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London Pensions Fund Authority

Strategic Plans and Objectives

2009-10
1st Quarter Review



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Performance Reporting

The following items will be reported to the Performance and Administration Committee on a quarterly basis:

- Performance against the programme of work for 2009-10 (made up of 5 Strategic Programmes) which supports the delivery of the five Strategic Objectives
- Performance against Key Performance Indicators as previously but with the inclusion of an action plan for significant variances
- Additional reporting will cover complaints and comments (quarterly), workforce monitoring (annually).
- Agency statistics

Reporting of Confidential Information

The report which is presented to Performance and Administration Committee will at times contain confidential information. The report at first instance is also Freedom of Information exempt as in effect it is information in draft form and intended for future publication.

Usually this report is also circulated to the following public Board meeting to keep Board members not on Performance and Administration Committee up to date with developments and performance against the Strategic Policy Statement.

On occasions where information is sensitive it will be reported to Performance and Administration Committee in full, but replaced with a summary in the public report to Board. Board Members will however have the opportunity to request the original version.

Performance Reporting

Mission Statement

To provide an excellent cost effective pensions service to meet the needs of our different customers.

Strategic Objectives 2009 to 2012

1. Competitive Excellence

To enhance core administration competency whilst ensuring competitive levels of efficiency.

2. Valuing Our People

To enhance our workforce capability and align incentives and working practices to meet the needs of the business.

3. Investment Returns

To maintain an investment strategy to meet our liabilities focused on continual monitoring of both investment performance and liability risks.

4. Corporate Social Responsibility

Managing LPFA's business processes to produce an overall positive impact on stakeholders and society

5. Market Focused

Effectively communicate with the marketplace to ensure the delivery of value to customers and a positive return to the pension fund.

Five strategic programmes support and achieve the strategic objectives and turn them into tangible deliverables for Officers. The strategic objectives highlight the direction of the LPFA and the programmes (coupled with team business plans) aid achievement of these.

The following pages set out the plans for these programmes and Performance and Administration Committee will monitor these on a quarterly basis.

Business Growth

Secure business growth in line with internal targets and implement a marketing campaign that enhances LPFA brand and promotes value added services

Summary of Outcomes

Programme Sponsor - Jeff Houston

Outcome/action	Lead for this action	Date	Progress Q1
Develop and market Data cleanse offering	Jeff Houston/ Tony Williams	April 2009	Complete ✓
Develop and market training programme for Certificate and Diploma	Jeff Houston	April 2009	Complete ✓
Develop communications offering including pension fund report	Jeff Houston	May 2009	complete - offering developed and taken by a number of London Boroughs ✓
Develop website offering for LGPS site	Jeff Houston/ Les Higgs	May 2009	complete - offering developed and taken by a number of London Boroughs ✓
Developing a diary of events that decision makers will attend and ensure someone from LPFA is there	Jeff Houston	May 2009	Complete - shared calendar on outlook ✓
Implement internal mechanisms for commissioning and resourcing value added work across specialist teams	Jeff Houston/ Susan Martin	May 2009	Partial - commissioning, pricing and contractual work complete - resourcing plan still to be agreed. Put back to October X
Negotiate with Heywoods with a view to developing a shared risk pricing model that benefits both parties	Jeff Houston	May 2009	Complete - reduced price obtained for ERA and offer of profit sharing model ✓
Review client liaison function to incorporate a 'client champion' role and relocate within market focused delivery unit	Jeff Houston/ Susan Martin	May 2009	Complete - appointment made, commences in post early September ✓
Create and implement marketing campaign to raise awareness of services offered	Jeff Houston	June 2009	Partial - spec for e-zine and website agreed, supplier selected and work commenced- now aiming for CMT in September X
Database of information relating to the councils, our competitors and any news/gossip or information about the service	Jeff Houston/ Dan McMahon	June 2009	Resource for maintaining data identified and will commence in August. Initial discussions on CRM requirements have commenced. Put back to October X

