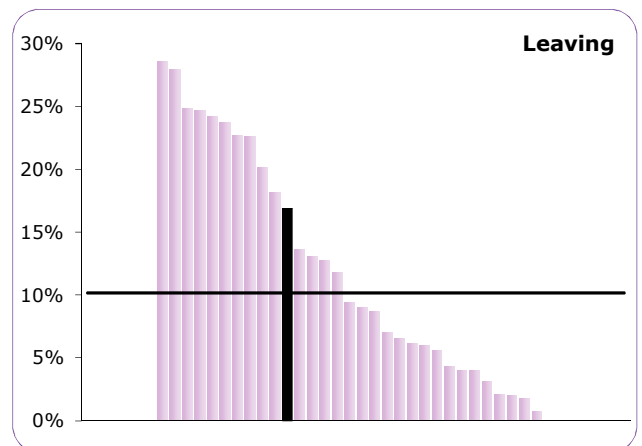
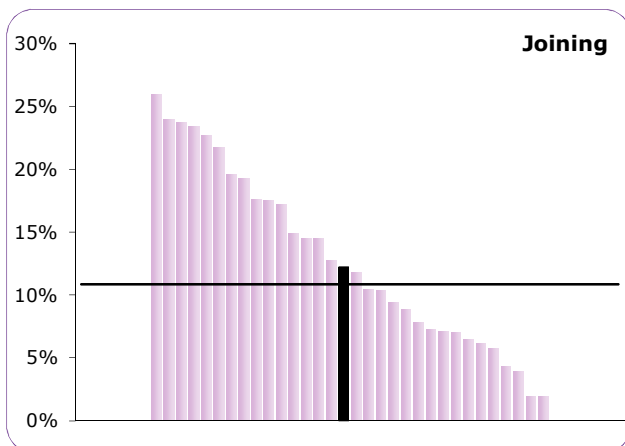
STAFF PENSIONS EXPERIENCE



Staff experience

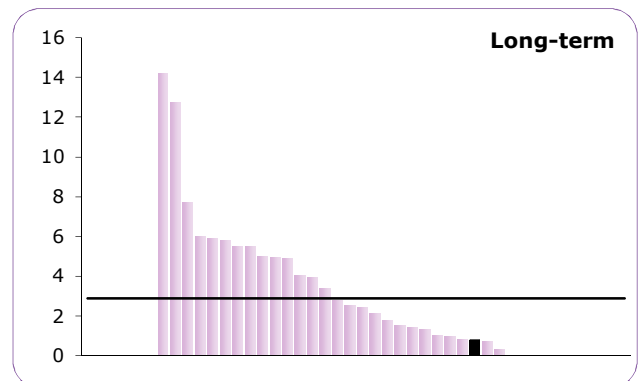
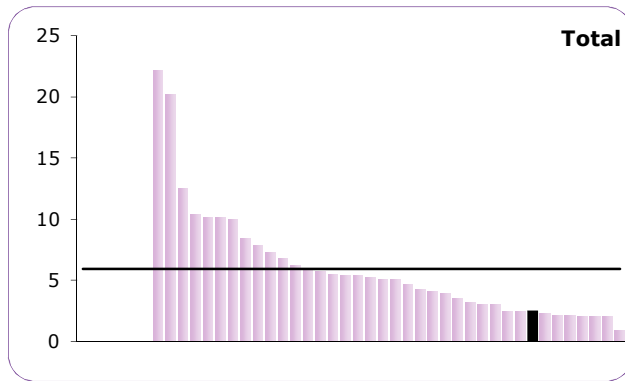
	FTE	%	Avg
< 1 year	6.8	20%	10%
1-5 years	8.5	25%	17%
5-10 years	9.8	29%	23%
10-15 years	4.3	13%	18%
> 15 years	4.9	14%	32%
Total	34.3		

