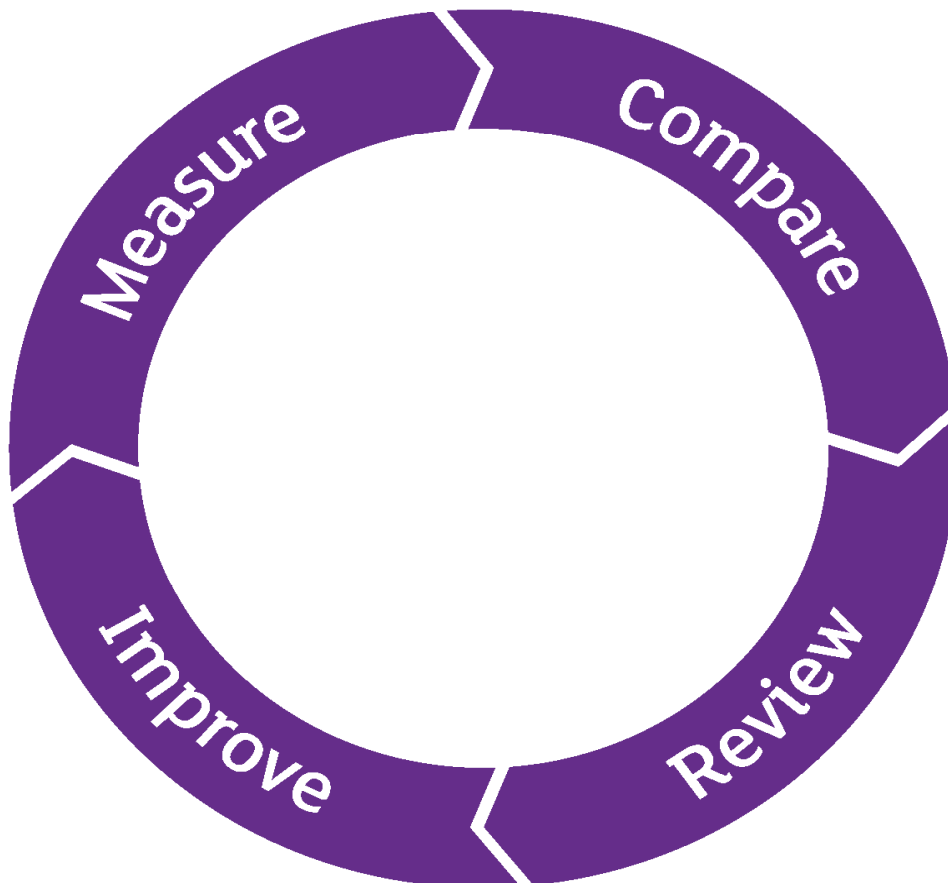


Analytics & Research

pensions administration benchmarking club

2019 - West Yorkshire Pension Fund Final Report



Useful Information

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

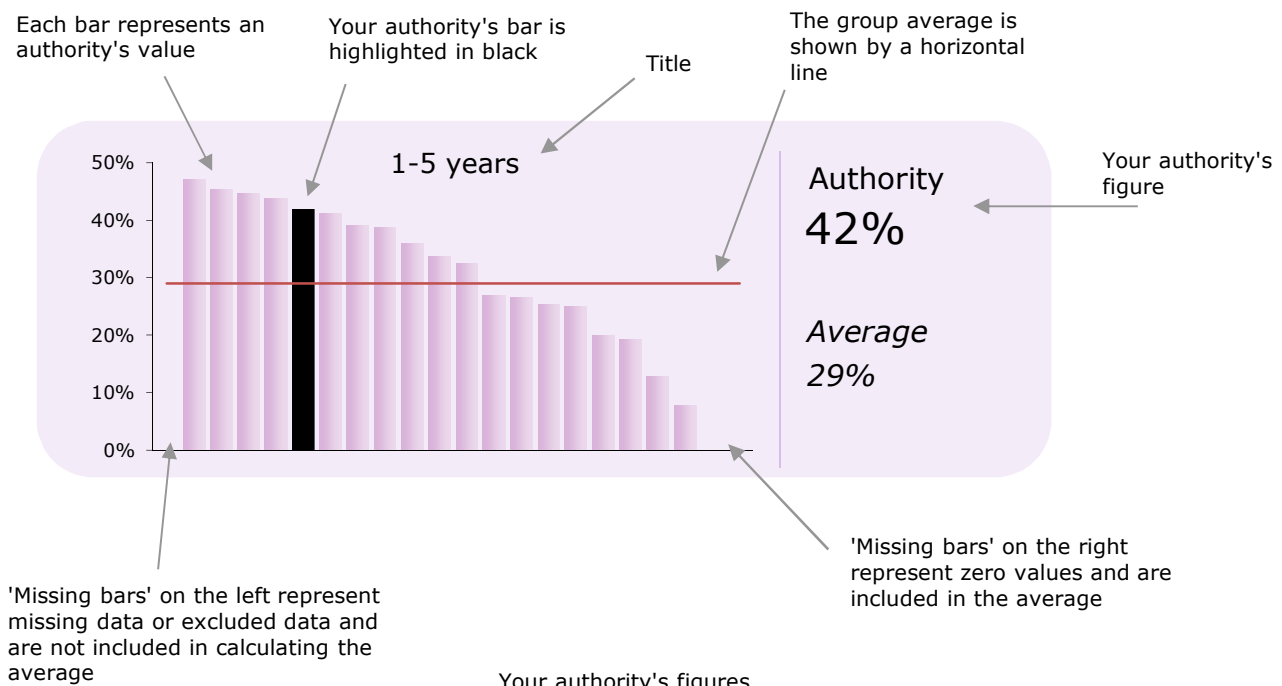
Almost all of our tables and charts compare your figure with a group average. The average is the unweighted mean value for the group. This average value ignores missing data, or data that we have excluded and for this reason sets of averages sometimes do not reconcile precisely.

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



Staff experience	FTE	%	Avg
< 1 year	1.5	10%	9%
1-5 years	6.5	42%	29%
5-10 years	3.5	23%	21%
> 10 yrs	4.0	26%	41%
Total	15.5		

Introduction

This report compares your performance with other local authorities who have taken part in the Pensions Administration Benchmarking Club for 2019 and is divided into the sections listed below.

At the end of the Benchmarking process, your authority will also receive supplemental materials which will provide further depth to this report:

- **Interactive Report:** an Excel spreadsheet containing all the bar charts found in this report. The user can change the charts to show custom comparator groups.
- **Database:** an Excel spreadsheet containing all the data submitted by club members this year. The user can also populate a copy of the questionnaire with the data for any member.
- **Scrapbook:** a report containing an analysis of the responses to the text based parts of the questionnaire.

Contents

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2 Cost Measures	5
3 Workload Measures	9
4 Industry Standard Performance Indicators	18
5 Staff Related Measures	19
6 Communications	21
7 IT and Data Quality	22
8 Comparison by method of service delivery } <i>final report only</i>	24

Section 1 - Summary

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 direct costs, indirect costs and income.

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 as well as numbers contributing to Additional Voluntary Contributions (AVCs), Additional Regular Contributions/Additional Pension Contributions (ARCs/APCs) and added years.

Other workload measures shows the cases outstanding from last year brought forward and those commenced and completed in the year. These include:

- Various letters regarding death, retirement, transfers and divorce
- Process and pay lump sum retirement grant
- Deferment and refund
- Member estimates, joiners, aggregation and link ups

Section 4 - Industry Standard Performance Indicators

This section looks at how authorities perform against each of the LGPC performance indicators.

Section 5 - Staff Related Measures

The measures included here are an analysis of staff numbers by pay band, pensions work experience and staff qualifications.

Section 6 - Communications

This section shows the various forms of communications for members, pensioners and employers.

Section 7 - IT and Data Quality

This section shows the IT Arrangements for the pensions administration and measurements of data quality.

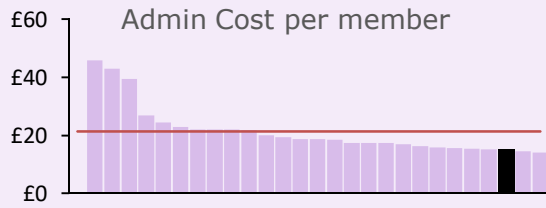
Section 8 - Comparison by Method of Service Delivery (final report only)

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

SECTION 1 - SUMMARY

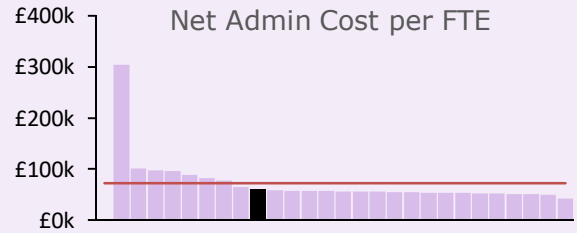
Key Findings:

Admin Cost per member



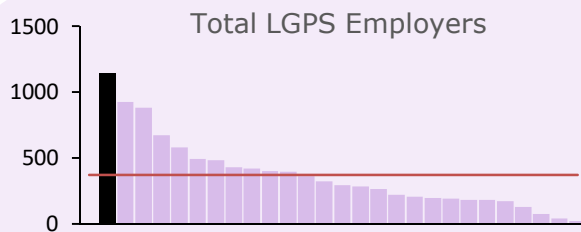
West Yorkshire Pension Fund	<i>Average</i>
£15.23	£21.34

Net Admin Cost per FTE



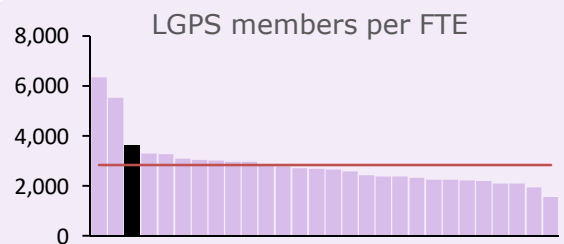
West Yorkshire Pension Fund	<i>Average</i>
£60.9k	£71.8k

Total LGPS Employers



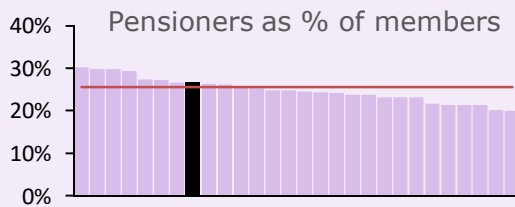
West Yorkshire Pension Fund	<i>Average</i>
1,143	369

LGPS members per FTE



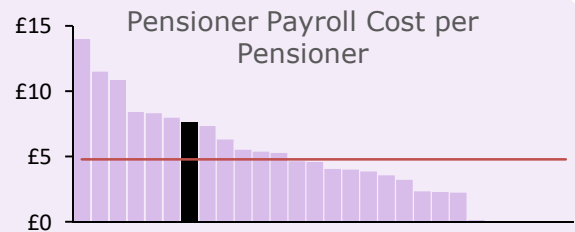
West Yorkshire Pension Fund	<i>Average</i>
3,624	2,835

Pensioners as % of members



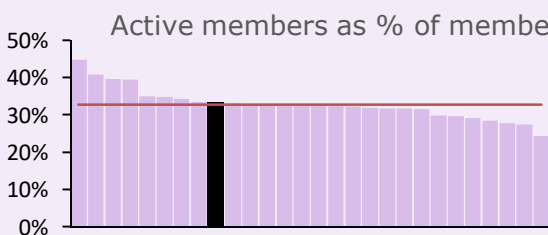
West Yorkshire Pension Fund	<i>Average</i>
26.7%	25.5%