Business Growth

Summary of Outcomes

Outcome/action	Lead for this action	Date	Progress Q1
Develop an agreed message on investments in London - i.e. are we aiming for one fund for London	Jeff Houston	June 2009	complete - 'one fund for London' objective included in PR campaign ✓
Lobby for the consolidation of pensions admin in London	Jeff Houston	June 2009	Ongoing - meetings underway
Create Newco as a pension fund owned TPA company	Jeff Houston	July 2009	Partial - further opinion re court of appeal case received, next stage is submission to investment committee X
Develop an investment service offering to include advice, manager selection and monitoring and ESG advice	Jeff Houston/ Vanessa James	July 2009	Partial - Herts service was successful and a review meeting will take place on 18th September. X
Restart negotiations on joint working with TFL pensions division	Jeff Houston	July 2009	Complete - negotiations underway and potential joint services identified ✓
Bring a greater level of commercial awareness to dealings with clients	Jeff Houston	September 2009	Underway - training set for 3 rd September
Targeted market research on reasons to outsource	Jeff Houston	September 2009	Underway - research specified and supplier selected
Implement an enhanced level of customer care provision	Jeff Houston	March 2010	New sponsor in place and work well underway
Maintain contacts with MPA up to the time of contact renewal	Jeff Houston	March 2010	No action at this time
Move to a market led pricing model (£XX per head)	Jeff Houston/ Adrian Bloomfield/ Mike Allen/ Susan Martin	March 2010	Underway - see named projects - amber due to status of those projects

Implement the Altair programme - Axis to Altair conversion followed by incorporation of workflow and imaging systems

Summary of Outcomes

Programme Sponsor - Mike Allen

Outcome/action	Lead for this action	Date	Progress Q1
The introduction of on-line forms to current AXISE system and then conversion to Altair	Les Higgs	30 th April 2009 30 th September 2009	Three forms now live and in use. Remaining three forms on target for completion before end of September ✓
The introduction of Interface files for agency clients on AXISE and Altair	Les Higgs	30 th June 2009 28 th September 2009	Brent and H&F now live. Targeting Newham and Westminster by 30 th September. Bexley now not included but looking at possibility of FIRE after September ✓
All infrastructure requirements completed	Les Higgs	31 st May 2009	Altair server yet to be purchased due to delay on software installation. Expect new IBM server to be purchased and installed by mid September X
Updated LGPS letters and fire letters introduced		30 th September 2009	Project in progress but project unlikely to be fully completed by the end of September
All staff fully trained in new systems by:- Admin Payroll Task Manager Imaging	Les Higgs	1 st October 2009 1 st October 2009 30 th June 2010 30 th June 2010	Dates to be reset due to delay in Altair. Latest dates are: Admin - 1 st February 2010 Payroll - 1 st February 2010 Task Manager - no longer required Imaging - no longer required
All documentation fully updated and implemented:- Admin Payroll Task Manager Imaging	Les Higgs	1 st October 2009 1 st October 2009 30 th June 2010 30 th June 2010	Dates to be reset due to delay in Altair. Latest dates are: Admin - 1 st February 2010 Payroll - 1 st February 2010 Task Manager - no longer required Imaging - no longer required
The pension admin implementation completed and live	Les Higgs	1 st October 2009	Date now reset to 1 st February 2010
The payroll implementation completed with all October payrolls made through Altair	Les Higgs	31 st October 2009	Date now reset to 1 st February 2010

Summary of Outcomes

Outcome/action	Lead for this action	Date	Progress Q1
Delivery of a new printing and copying environment which provides good quality technical services reduces expenditure and helps achieve a greener environment.	Les Higgs	31 st December 2009	Report being submitted to CMT for September meeting. Follow actions and possible implementation schedule to follow
Front end scanning fully introduced for Ops, CPT and Payroll	Les Higgs	30 th June 2010	Little action so far other than the PID produced. Planning to begin in the next couple of months
New document imaging system fully implemented		30 th June 2010	No longer required, staying with FISH
The overall programme of work will be completed	Les Higgs	30 th June 2010	On target at this stage
Complete a staff survey to establish levels of acceptance and usage	Les Higgs	30 th June 2010	No action required yet