STAFF TURNOVER



Staff Turnover	FTE	% change	Avg
Staff at 1/4/2013	35.9		
+ Staff joining Pension section	4.2	12.2%	10.8%
- Staff leaving Pension section	5.8	16.9%	10.2%
Staff at 31/3/2014	34.3	-4.5%	0.9%

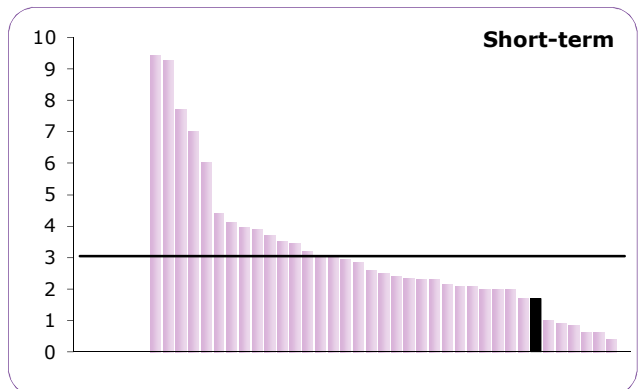
SICKNESS ABSENCE



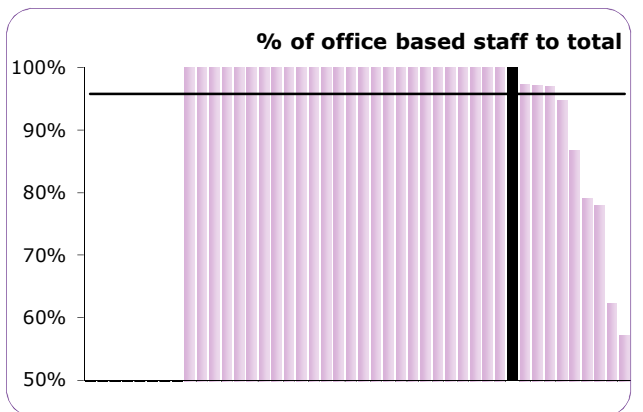
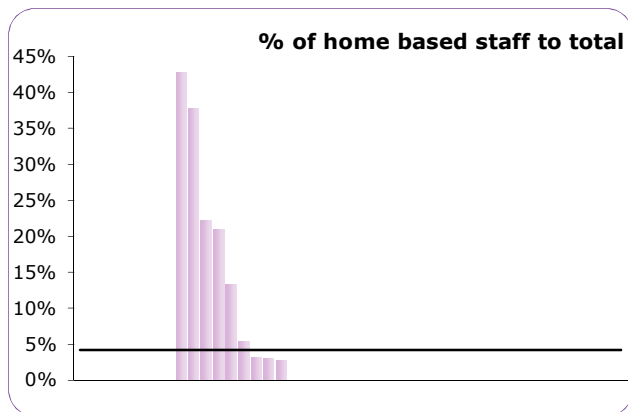
Sickness absence	Days/FTE	Avg
Long-term sickness	0.8	2.9
Short-term sickness	1.7	3.1
Total	2.5	5.9