Pensioner Payroll Cost per Pensioner



West Yorkshire Pension Fund	<i>Average</i>
£7.57	£4.75

Active members as % of members



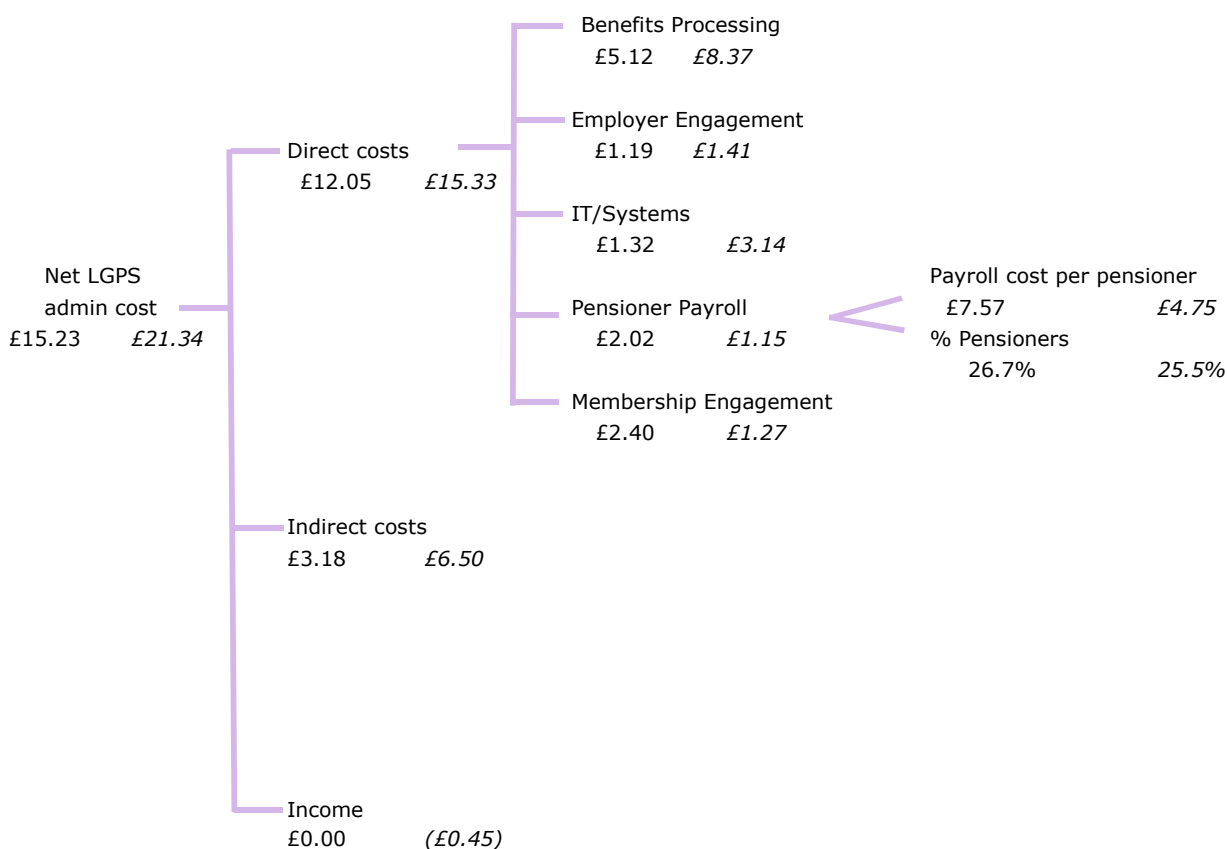
West Yorkshire Pension Fund	<i>Average</i>
33.4%	32.7%

SECTION 2 - ADMIN COST MEASURES

ADMIN COST PER MEMBERS 2018/19

This tree diagram analyses the cost per member.

For each benchmark two figures are given, the first being West Yorkshire Pension Fund's cost and the second (in italics) is the group average.

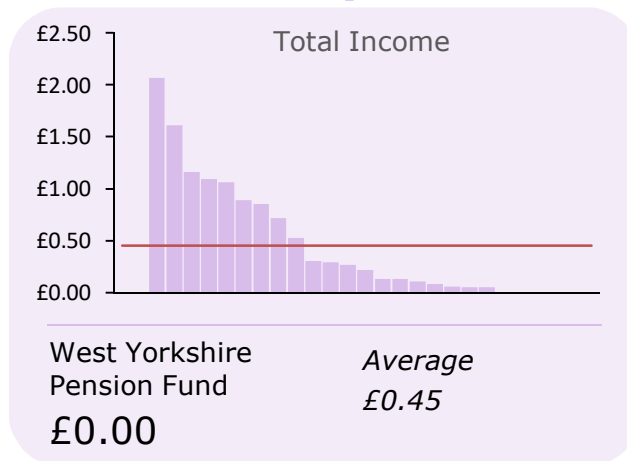
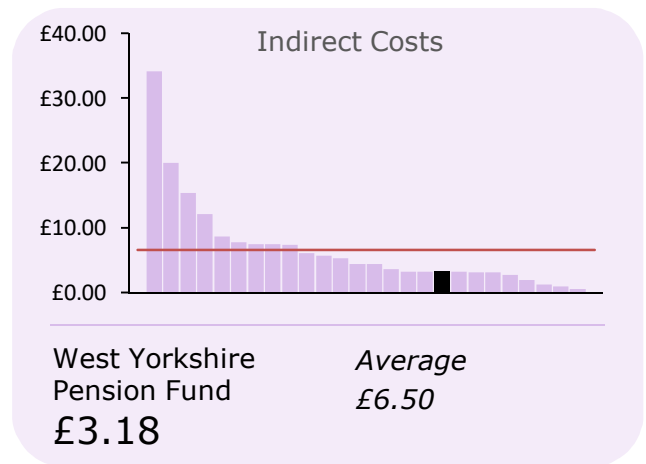
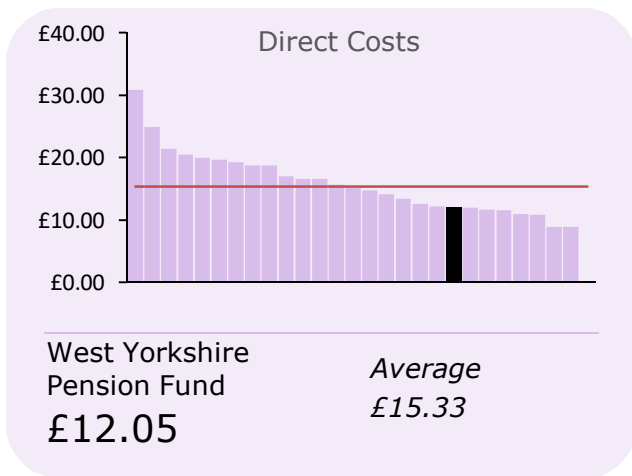
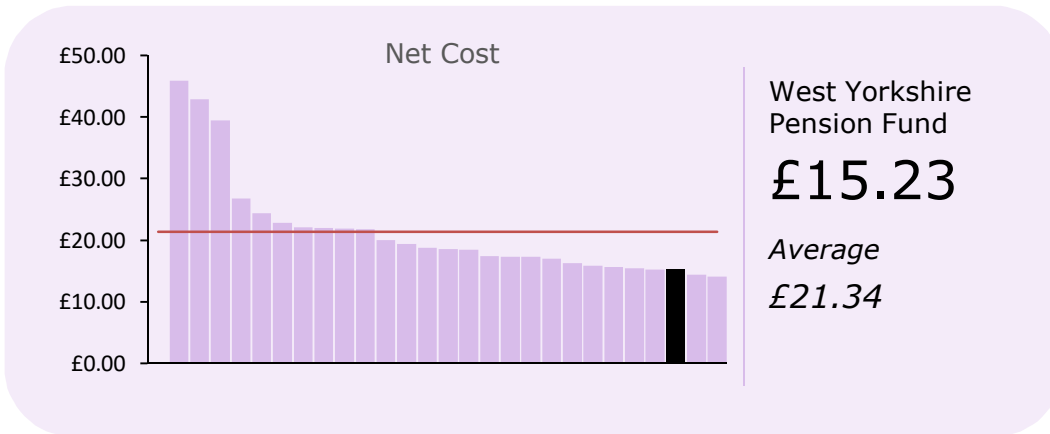


FTE Staff		LGPS admin costs	£'000	£ per member	Avg.
Pension Section total	161.9	Benefits Processing	1,975	5.12	8.37
less		Employer Engagement	457	1.19	1.41
Governance	4.5	IT / Systems	510	1.32	3.14
Investment	30.5	Pensioner Payroll	778	2.02	1.15
Financial Management	5.3	Membership Engagement	927	2.40	1.27
Other	25.1				
		Total Direct Costs	4,647	12.05	15.33
		Total Indirect Costs	1,225	3.18	6.50
		Gross Cost	5,872	15.23	21.77
		Total Income	-	-	(0.45)
		Net Cost	5,872	15.23	21.34

Total Scheme Membership	385,608
Pensioners	102,778

Source: Sections 2 & 3, 2019 Questionnaire

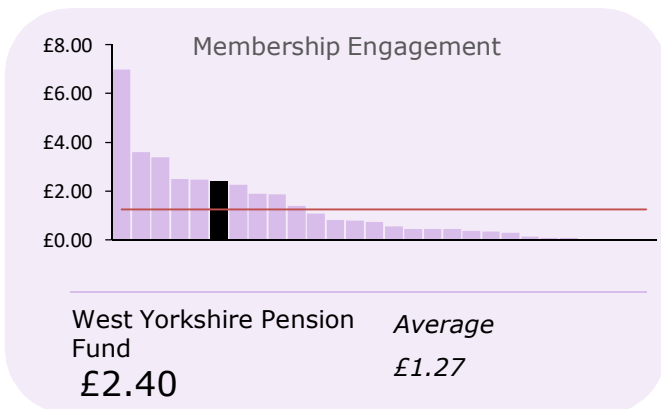
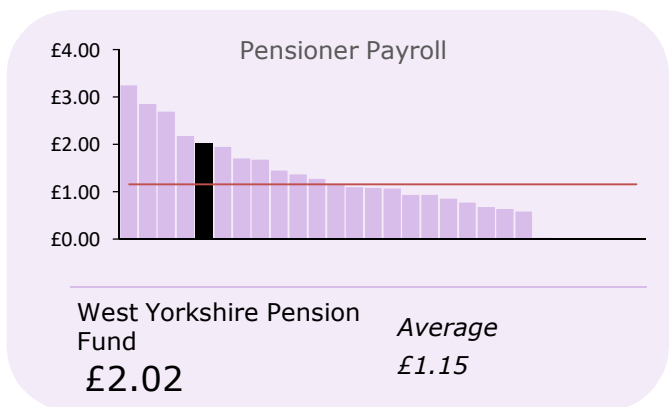
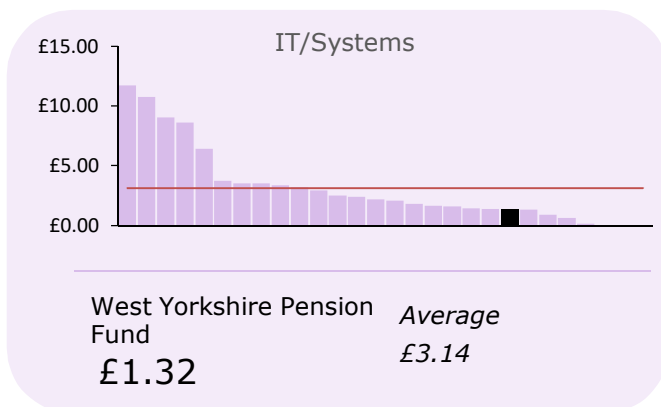
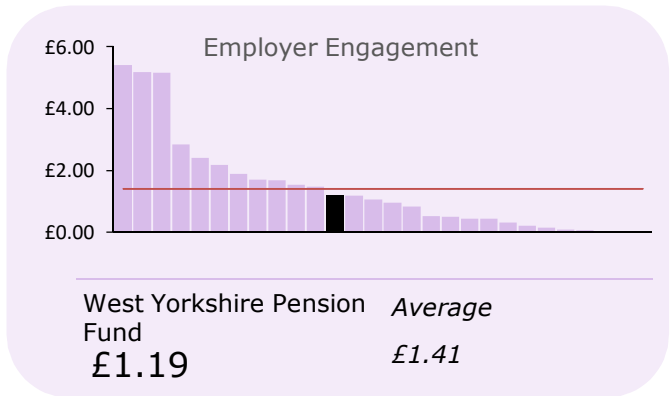
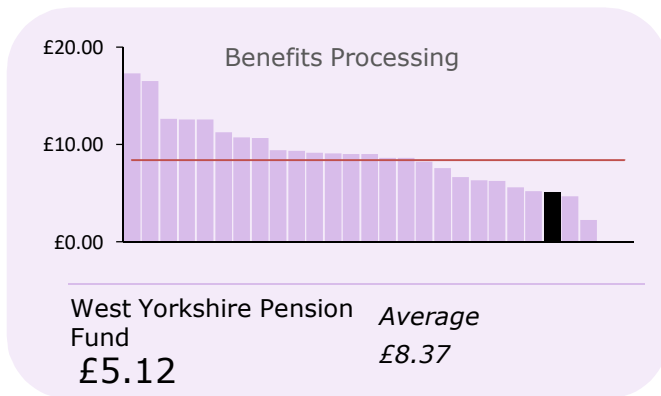
ADMIN COST PER MEMBER 2018/19