Restructures

Complete structural and responsibility reviews in light of the new pay structure

Summary of Outcomes

Programme Sponsor - Susan Martin

Outcome/action	Lead for this action	Date	Progress Q1
Direction of the Organisation discussed with Board at the , awayday on 5 th March and subsequently be ratified at the meeting on 25 th March 09	Mike Taylor	5 th March 2009 and 25 th March 2009	Discussed ✓
Project Manager and Project Sponsor to set plan and deliverables for way forward.	Greg Smith/Susan Martin	Mid March 2009	Project plans cascaded to team business plans ✓
Remuneration Committee and Board discussions	Mike Taylor	25 th March 2009	Meetings held ✓
CMT to be reviewed and interim structure in place	Mike Taylor/ Susan Martin	30 th April 2009	CMT restructure delayed due to Chief Exec time being dedicated to TUPE issues. New date of 30th June 2009 met and reported to Board. ✓
Liaison with HR on all practical staffing issues	Greg Smith	30 th April 2009	This meeting was supposed to follow the restructure of CMT but the meeting took place on 14 th May where the theoretic steps and processes were discussed, ready for implementation post 30 th June 09. ✓
Management and team structures to be developed (including implementation/stage plans)	Susan Martin	1 st May 2009 – 30 th June 2009	Management and Team structures could not be developed until CMT had been restructured and therefore the dates were delayed but now completed 1st July – 28th August 09. ✓
Budgets to be reallocated based on CMT restructure	Adrian Bloomfield	30 th June 2009	Task was delayed due to CMT being restructured. This will now happen on completion of the audit of the accounts. Interim authorizations have been put in place - 30th September 2009 X
Accommodation strategy developed	Les Higgs	30 th June 2009	Discussion taken place and a plan developed. This will now be implemented once the team structures have been finalized. 1st September 2009 X

Restructures

Summary of Outcomes

Outcome/action	Lead for this action	Date	Progress Q1
Implement a new project costing system to accurately account for staff working on agencies.	Les Higgs	30 th June 2009	LH, TL, AB to input – Now moved to 31st March 2009 X
Interim restructure implemented and will be further amended once the full restructure has been agreed and efficiencies from Altair identified.	Susan Martin	30 th June 2009	Put back to 1st September 2009 ✓
Efficiencies identified by Altair Programme, and Business Growth successes identified and fed into the Restructures Programme	Susan Martin/ Greg Smith	1 st July 2009 – 1 st December 2009	Regular meetings are taking place between programme managers to identify these
Final restructure agreed by CMT	Mike Taylor	31 st December 2009	
Accommodation strategy implemented	Les Higgs	1 st January 2010 – 31 st March 2010	Facilities to prepare for final restructure
Final restructure implemented	Susan Martin	1 st April 2010	

Efficiencies

Deliver 3% cost efficiencies in the current year ending 31st March 2010 and plan for 7% cost efficiencies in the following year

Summary of Outcomes

Programme Sponsor - Adrian Bloomfield

Outcome/action	Lead for this action	Date	Progress Q1
Meetings with CMT members and managers to discuss efficiency plans in their areas	Adrian Bloomfield	30 th April 2009	Complete ✓
Efficiency plan for 2009-10 and outline plan 2010-11	Adrian Bloomfield	30 th April 2009	Complete ✓
Project plan for each efficiency initiative	Adrian Bloomfield	30 th June 2009	Not complete: project manager still assessing staff suggestions and working with budget holders to aid achievement of efficiencies. October 2009. X
Monitoring reports by 15 th working day following quarter end	Adrian Bloomfield/ Deborah French		Not complete: This was not achieved for July, however monitoring arrangements are now in place and they should not be any problems for October X
Full efficiency plan 2010-11	Adrian Bloomfield	1 st April 2010	
Project plan for each efficiency initiative	Adrian Bloomfield	30 th June 2010	
Monitoring reports by 15 th working day following quarter end	Adrian Bloomfield/ Deborah French		