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

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



STAFF LOCATION

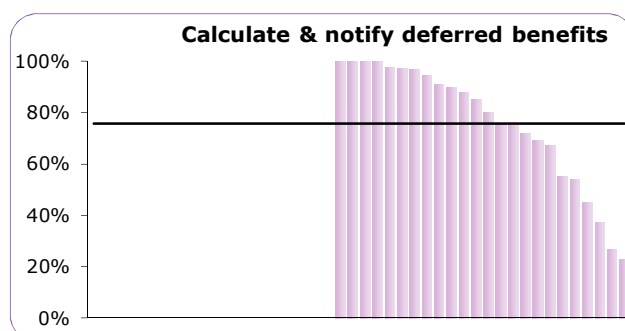
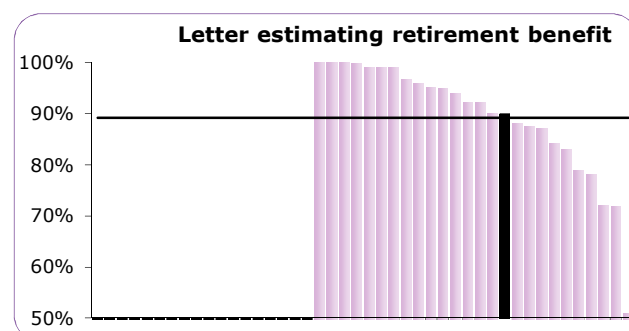
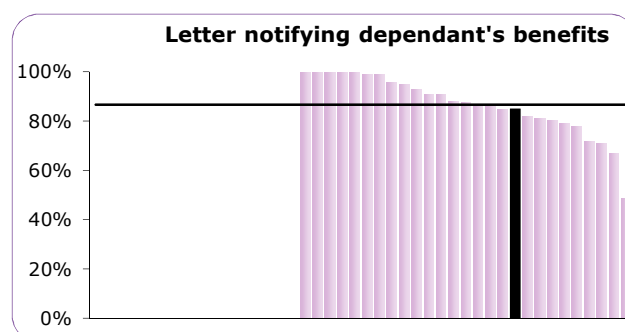
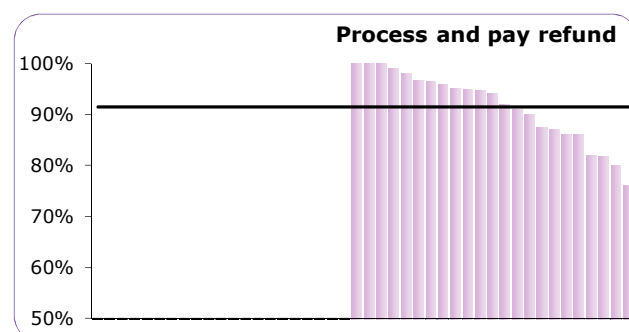
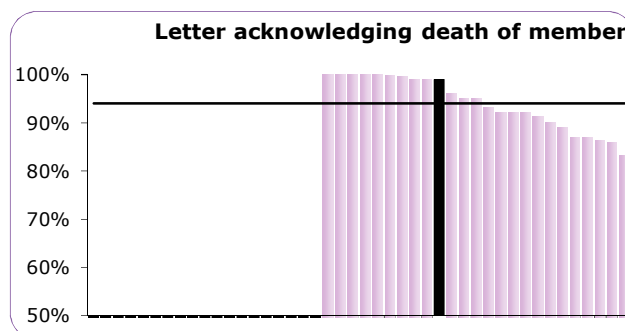
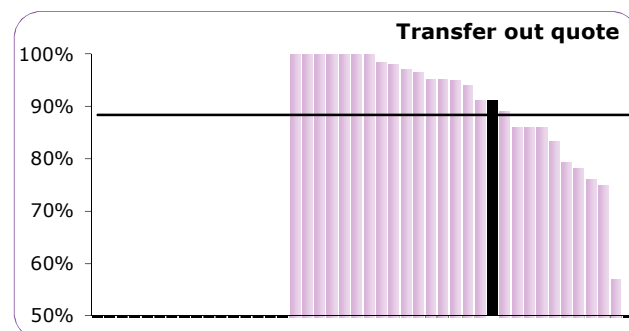
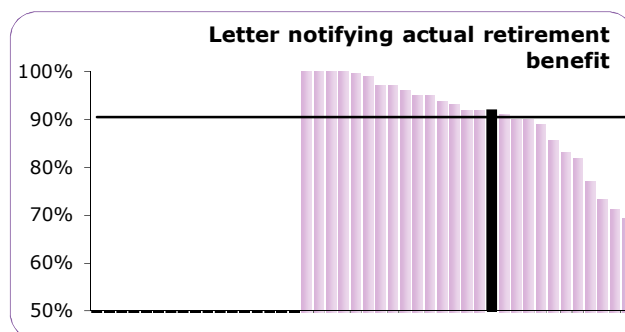
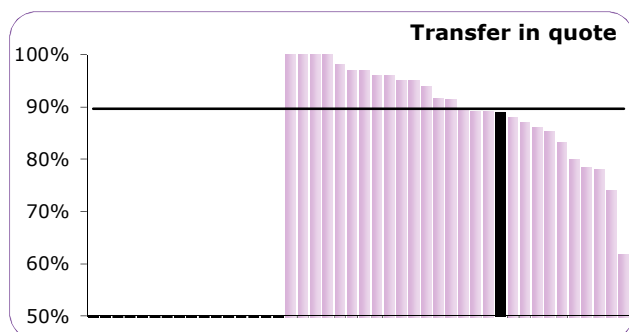