Source: Section 3, 2019 Questionnaire

COSTS PER MEMBER - Direct Costs 2018/19

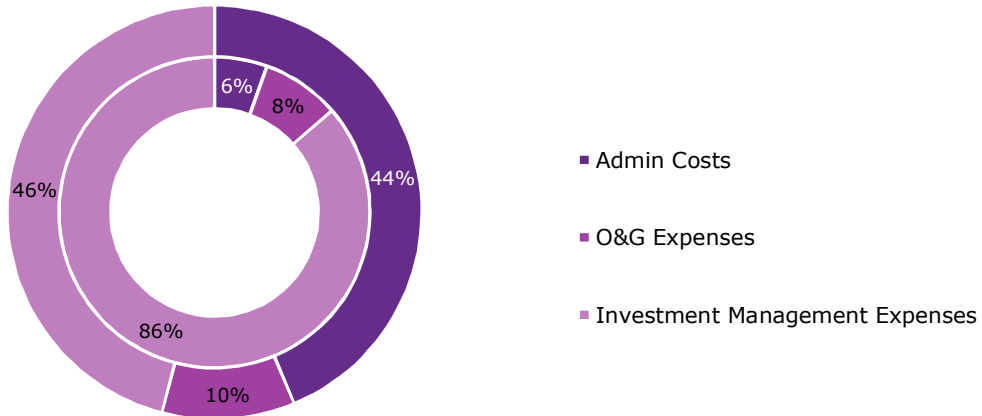
The following graphs are the costs that make up the direct costs that West Yorkshire Pension Fund had during the financial year 2018/19.



Source: Section 3, Questionnaire 2019

LGPS Management Expenses Summary 2018/19

LGPS Management Expenses	£'000	£ per member	Avg.
LGPS Administration Costs	4,647	12.05	15.09
LGPS Oversight and Governance Expenses	1,102	2.86	22.34
LGPS Investment Management Expenses	4,880	12.66	236.76
Total LGPS Management Expenses	10,629	27.56	256.88



The outer ring of the graph above is the figures for West Yorkshire Pension Fund and the inner ring is the average figures. For local authorities with percentages less than 5%, these will not be shown.

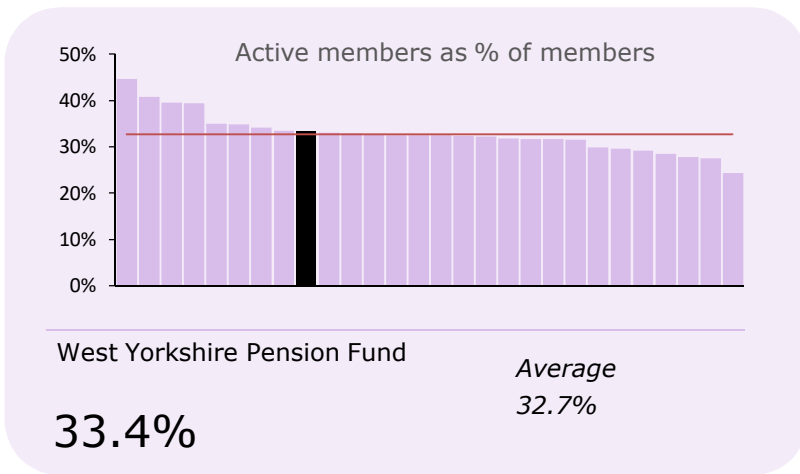
Source: Section 3, 2019 Questionnaire

SECTION 3 - WORKLOAD MEASURES

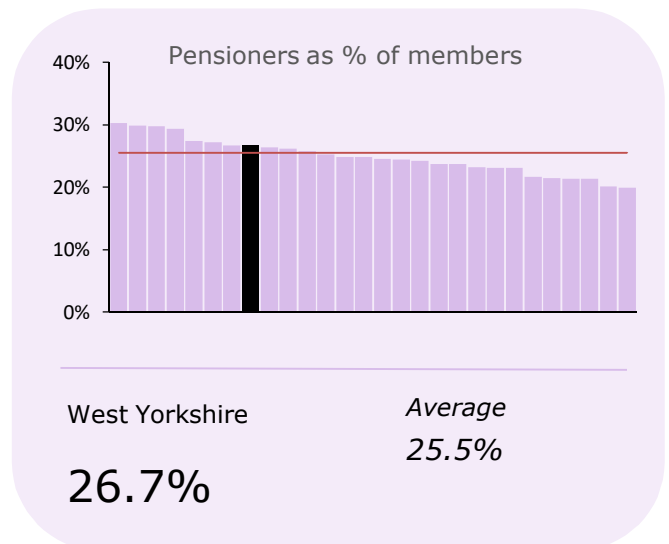
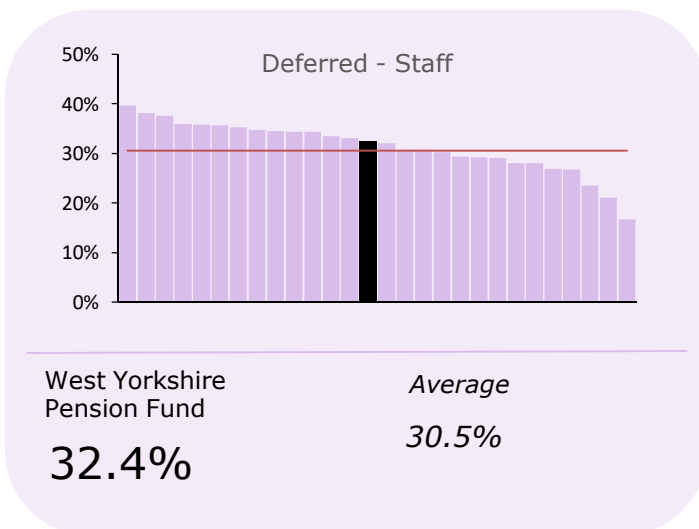
COMPOSITION OF MEMBERS AS AT 31/03/2019

Composition of members	Number	%	Avg.	Avg. %
Active Staff	128,864	33.4%	40,492	32.7%
Deferred Staff	125,041	32.4%	37,760	30.5%
Pensioners	102,778	26.7%	31,556	25.5%
Dependants	14,979	3.9%	4,829	3.9%
Frozen refunds	10,251	2.7%	4,878	3.9%
Leavers unprocessed/in progress	3,695	1.0%	4,304	3.5%
Total	385,608		123,819	

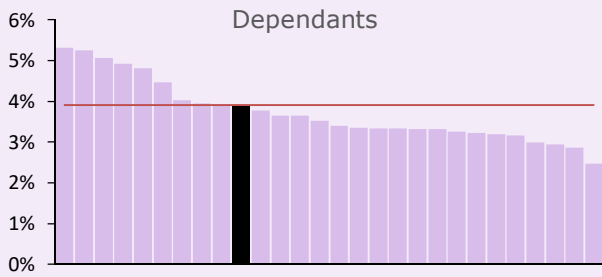
Active Members



Non-Active Members



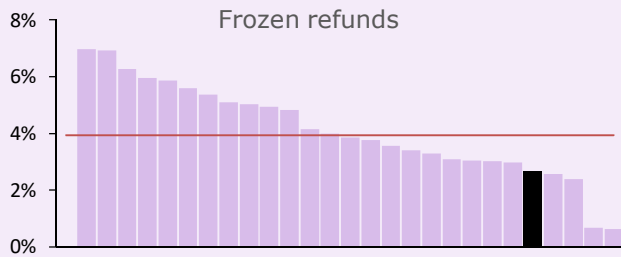
Source: Section 4b, Questionnaire 2019



West Yorkshire Pension Fund

3.9%

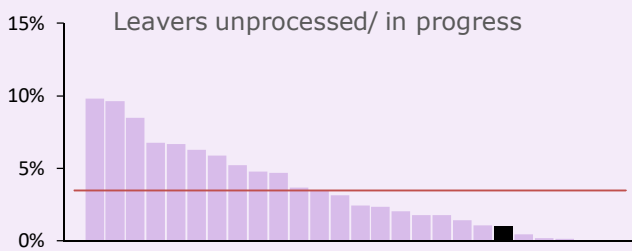
Average
3.9%



West Yorkshire Pension Fund

2.7%

Average
3.9%



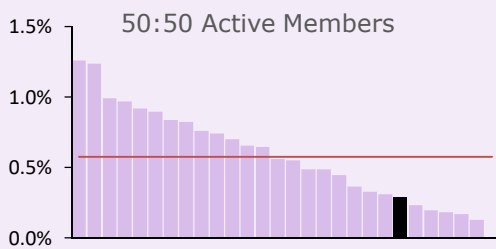
West Yorkshire Pension Fund

1.0%

Average
3.5%

COMPOSITION OF MEMBERS AS AT 31/03/2019

Composition of active members	Number	%	Avg.
50:50	370	0.3%	0.6%



West Yorkshire Pension Fund

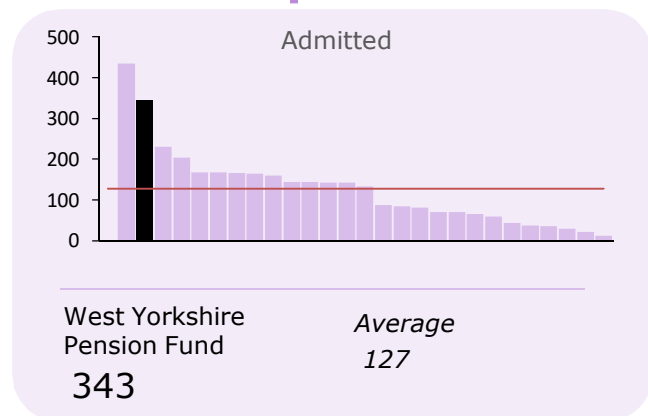
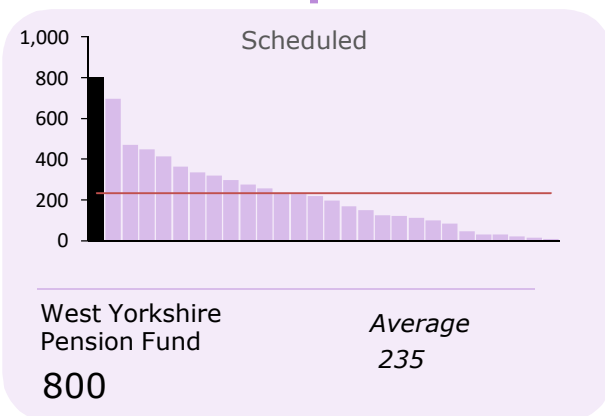
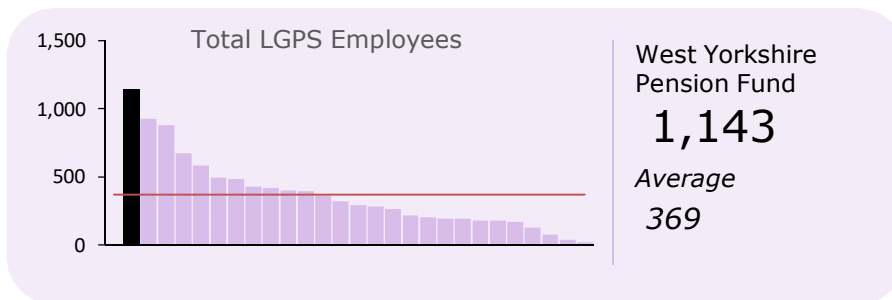
0.3%