Customer Care

Conduct and implement the findings of the Customer Care review

Summary of Outcomes

Programme Sponsor - Jeff Houston

Outcome/action	Lead for this action	Date	Progress Q1
Benchmark report against Louder than Words Standard.	Clare Scriven	23 rd June 2009	Not complete – subject to benefit assessment. X
Benchmark report following self assessment against the Service Excellence Standard.	Clare Scriven	23 rd June 2009	Complete ✓
Site visit to another pensions provider to gain knowledge of customer care in other authorities.	Clare Scriven	23 rd June 2009	Complete - LB Lewisham ✓
Ensure that customer care obligations for existing LPFA Agency Contracts are being adhered to.	Erica Wright	23 rd June 2009	Complete - contractual arrangements reviewed to ensure compliance. ✓
Audit of internal communication at the LPFA.	Greg Smith	30 th June 2009	Complete - survey was developed but roll out postponed until 27th August 2009 due to clash with other surveys ✓
Report recommending revised customer care principles, refreshed customer care services, and recommendation of appropriate team/s to maintain and monitor customer care post project.	Clare Scriven	23 rd June 2009	Complete - A report has been developed which includes a customer care improvement plan for the 4 main stakeholders; Internal, LPFA Employers, Agencies, Fund Members Action plans for each stakeholder have been developed. ✓
Agreement with RNID of actions required to attain the Louder than Words Statement.	Clare Benardis	24 th December 2009	HR – to work with project manager
Staff training programme written for existing staff, new staff, and if recommended, refresher training. HR/CS/ External Provider	Greg Smith	24 th December 2009	HR – to work with project manager
Development and production of revised customer care procedures and service manual/handbook.	Clare Scriven	24 th December 2009	HR – to work with project manager

Customer Care

Summary of outcomes

Outcome/action	Lead for this action	Date	Progress Q1
Internal Customer Care improvements developed.	Greg Smith	24 th December 2009	Corporate and Internal Communications team business plan
Targeted set of supporting customer literature and communications for specific customers (such as customer charters). Erica Wright/CS/HR/Intranet Team	Greg Smith	24 th December 2009	Business Development – team business plan
Louder than Words review completed and Standard awarded.		28 th February 2010	
Relevant staff trained in customer care principles.		28 th February 2010	
Literature and communications made available.		28 th February 2010	
Internal Customer Care improvements initiated		28 th February 2010	
Closure report including recommendation to Corporate Management Team as to whether LPFA should seek to obtain the Service Excellence Standard.		30 th April 2010	
Hand over to LPFA team/s responsible for onwards monitoring and maintenance.		30 th April 2010	

Key Performance Indicators - LPFA Fund

Key

Performance on or exceeding annual target = the box is highlighted green

Performance below annual target = the box is highlighted red

Missing data



Indicates a worsened position on the last quarter

↔ Indicates an unchanged position on the last quarter



Indicates an improved position on the last quarter

NB: Given the above it should therefore be noted that performance is judged on two platforms - against an annual target (on a pro rata basis where appropriate), and against the trend from the previous figure.

This enables LPFA to spot trends during the year and to take corrective action if necessary to ensure achievement of the annual target.

In addition if performance is below target, officers are able to assess whether any corrective measures are having the desired effect.

Summary of Results

Corporate:

LPFA is currently at level 3 of the Equality Standard for Local Government and is using this standard as a benchmarking exercise rather than actively looking to progress to level 4 at this stage. An equalities review group and action plan have been established in preparation for anticipated legislation.

The number of days lost to sickness remains at a low level, with only a slight rise during the first quarter. There have been no significant cases of swine flu and steps have been taken to raise awareness amongst staff. Staff turnover was at a very low level.

Having been above target for the two previous quarters, the invoice paid on time figure has fallen slightly to 94%. CMT receive regular reports on invoice performance and this should rise again next quarter. A target has been set to reduce the number of debtor items by 10% quarter on quarter, this was not achieved in terms of the number of debtor items over 60 days old, however there was a significant decrease in the amount/value of these items which is a very positive result. Excellent performance was also recorded in relation to unallocated income over 60 days.

Online forms for employers have now gone live and this has moved LPFA's interactions enabled for electronic delivery rate to 100%. A communications drive with key employers is in place to ensure they are using these forms - which will lead to efficiencies for LPFA and an improved service for the member.

A debtors paid by due date table has been included for the first time which will be further considered by Audit Committee on 15th September 2009.

Key Performance Indicators - LPFA Fund

Administration:

A total of 235 customer satisfaction surveys were issued for the LPFA fund, with 58 being returned. These reported a level of 88% satisfaction which is lower than the target. A customer care programme is running during 2009 to try to improve results in this area. Complaints however are down, with 3 received but only 2 upheld.

The target was missed for LPFA fund cases on time performance, with an explanation being given on page 18. Lower levels of performance were expected during the period of the restructure, and analysis of performance since 30th June has shown improved performance.