Staff location	FTE	Avg	% to total FTE	Avg
Home based	0.0	0.9	0%	4%
Office based	34.3	32.5	100%	96%
Total	34.3			

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



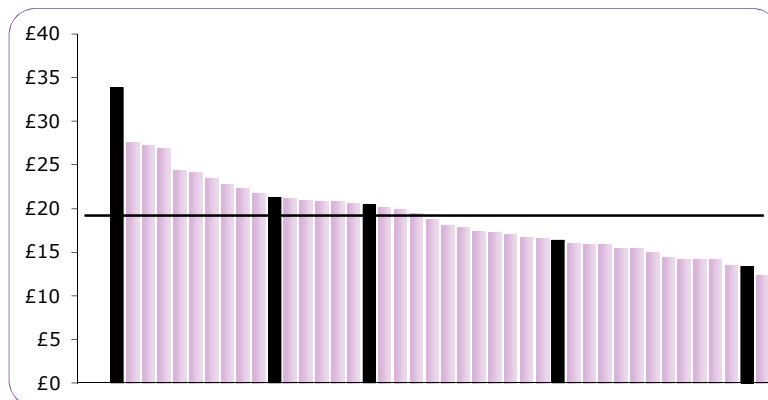
Industry Standard PI's	Target	Achieved	Avg
Letter detailing transfer in quote	10 days	89.0%	89.6%
Letter detailing transfer out quote	10 days	91.0%	88.3%
Process and pay refund	5 days	na	91.5%
Letter notifying estimate of retirement benefit	10 days	90.0%	89.2%
Letter notifying actual retirement benefit	5 days	92.0%	90.5%
Process and pay lump sum retirement grant	5 days	92.0%	92.2%
Letter acknowledging death of member	5 days	99.0%	94.1%
Letter notifying amount of dependant's benefits	5 days	85.0%	86.7%
Calculate and notify deferred benefits	10 days	na	75.8%