Average
0.6%

NUMBER OF LGPS EMPLOYERS AS AT 31/03/2019

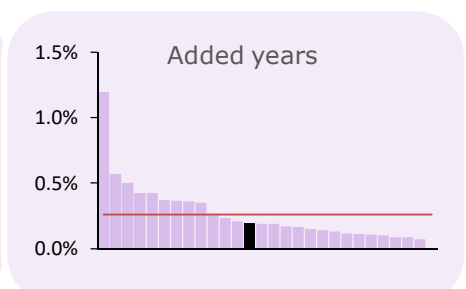
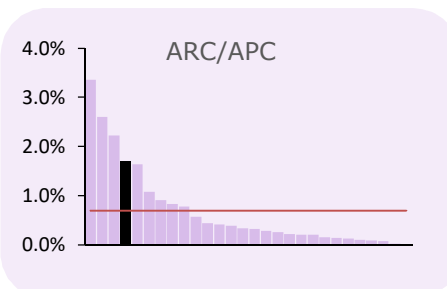
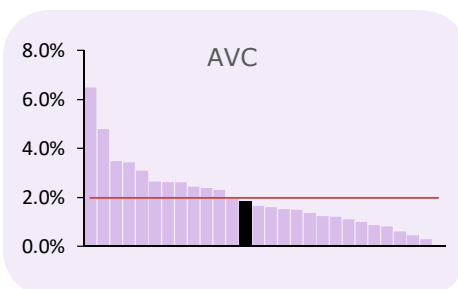
LGPS employers (31/03/2019)	Number	Avg.
Scheduled	800	235
Admitted	343	127
Total	1,143	369

Employer changes 2018/19	Joined		Leaving	
	Number	Avg.	Number	Avg.
Scheduled	36	19	20	6
Admitted	20	11	23	8



AVCs, ARCs and added years 2018/19 (as a % of active members)

Contributors to AVCs and ARCs	Number	%	Avg.	Active members
Currently contributing				128,864
- AVC	2,344	1.8%	2.0%	
- ARC/APC	2,183	1.7%	0.7%	
- Added years	250	0.2%	0.3%	
Total	4,777	3.7%	2.9%	

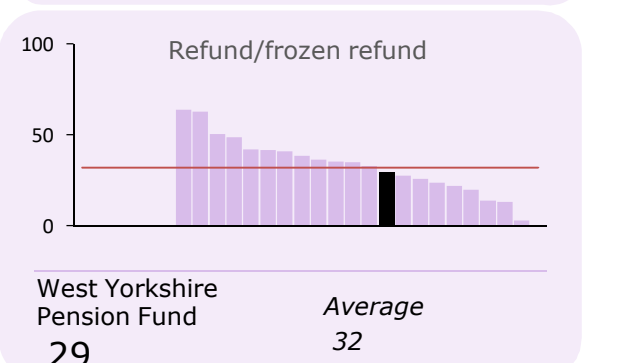
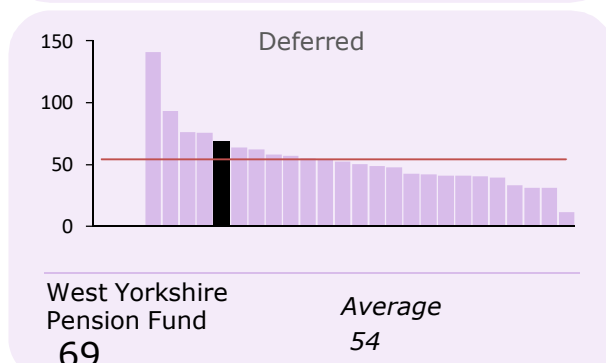
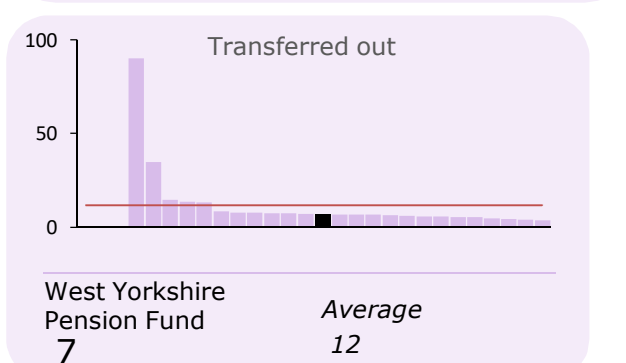
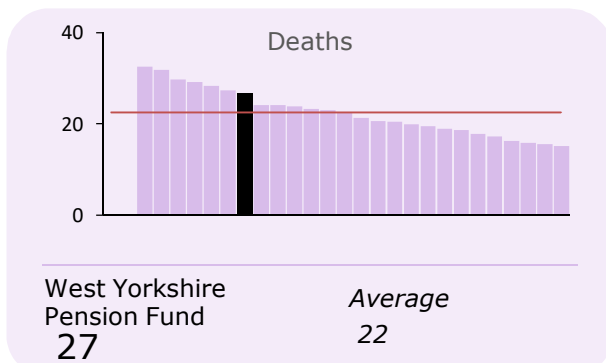
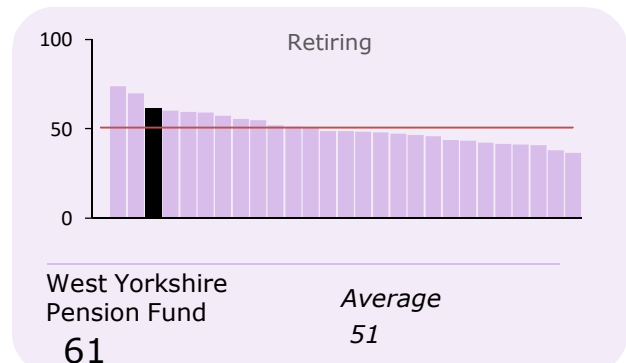
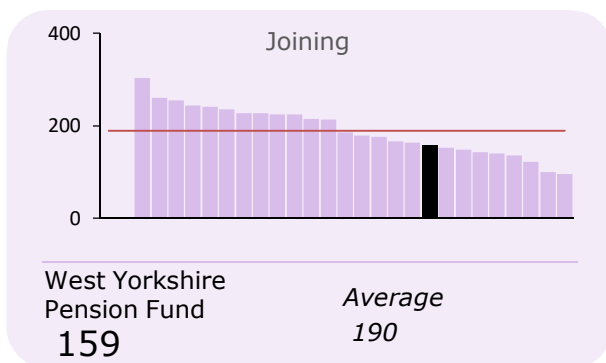
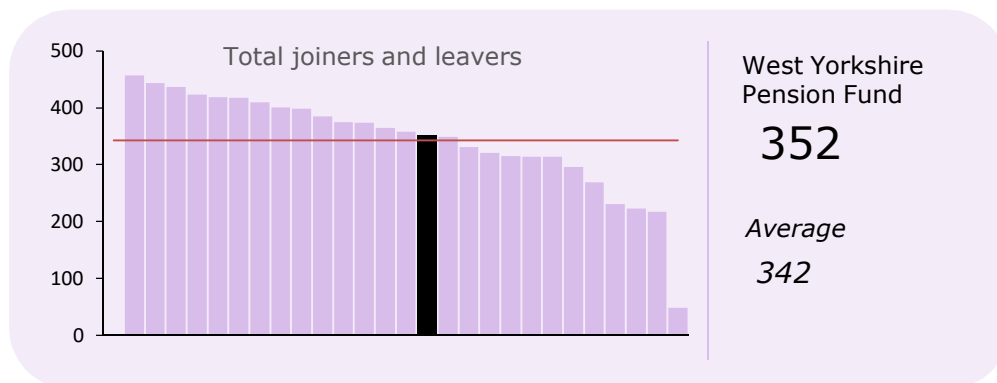


Source: Section 4a & e, Questionnaire 2019

JOINERS & LEAVERS (per '000 active members) 2018/19

Joiners & Leavers	Number	'000	Avg.
Joining	20,430	159	190
Retiring	7,893	61	51
Deaths	3,455	27	22
Transferred out	905	7	12
Deferred	8,841	69	54
Refund/Frozen refund	3,784	29	32
Total	45,308	352	342

Active members 128,864

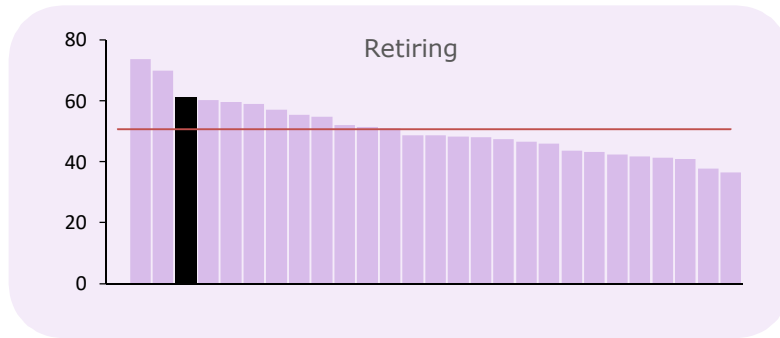


Source: Section 4c, Questionnaire 2019

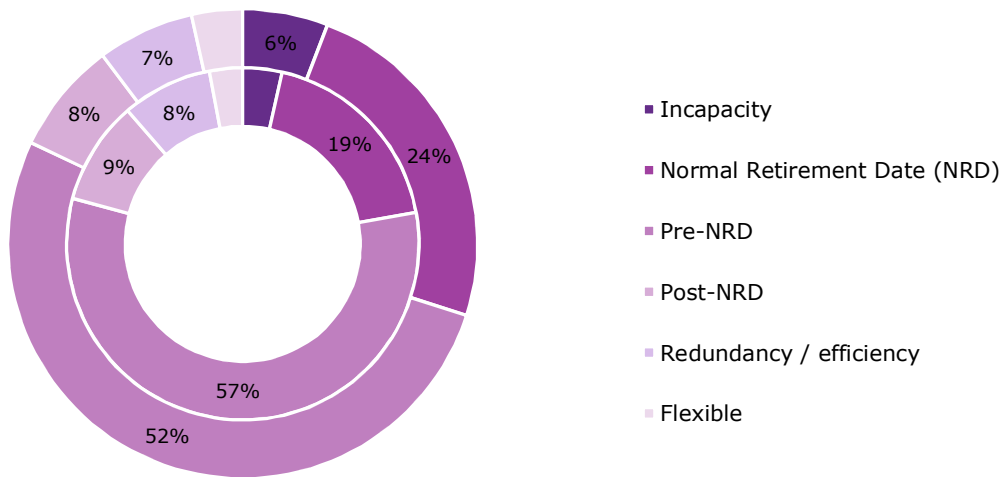
RETIRING 2018/19 (per '000 active members)

	Total number	per active members	Average (per '000)
Total LGPS members retiring	7,893	61	51

Active members 128,864



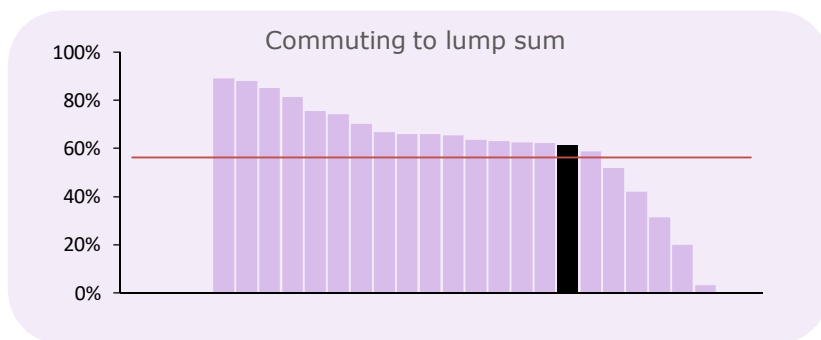
Retirements



The outer ring of the graph above is the figures for West Yorkshire Pension Fund and the inner ring is the average figures. For local authorities with percentages less than 5%, these will not be shown.