There are only a small number of cases on hold for over 6 months - 1.85% of the total received, and efforts are being made to clear these.

For the first time a more detailed analysis of agency administration has been included in this report. The vast majority of timescales are being adhered to, although certain case types for Newham and Hammersmith and Fulham require further investigation.

Major Variances and Action Plans

A recently received audit recommendation suggested that significant variances from the target be accompanied by a plan for corrective action. "Significant" has been assessed as missing the target by more than 10%.

For LPFA fund indicators none of the results missed the target by 10% for the first quarter. However, there are a number of areas of concern which will be considered further to try to improve performance. These include:

Customer Satisfaction: This will be covered by the Customer Care Programme, running during 2009.

Cases on-time: An analysis has taken place to identify the case types lowering performance and steps put in place to rectify this.

For the agency contracts case types in the Newham contract are being investigated to improve performance, and the allocation of resources is being discussed with the manager for Commercial Services.

Dashboard Indicators

Pilot dashboard indicator reporting is being delivered to Corporate Management Team on a quarterly basis during 2009-10. This reflects a more commercial direction of the organisation, and is based on the balanced scorecard.

The precise indicators and monitoring arrangements are being developed and if this pilot proves to be successful then the dashboard indicators can be included in Committee reporting from 2010-11, however these could be brought forward and presented sooner to Committee.

It has been acknowledged that the current indicators are focussed on process, and that the people indicators are reported in an alternative report twice yearly. The dashboard method will mirror the 4 key areas of the balanced scorecard, namely people, customer, process, and financial.

Key Performance Indicators - LPFA Fund

Corporate

	Q1 2008-09	Q2 2008-09	Q3 2008-09	Q4 2008-09	Q1 2009-10	benchmark	target 2009-10	Trend based on previous quarter
The level of the Equality Standard for Local Government	3	3	3	3	3	local target	3	↔
Proportion of working days lost to sickness absence per employee	1.46	1.55	2.92	1.57	1.67	LB top quartile *	<8	😞
Voluntary leavers as a percentage of staff.	0%	5%	2.5%	1.68%	0.87%	CIPD	<12%	😊
% of invoices which were paid on time.	79%	83%	95%	96%	94%	local target	95%	😞
Total debtor items over 60 days **	528	368	328	184	180	Local target	10% Qly reduction	😊
Total debtor amount over 60 days **	£1,528k	£1,504k	£1,063k	£1,016k	£586k	Local target	10% Qly reduction	😊
Unallocated income items over 60 Days	79	75	72	72	0	Local target	10% Qly reduction	😊
Unallocated income amount over 60 Days	£702k	£535k	£851k	£625k	0	Local target	10% Qly reduction	😊
% of interactions enabled for electronic delivery	75%	75%	75%	75%	100%	e-gov target	100%	😊

* Best Value Performance Indicator = London top quartile for 2007-08. ** Exact targets are reported below.

Debtors Paid by Due Date

	Terms	Target	Actual Performance						
			February	March	April	May	June***	July***	Year to Date
Contributions	19 th of month	100%	75%	88%	92%	89%	88%	90%	89%
Payroll Recharge	14 days	60%	44%	44%	37%	33%	25%	17%	28%
	60 days	100%	85%	84%	79%	88%	86%	17%	68%
FRS17 Costs	30 days	75%	63%	88%	70%	0%	50%	23%	33%
	90 days	100%	50%	79%	100%	67%	100%	46%	63%
Death Overpayment	6 months	50%	50%	24%	n/a	24%	13%	100%	20%
	2 years	100%			n/a	24%	13%	100%	20%
Early Retirements	30 days	60%			57%	42%	50%	3%	41%
	90 days	100%			95%	91%	80%	3%	73%
Contract cost	30 days	100%	38%	100%	36%	45%	71%	25%	43%

*** The performance in June and July will be updated in the following month as the 60 day period is still open.

Environmental Indicators

These are reported at the mid year and year end point. Discussions with the Landlord have now progressed and it is now possible for LPFA to measure electronic usage. An indicator and target are being produced.