SECTION 6 - COMPARISON BY METHOD OF SERVICE DELIVERY

COMPARISON OF OUTSOURCED/IN-HOUSE MEMBERS

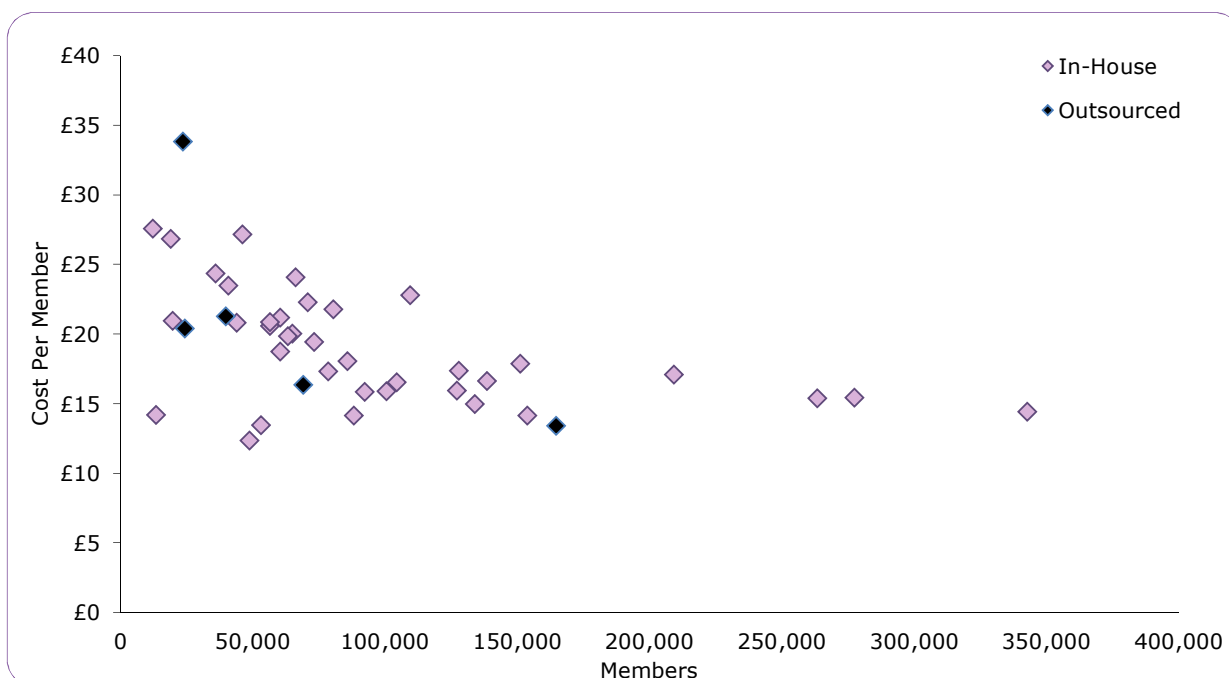
Total members with data:	45
Outsourced members:	5

LGPS ADMIN COST PER MEMBER (INCLUDING PAYROLL)



	Cost	Members	Cost per Member
Cambridgeshire	£1,426	73,354	£19.44
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

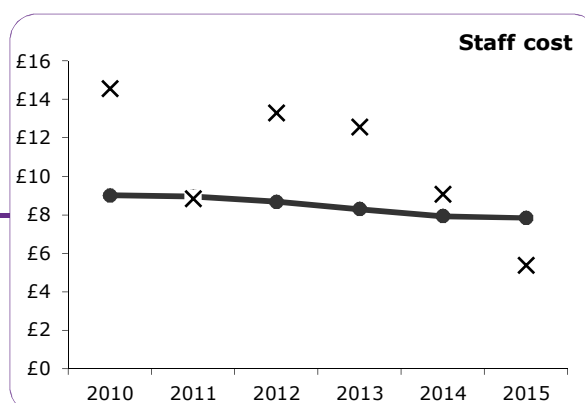
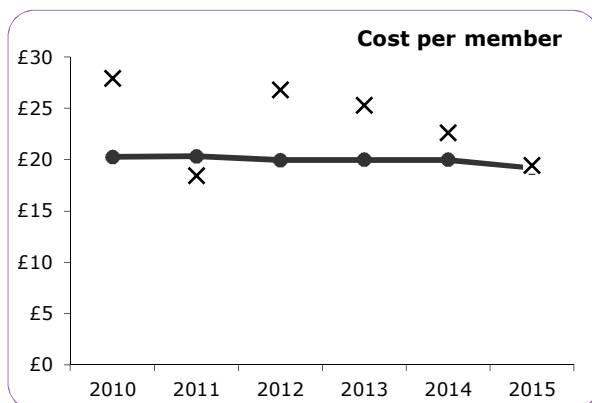
COST PER MEMBER COMPARED WITH NUMBER OF MEMBERS