Retirements commuting to lump sum

Number	% total	Avg.
4,852	61%	56%

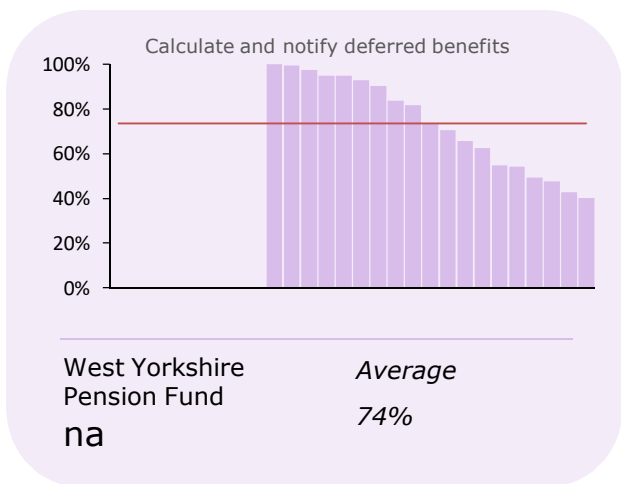
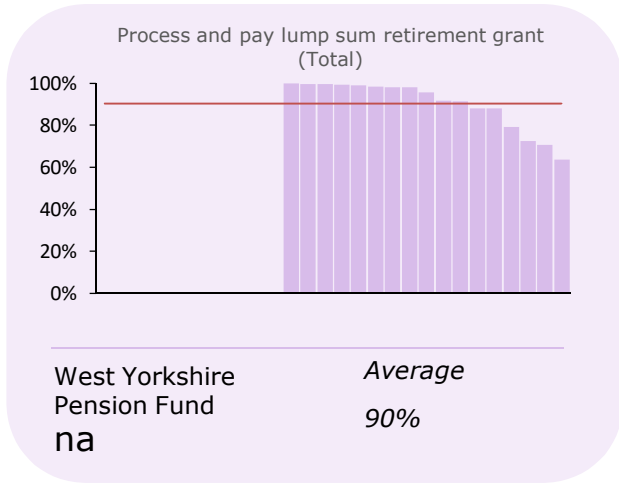
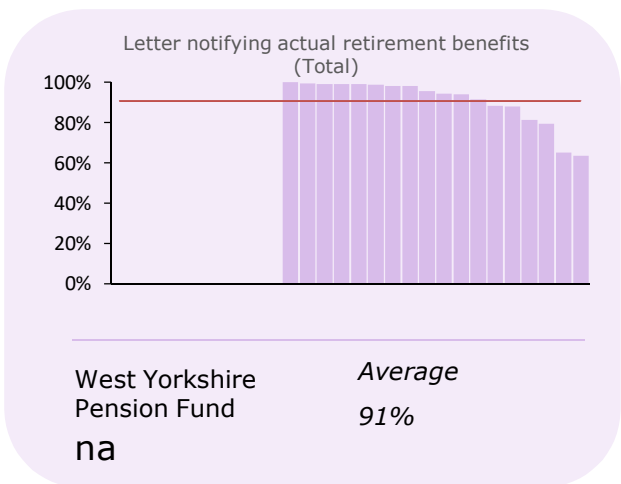
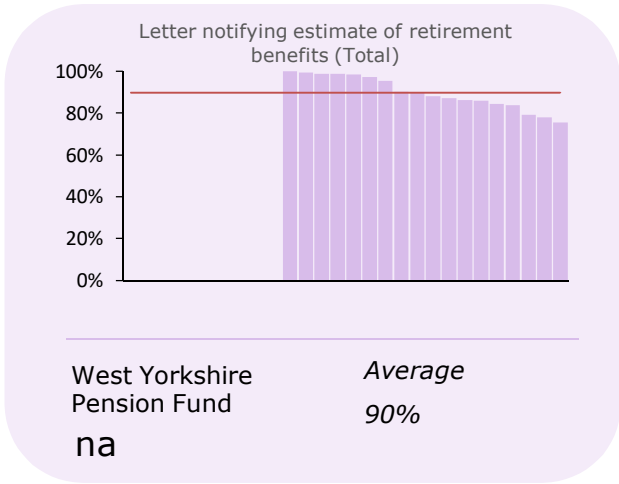
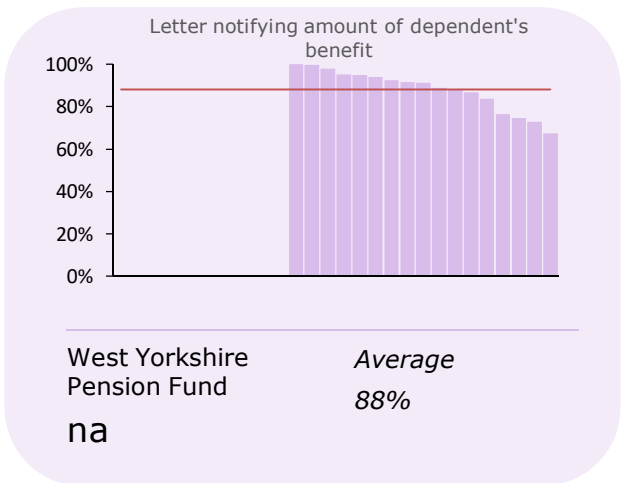
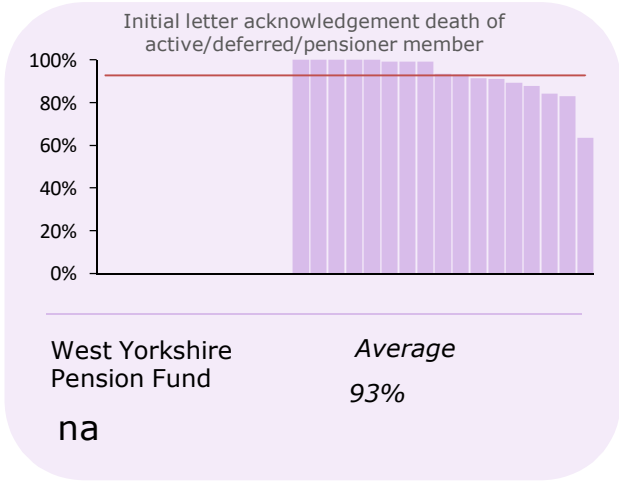


OTHER WORKLOAD MEASURES

Cases in 2018/19	Total cases in the year*		Number of cases completed in	
	West Yorkshire Pension Fund	Average	West Yorkshire Pension Fund	Average
Deaths - Initial letter acknowledgement death of active/deferred/pensioner member	na	823	3,779	968
Deaths - Letter notifying amount of dependent's benefit	na	750	1,404	762
Retirements - Letter notifying estimate of retirement benefits (Active)	na	1,088	4,549	1,370
Retirements - Letter notifying estimate of retirement benefits (Deferred)	na	1,656	5,662	1,564
Retirements - Letter notifying estimate of retirement benefits (Total)	na	2,838	10,211	2,895
Retirements - Letter notifying actual retirement benefits (Active)	na	912	3,534	1,031
Retirements - Letter notifying actual retirement benefits (Deferred)	na	1,163	4,677	1,224
Retirements - Letter notifying actual retirement benefits (Total)	na	2,061	8,211	2,183
Retirements - process and pay lump sum retirement grant (Active)	na	836	3,534	977
Retirements - process and pay lump sum retirement grant (Deferred)	na	977	4,677	1,087
Retirements - process and pay lump sum retirement grant (Total)	na	1,870	8,211	2,052
Deferment - calculate and notify deferred benefits	na	4,499	17,306	3,361
Transfers In - Letter detailing transfer in quote	na	439	5,215	548
Transfers In - Letter detailing transfer in	na	259	768	230
Transfers Out - Letter detailing transfer out quote	na	655	3,034	727
Transfers Out - Letter detailing transfer out	na	259	289	242
Refund - Process and pay a refund	na	1,568	3,730	1,414
Divorce Quote - Letter detailing cash equivalent value and other benefits	na	207	826	215
Divorce Settlement - Letter detailing cash equivalent value and application of Pension Sharing Order	na	11	36	12
Member Estimates	na	1,270	na	1,478
Joiners - Send notification of joining the LGPS to scheme member	na	5,964	9,272	6,282
Aggregation - send notification of aggregation options	na	2,482	11,901	2,123
Link ups	na	1,160	10,961	1,483