Key Performance Indicators - LPFA Fund

Investment

Relative performance is a geometric rather than arithmetic calculation

Performance ~ Funds against benchmark (%)	Achieved as at 30 th June 2009				Q1 2009-10
	10 years	5 years	3 years	1 year	
Active sub-Fund	0.75	3.52	(3.17)	(15.71)	5.93
Benchmark	1.80	4.82	(1.00)	(10.52)	7.34
Relative Performance	(1.03)	(1.24)	(2.19)	(5.81)	(1.32)
Pensioner sub-Fund	4.00	3.87	2.13	(2.80)	2.45
Benchmark	5.25	6.95	6.44	5.46	(2.07)
Relative Performance	(1.19)	(2.88)	(4.05)	(7.83)	4.62

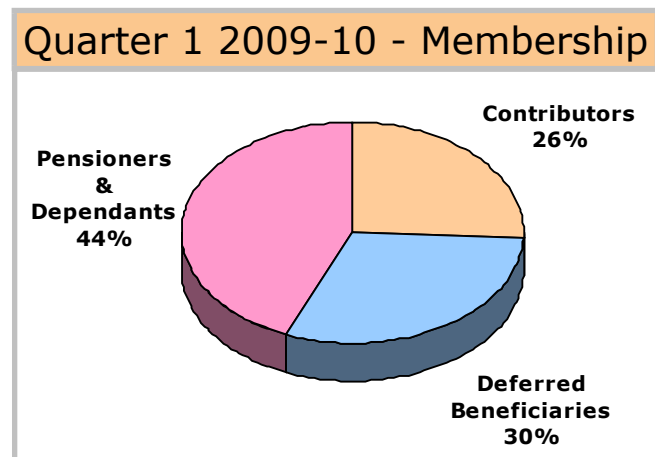
ESG indicators - Creating Key Performance Indicators for responsible investing is a task for 2009-10 and these will be added once agreed by Investment Committee

Funding level / deficit	31.03.2004	31.03.2005	31.03.2006	31.03.2007	31.03.2008	31.03.2009
Active sub-Fund Assets (£m)	1,419	1,610	2,056	2,284	DATA WILL BE INSERTED FOR NEXT COMMITTEE	
Liabilities (£m)	1,905	2,109	2,573	2,771		
Deficit (£m)	(486)	(499)	(517)	(487)		
Level	74%	76%	80%	82%		
Pensioner sub-Fund Assets (£m)	1,389	1,378	1,392	1,339		
Liabilities (£m)	1,518	1,540	1,600	1,549		
Deficit (£m)	(129)	(162)	(208)	(210)		
Level	91%	90%	87%	86%		

Key Performance Indicators - LPFA Fund

Administration	Q1 2008-09	Q2 2008-09	Q3 2008-09	Q4 2008-09	Q1 2009-10	benchmark	target 2009-10 to out perform the 5 year average	Trend over quarter
% of members satisfied with the overall service	88%	84%	91%	89%	88%	Average of last 5 years	95%	😞
% of members surveyed	-	-	-	-	0.3%	-	-	-
Number of complaints upheld	12	10	8	5	2	"	<32	😊
No. of Complaints as a percentage of the workload	0.1%	0.08%	0.07%	0.05%	0.01%	"	0.08%	😊
Number of complaints classified as:								
~ Pensions Ombudsman	0	0	0	0	0	..	0	↔
~ IDRP	2	2	1	3	2	..	5	😊
Overall % of LPFA cases completed on time	98%	98%	97%	96%	93%		98.3%	😞
Total cost per Fund Member	Information available to Board Members only and will be reported at the year end stage							
Administration cost per Fund Member								

LPFA Fund	Q1 2008-09	Q2 2008-09	Q3 2008-09	Q4 2008-09	Q1 2009-10
Contributors	20,319	20,046	19,980	19,920	19,916
Deferred Beneficiaries	22,444	22,720	23,026	23,216	23,389
Pensioners and Dependants	33,122	33,262	33,394	33,474	33,573
TOTAL MEMBERSHIP	75,885	76,028	76,400	76,610	76,878



Key Performance Indicators - LPFA Fund

Top Ten Cases Completed on Time

These include admissions, transfers in, transfers out, estimates employee, estimates employer, retirement benefits, deferred benefits, refunds, deaths and correspondence.