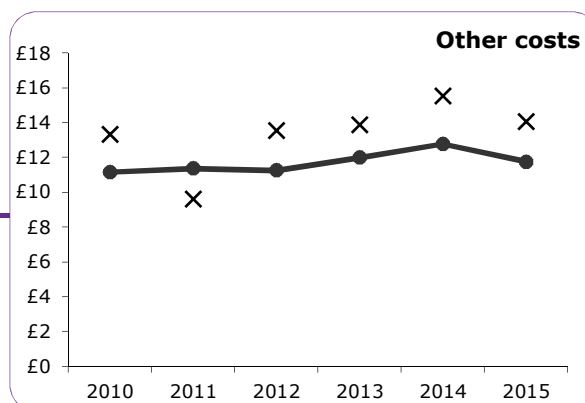
SECTION 7 - TIMESERIES

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.



KEY:
 Club average
 Cambridgeshire



Time series analysis						
	2010	2011	2012	2013	2014	2015
Members	58,847	64,075	62,337	65,820	71,707	73,354
Net cost (£'000)	1,642k	1,183k	1,673k	1,664k	1,622k	1,426k
Cost per member	£27.90	£18.46	£26.84	£25.28	£22.62	£19.44
Average	£20.26	£20.33	£19.96	£19.97	£19.98	£19.17
Staff cost	£14.58	£8.85	£13.28	£12.56	£9.06	£5.37
Average	£9.02	£8.94	£8.68	£8.30	£7.93	£7.83
Other costs	£13.32	£9.61	£13.56	£13.87	£15.54	£14.07
Average	£11.14	£11.36	£11.25	£11.98	£12.76	£11.75

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CIPFA also provides professional services to public sector organisations and managers. These include: statistical and technical information services, research services, consultancy, advisory networks and forums.

CIPFA holds more data on local government performance than any other organisation in the world and our Corporate Services Benchmarking Clubs are the market leader in local government benchmarking, with high levels of participation and customer satisfaction. Our detailed reports, databases, and interactive tools provide you with solid evidence to support decisions on budget and improvement.

We also do...

In addition to Pensions, other Benchmarking Clubs include Accountancy, Banking, Creditors, Debtors and Payroll.

We also provide other Pensions related services through CIPFAstats and TISonline.

To learn more about other benchmarking clubs in areas such as Adult Social Care, Children's Services and Customer Contact, or to see our Value for Money indicator stream, please see our website:

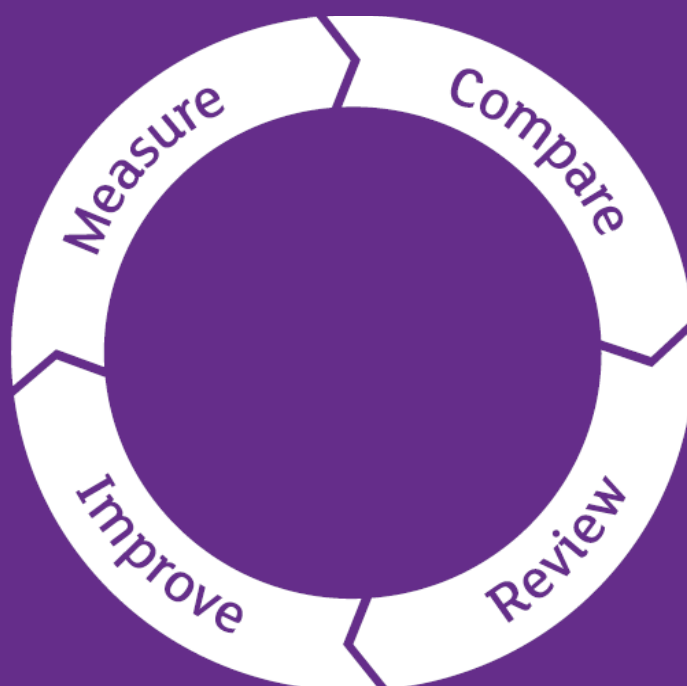
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For more information about how CIPFA Benchmarking can help your organisation or to sign up today contact:
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