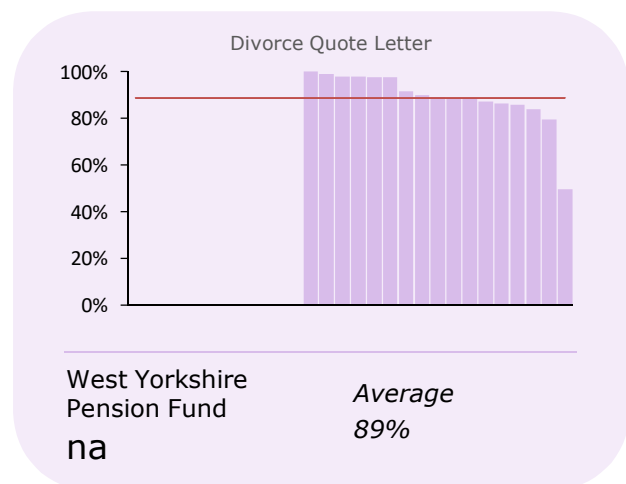
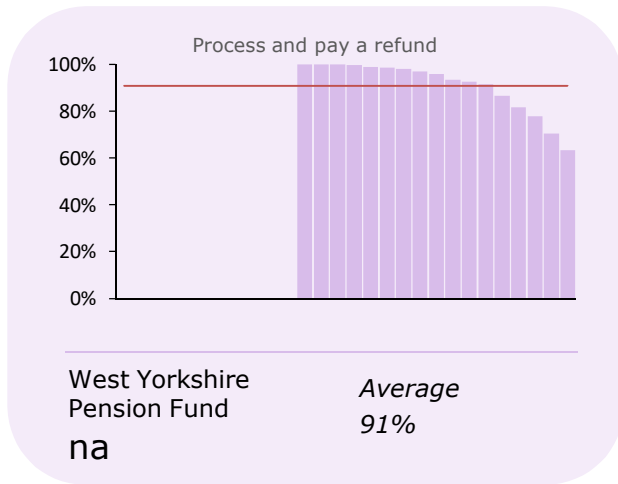
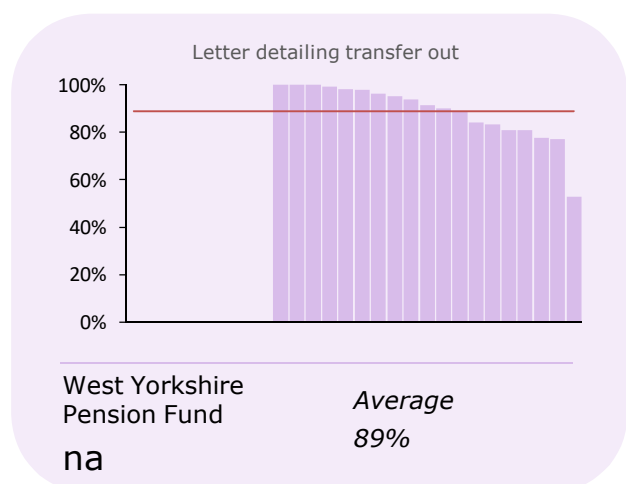
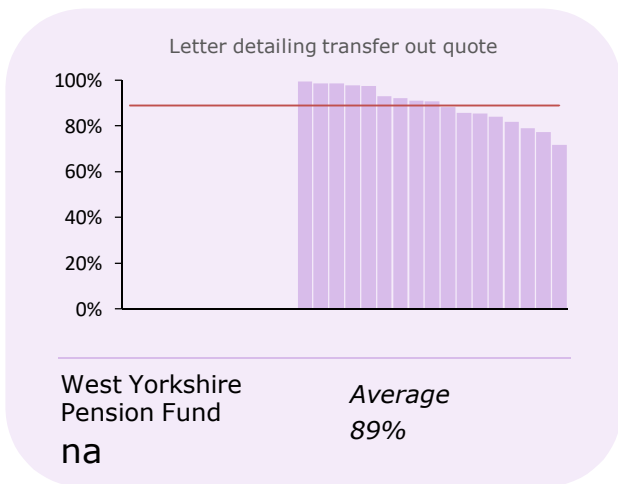
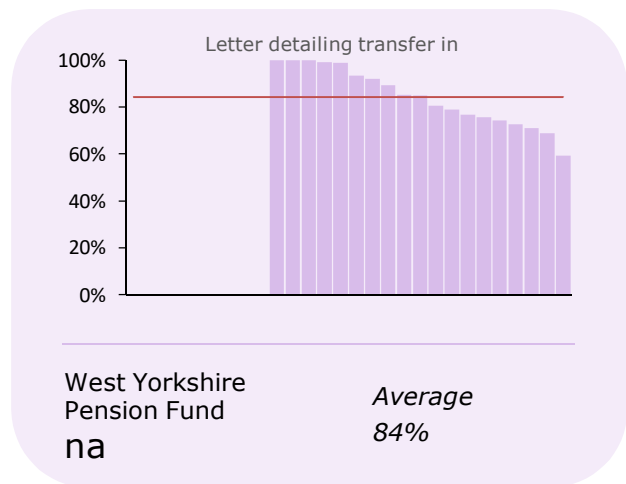
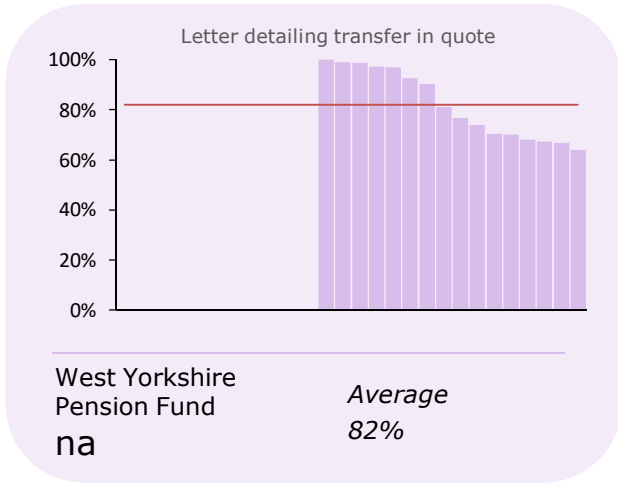
* total cases in the year is the cases outstanding as at 01/04/18 and the number of cases commenced in the year added together.

OTHER WORKLOAD MEASURES - Percentage of cases completed in the year (2018/19)



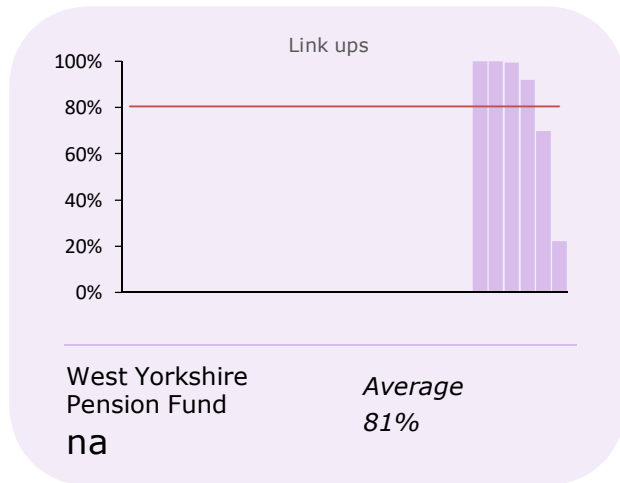
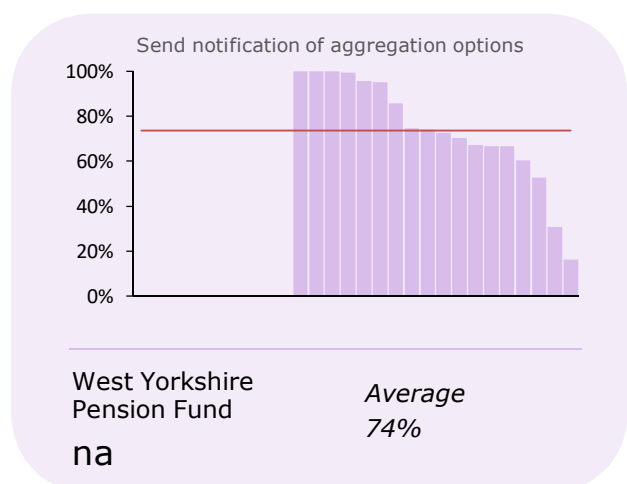
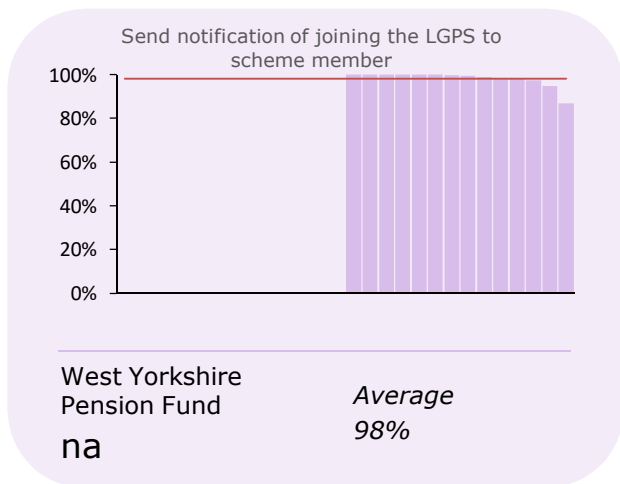
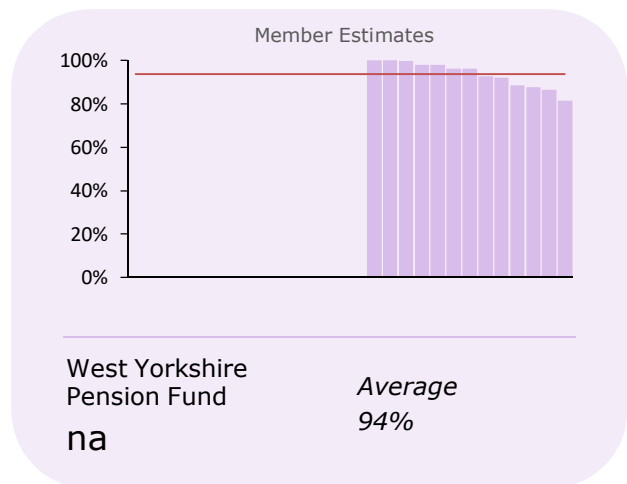
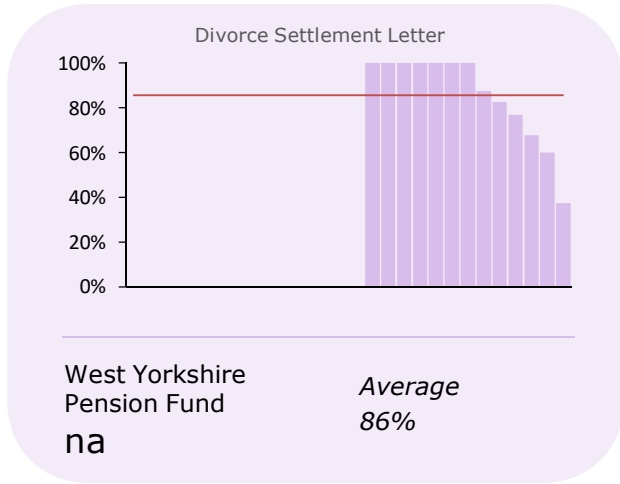
Source: Section 4f, Questionnaire 2019

OTHER WORKLOAD MEASURES - Percentage of cases completed in the year (2018/19)



Source: Section 4f, Questionnaire 2019

OTHER WORKLOAD MEASURES - Percentage of cases completed in the year (2018/19)

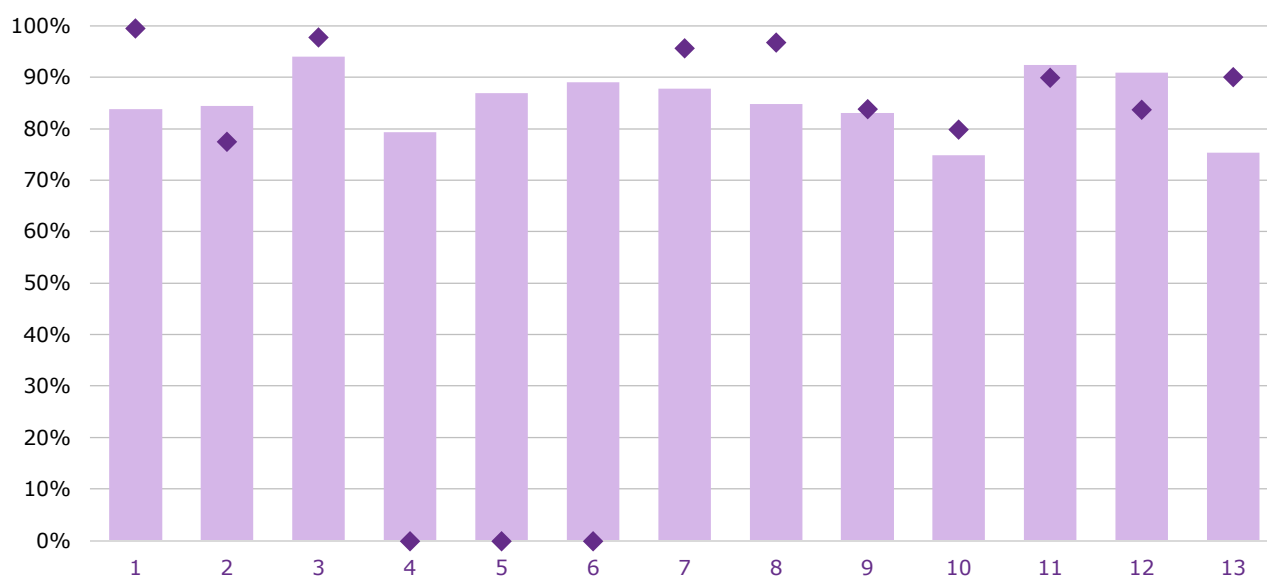


Source: Section 4f, Questionnaire 2019

SECTION 4 - INDUSTRY STANDARD PI'S

Industry Standard PI's	Local Target (Legal Target)	Achieved	Avg.
1 Letter detailing transfer in quote	10 days (2 months)	99.7%	83.8%
2 Letter detailing transfer out quote	10 days (2 months)	77.6%	84.4%
3 Process and pay a refund	10 days (2 months)	97.8%	94.1%
4 Letter notifying estimate of retirement benefits (Active)	na (2 months)	na	79.3%
5 Letter notifying actual retirement benefits (Active)	na (2 months)	na	87.0%
6 Process and pay lump sum retirement grant (Active)	na (2 months)	na	89.0%
7 Initial letter acknowledgement death of member	5 days (2 months)	95.7%	87.8%
8 Letter notifying amount of dependent's benefit	5 days (2 months)	96.9%	84.8%
9 Divorce quote letter	20 days (3 months)	83.9%	83.0%
10 Divorce settlement letter	80 days (3 months)	80.0%	74.9%
11 Send notification of joining LGPS to scheme member	10 days (2 months)	90.0%	92.4%
12 Deferred into pay	5 days (2 months)	83.8%	90.9%
13 Calculate and notify deferred benefits	10 days (2 months)	90.2%	75.3%

Achieved industry standard PI's



The light purple bars in the graph above show the average of all respondents achieving each performance indicator whilst the dark purple markers show the responses for West Yorkshire Pension Fund.