	Q1 * 2008-09		Q2 * 2008-09		Q3 * 2008-09		Q4 * 2008-09		Q1 2009-10		target 2009-10 - to outperform the 5 year average	London Average Haverling Survey 2007/08 (excluding LPFA and clients)	Trend based on previous quarter
	No. of cases	% on time	No. of cases	% on time	No. of cases	% on time	No. of cases	% on time	No. of cases	% on time	% on time		
Total top 10	6,202	96.2%	5,937	98.2%	6,047	98%	5,838	97%	6,262	96.4%	99%	85.8%	😬
Other case types	6,351	98.8%	5,115	97.7%	4,916	96%	3,980	94.4%	4,434	88.5%*	97.6%	-	😬
Total cases	12,553	97.5%	11,052	98.2%	10,963	97%	9,818	96%	10,696	93.1%*	98.3%	-	😬

* The 'other' cases which are pulling the figures down include benefit revisions, end of year queries and monthly contributions income (LG221). The dip in on time performance has been principally caused by the need for a significant number of manual calculations (approximately 150 cases) to be undertaken to amend rates of pension in payment. This action was required as a consequence of an error in the automatic pensions increase programme run in April. There were also a number of historic end of year member queries cleared during the period.

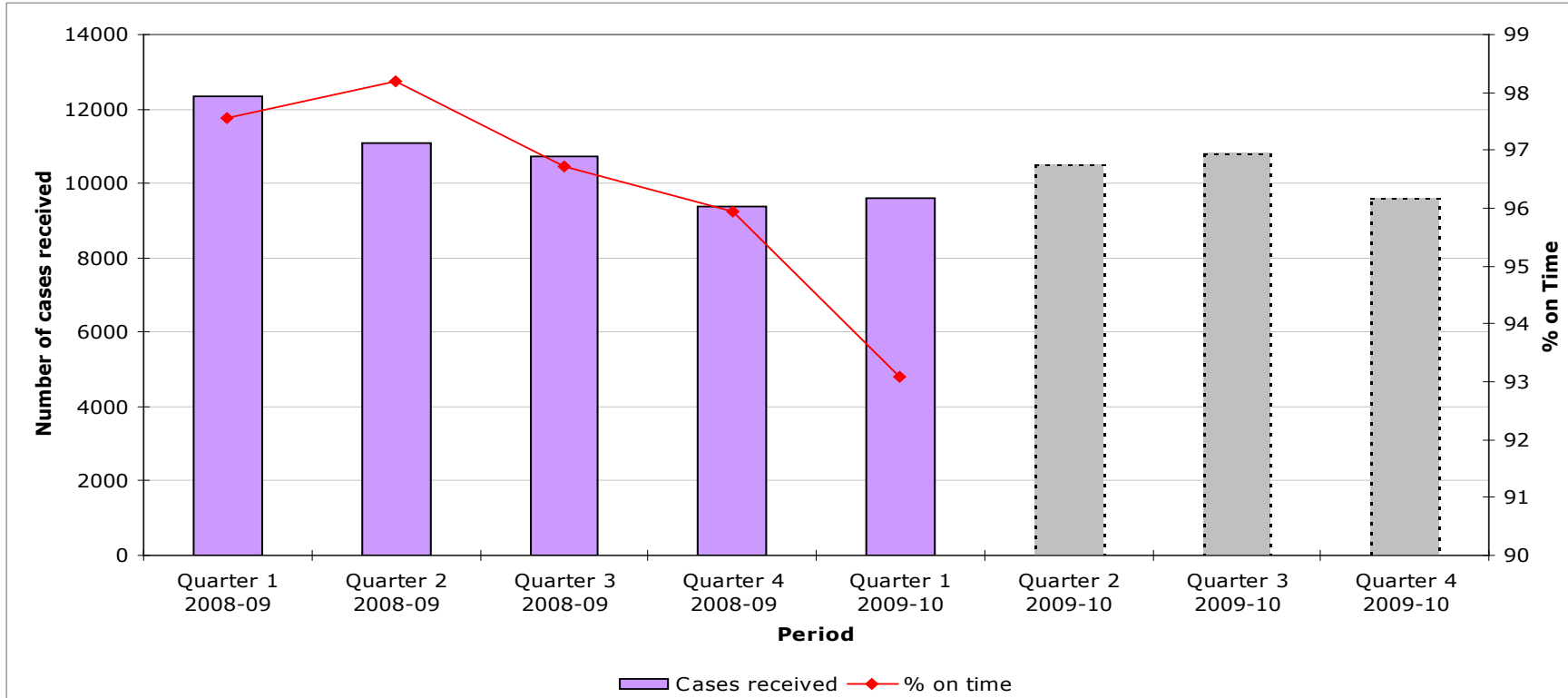
Top Ten Detail

	Q1 2009-10			
	Completed in period	Performance	Expected timescales	London Median
Admissions	864	98.6%	10 days	10 days
Transfers In	416	96.6%	10 days	10 days
Transfer Out	354	96.6%	15 days	15 days
Estimates (employee)	344	96.2%	10 days	10 days
Estimates (employer)	567	94.5%	5 days	10 days
Retirements	514	92.2%	5 days	5 days
Deferred Benefits	643	95.8%	10 days	15 days
Refunds	35	91.4%	10 days	10 days
Deaths	446	96.6%	5 days	5 days
Correspondence	2,079	97.2%	5 days	N/A
TOTAL	6,262	96.4%	-	-

Key Performance Indicators - LPFA Fund

Total Cases

Cases received vs. Percentage on Time including projected figures for 2009/10. Projected figures are based on the average of the last 3 years



Quarter 1 2009-10 Productivity

Total number of cases completed = 10,696

Staff allocated to LPFA administration = 27

= 396.15 cases per member of admin staff

Top Ten Cases - Performance vs. Staff Availability

WE WILL AIM TO HAVE THIS INFORMATION FROM 2ND QUARTER

Key Performance Indicators - LPFA Fund

Top Ten Case Types - Efficiency and Quality