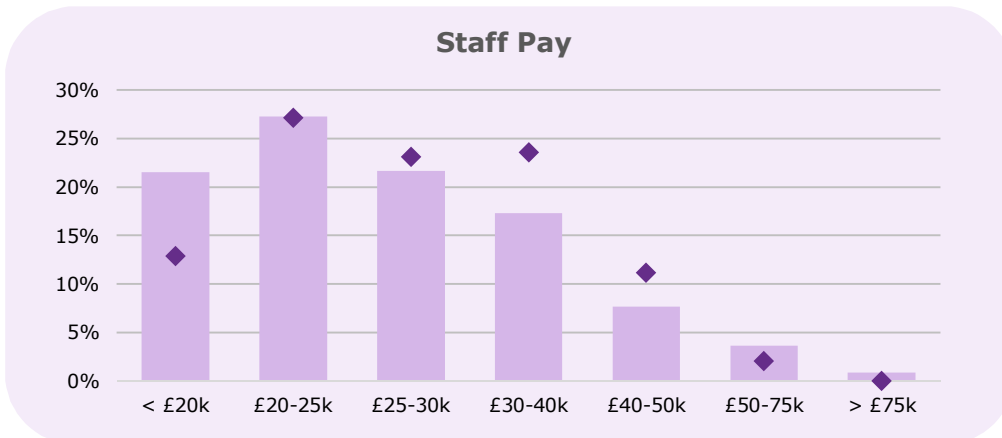
Source: Section 5, Questionnaire 2019

SECTION 5 - STAFF RELATED MEASURES

as at 31 March 2019

Staff Pay	FTE	%	Avg.
> £75k	0.0	0.0%	0.9%
£50-75k	2.2	2.1%	3.6%
£40-50k	11.9	11.2%	7.7%
£30-40k	25.1	23.6%	17.3%
£25-30k	24.6	23.1%	21.7%
£20-25k	28.9	27.2%	27.3%
< £20k	13.7	12.9%	21.6%
Total	106.4		

Staff Experience	FTE	%	Avg.
< 1 year	10.1	9.5%	10.9%
1-5 years	27.7	26.0%	26.2%
5-10 years	3.1	2.9%	14.8%
10-15 years	18.0	16.9%	16.2%
> 15 years	37.5	35.2%	31.6%
Total	106.4		



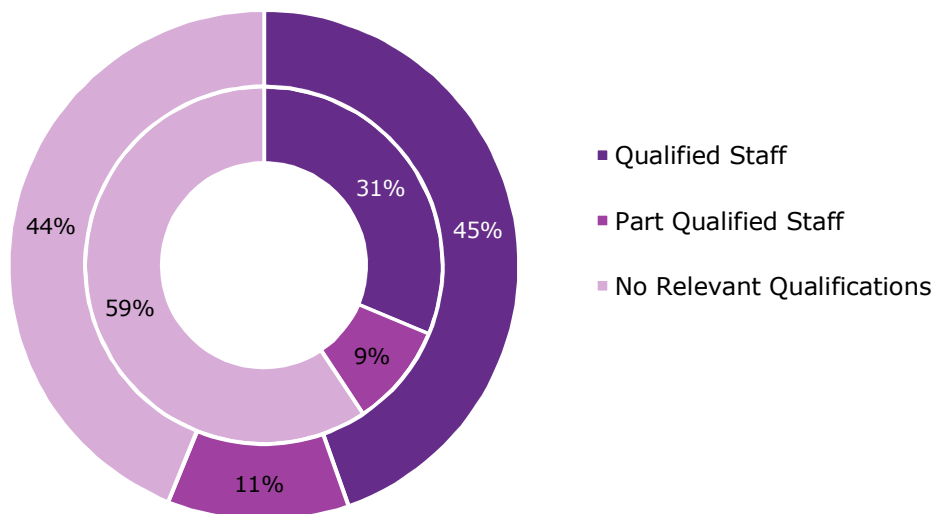
The light purple bars in the graphs above show the average of all respondents staff pay/experience while the dark purple markers are the responses for West Yorkshire Pension Fund.

Source: Section 6a & b, Questionnaire 2019

STAFF QUALIFICATIONS

as at 31 March 2019

Staff Qualifications	FTE	%	Avg.
Qualified Staff	43.1	44.6%	31.3%
Part Qualified Staff	11.1	11.5%	9.3%
No Relevant Qualifications	42.4	43.9%	59.4%
Total	96.6		
Number in Training	0.0	0.0%	6.8%



The outer ring of the graph above is the figures for West Yorkshire Pension Fund and the inner ring is the average figures. For local authorities with percentages less than 5%, these will not be shown.

CIPFA listed the following qualifications for the sections above:

Fully Qualified: Associate Membership of the Pensions Management Institute (APMI) and Fellowship of the PMI (FPMI), Full Membership of Chartered Institute of Payroll Professionals (MCIPP), CIPP Foundation Degree in Pensions Administration and Management, CIPP Certificate in Pension Administration and Consultative Committee of Accountancy Bodies (CCAB) Accounts.

For Part Qualified: CIPP Certificate in Pension Administration and CIPP Foundation Degree in Pensions Administration and Management (part completion).

Other professional and relevant qualifications that members have provided are listed below:

- Investment Management Certificate (for investment management staff in the Fund)
- Integrated Program Performance Management (IPPM) Foundation/Diploma
- National Vocational Qualification (NVQ) in administration
- Chartered Institute of Personnel & Development (CIPD)
- Association of Payroll and Superannuation Administrators (APSA)
- Qualification in Public Sector Pensions Administration (QPSPA)
- Fellow of Institute for Securities & Development (FCSI)
- Chartered Institute of Public Finance and Accountancy (CIPFA)
- Association of Accounting Technicians (AAT)
- Association of Chartered Certified Accountants (ACCA)
- PProjects IN Controlled Environments (PRINCE2)
- Financial Planning Certificate
- Internal Career Progression scheme
- Institute and Faculty of Actuaries (IFOA)
- Chartered Management Institute (CMI)
- Retirement Provision Certificate (RPC)
- CIPP Certificate in Payroll

Source: Section 6c, Questionnaire 2019

SECTION 6 - COMMUNICATIONS

In brackets, italicised, is the average of percentage of authorities that **are** providing this service and the average number that's provided.

Please note, the sections on this page are not comparable due to differences in how the numbers were provided. E.g. Newsletters are sent out twice (2) a year and a total 12,000 newsletters are sent out in a year.

Active Members

	Provided?		Number		How notified - Workplace? Home?		Self-service?
	Yes	(%)		(%)			
Newsletters	Yes	(82%)	2	(7,564)	na	Mail	No
Presentations/Road-shows	Yes	(79%)	30	(17)	E-mail	na	No
Clinics	Yes	(54%)	7	(93)	E-mail	na	No
Pensions Saving Statements	Yes	(89%)	442	(1,562)	na	Mail	No
Annual Benefit Statements*	Yes	(100%)	111,246	(27,451)	na	Mail	Yes

West Yorkshire Pension Fund does provide a dedicated helpline, they do provide an AGM, there is a dedicated website area and there is a social media presence.

100% of the Annual Benefit Statements for 31/03/18 was sent by the deadline and the statements for 31/03/19 will be sent by the statutory deadline, 31/08/19.

Deferred Members

	Provided?	Number	How notified?	Self-service?
Newsletters	Yes (79%)	1 (5,101)	Mail	No
Presentations/Road-shows	No (14%)	na (3)	na	na
Clinics	No (18%)	na (2)	na	na
Pensions Saving Statements	Yes (43%)	36 (16)	Mail	No
Annual Benefit Statements*	Yes (100%)	113,780 (27,687)	Mail	Yes

West Yorkshire Pension Fund does provide a dedicated helpline, they do provide an AGM, there is a dedicated website area and there is a social media presence.

After March '18 was when the Annual Benefit Statements for 31/03/18 were produced and After March '19 is when the statements for 31/03/19 will be produced.

Pensioners

	Provided?	Number	How notified?	Self-service?
Payslips/year-end statements	Yes (100%)	221,693 (41,452)	Mail	Yes
Newsletters	Yes (89%)	2 (13,757)	Mail	Yes
Presentations/Road-shows	No (7%)	na (3)	na	na
Clinics	No (11%)	na (0.3)	na	na

West Yorkshire Pension Fund does provide a dedicated helpline, they do provide an AGM, there is a dedicated website area and there is a social media presence.

Employers

	Provided?	Number
Newsletters	Yes (82%)	na (7)
Presentations/Conferences	No (86%)	na (4)
User-groups	Yes (36%)	4 (2)
Training	Yes (89%)	18 (13)

West Yorkshire Pension Fund does provide a dedicated helpline, they do provide an AGM and there is a dedicated website area.

Source: Section 7a - d, Questionnaire 2019

Self- Service

In brackets, italicised, is the average percentage of authorities that **are** providing this service and the average percentage taken up/being used.

Members	Provided?	Number of take up	% of take up	All members
All members				385,608
Contact details	Yes (75%)	19,835	5% (17%)	
Dependants details	Yes (57%)	19,835	5% (17%)	Pensioners
Pensioners				102,778
Bank details	Yes (50%)	6,404	6% (18%)	
Payslips	Yes (64%)	6,404	6% (20%)	Active & Deferred Members
Year-end statements	Yes (50%)	6,404	6% (16%)	253,905
Active/deferred members				
Annual Benefit Statements	Yes (57%)	13,153	5% (23%)	
Generate own estimates	No (57%)	13,153	5% (26%)	

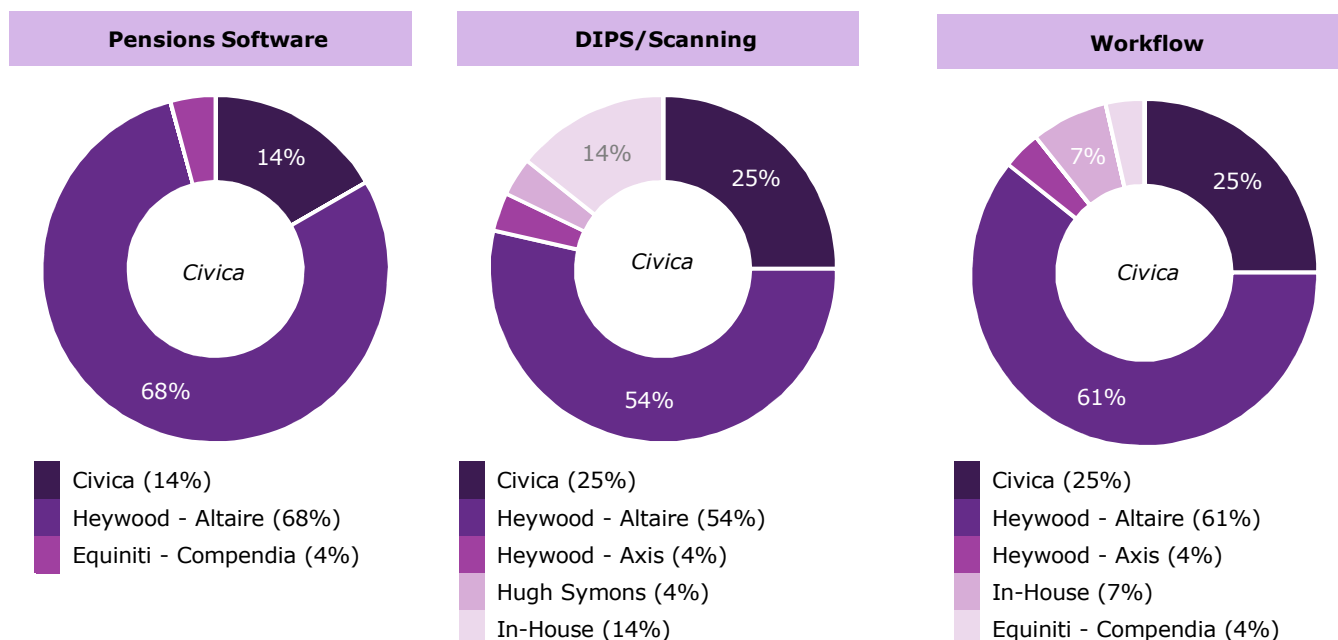
Employers	Provided?	Employers with access	Employees with access	Is it being used?
Members records	Yes (61%)	All	2,042	Yes (50%)
Employers records	Yes (21%)	All	2,042	na (21%)
Casework progress	No (11%)	na	na	na (11%)
Electronic data interface (EDI)	Yes (50%)	All	2,042	na (43%)
Generate estimates for member	No (36%)	na	na	na (25%)
Generate redundancy estimates	No (36%)	na	na	na (29%)

SECTION 7 - IT AND DATA QUALITY

IT ARRANGEMENTS

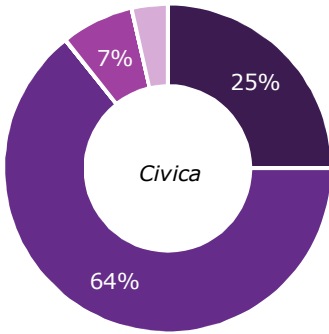
The IT Arrangements for the pension administration in West Yorkshire Pension Fund is: Local

The local facilities dedicated to and run by the Pension section for the following sections will have the average choices from authorities as a donut chartband the system for West Yorkshire Pension Fund is denoted in the centre.



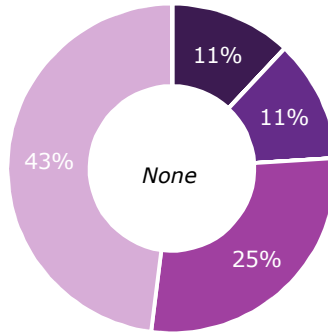
Source: Sections 7&8, Questionnaire 2019

Task Management



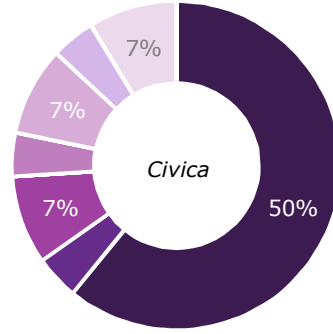
- Civica (25%)
- Heywood - Altaire (64%)
- In-House (7%)
- Equiniti - Compendia (4%)

Call centres/CRM Software



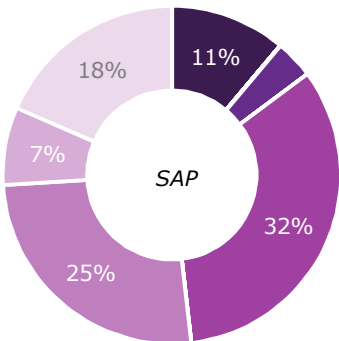
- Civica (11%)
- Heywood - Altaire (11%)
- In-House (25%)
- None (43%)

Pension Payroll



- Heywood - Altaire (50%)
- Heywood - Axis (4%)
- In-House (7%)
- Midland (Trent) (4%)
- Oracle (7%)
- Resourcelink (4%)
- SAP (7%)

Main Employer's Payroll



- Agresso (11%)
- In-House (4%)
- Midland (Trent) (32%)
- Oracle (25%)
- Resourcelink (7%)
- SAP (18%)

For the donut graphs above, if there is a percentage that is less than 5%, this will not be shown on the chart but is denoted in the legend.

DATA QUALITY

West Yorkshire Pension Fund has had their common data measured in the last 3 years and 96% of this was assessed to be present and accurate. In regards to the scheme specific data, West Yorkshire Pension Fund has had it measured in the last 3 years with 98% assessed to be present and accurate.

The last time West Yorkshire Pension Fund had their data measure was:

Jun-19

Responses from members of the benchmarking club regarding steps taken to clean data so it meets the Pensions Regulator's standard will be provided in the narrative scrapbook following the release of the final reports.

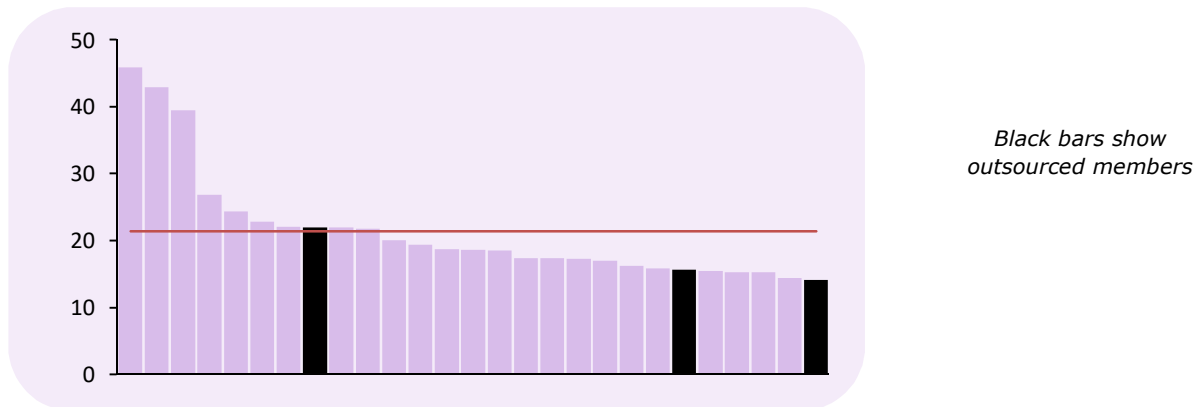
Source: Sections 8&9, Questionnaire 2019

SECTION 8 - COMPARISON BY METHOD OF SERVICE DELIVERY

COMPARISON OF OUTSOURCED/IN-HOUSE MEMBERS

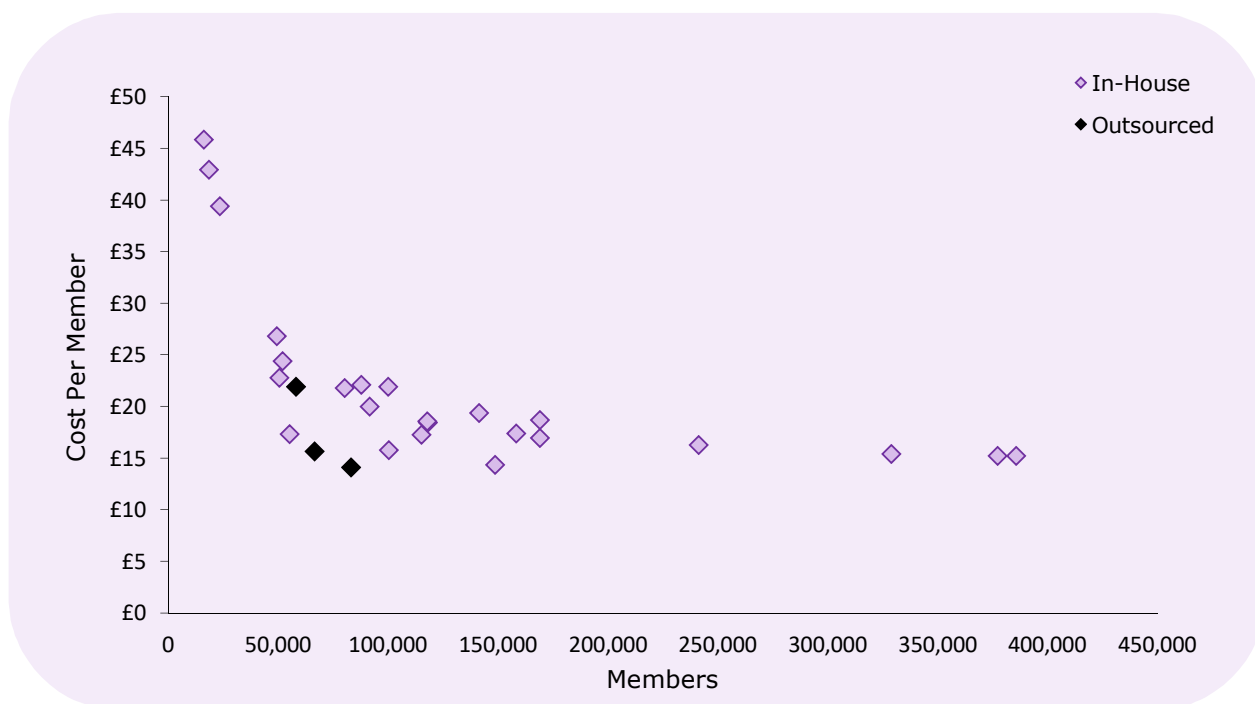
Total members with data:	29
Outsourced members:	3

LGPS ADMIN COST PER MEMBER (INCLUDING PAYROLL)



	Cost	Members	Cost per Member
West Yorkshire Pension Fun	£5,872	385,608	£15.23
<i>Club average</i>	<i>£2,239</i>	<i>123,665</i>	<i>£21.34</i>
Outsourced average	£1,158	69,000	£17.22
In-house average	£2,374	130,225	£21.85

COST PER MEMBER COMPARED WITH NUMBER OF MEMBERS



Source: Section 1, Questionnaire 2019

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We also do...

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

We also provide other Pensions related services through TISonline.

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

www.cipfa.org/services/benchmarking

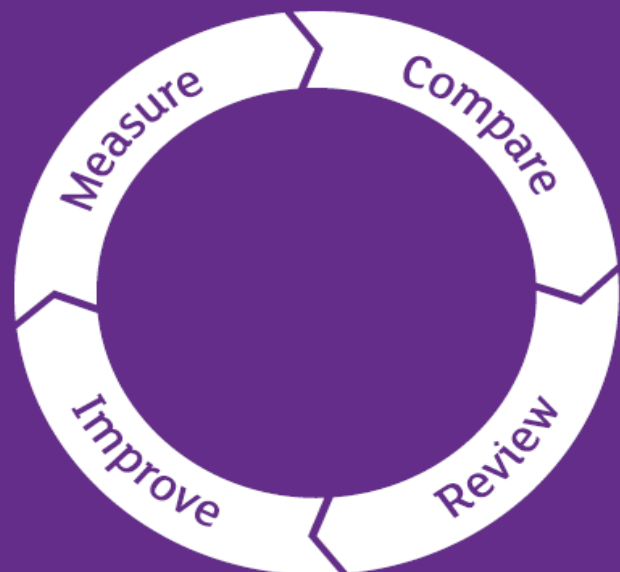
Contact us

To find out more about our other Corporate Services Benchmarking Clubs please visit our website:

www.cipfa.org/corporateservices

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



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