Average elapsed time - measured in days *. Target for the current year is to achieve a 3% year on year improvement.

	2007-08		2008-09		1 st April - 30 th June 2009		Target 2009-10
	Total cases	Average elapsed time	Total cases	Average elapsed time	Total cases	Average elapsed time	Elapsed time
Admissions	1,846	19	3,194	25	830	22	18
IFA in (actual)	113	38	159	45	31	58	34
IFA in (estimate)	332	113	625	128	121	148	105
IFA in (request)	3	95	1	137	4	77	92
Other TV in (actual)	116	61	188	56	38	55	46
Other TV in (estimate)	629	145	818	148	165	136	141
Other TV in (request)	10	222	2	141	3	129	89
Estimates - individual	1,327	26	1,357	28	339	22	24
IFA out (actual)	267	18	307	32	66	44	15
IFA out (estimate)	183	42	494	38	120	33	34
Other TV out (actual)	224	27	233	32	51	31	26
Other TV out (estimate)	148	43	421	53	105	48	42
Deferred Benefits	1,621	42	2,676	42	577	55	39
Death in service	53	77	28	72	5	127	75
Retirements (immediate) **	603	56	891	60	184	54	44
Refunds	39	31	109	50	28	39	30
Death on pension	1,331	52	1,586	51	416	53	47
Estimates - employer	1,250	5	1,488	7	55	5	5
Correspondence (customer)	3,240	12	5,102	16	1,414	13	12

* Elapsed time is the period from LPFA notification of the "event" to final notification/payment to the Fund Member. It indicates the time taken to deal with the case and is shown in calendar days. This measurement includes any delays in completing the case due to additional information being sought from external sources.

** If measurement is taken from date of retirement, i.e. "event" rather than date of notification, the elapsed time figure would be reduced due to advanced notification of some retirements.

Key Performance Indicators - LPFA Fund

Cases on hold over 6 months

Target for the current year is to achieve a 3% year on year improvement.

	2007-08		2008-09		1 st April - 30 th June 2009		Targets
	Total cases	Average time on hold	Total cases	Average time on hold	Total cases	Average time on hold	2009-10
Admissions	11	308	24	252	13	303	299
IFA in (actual)	3	409	3	664	4	613	397
IFA in (estimate)	18	254	35	238	48	243	246
Other TV in (actual)	2	312	2	225	4	260	303
Other TV in (estimate)	39	274	42	241	55	245	237
Other TV in (request)	1	331	-	-	-	-	186
Estimates – individual	5	243	4	219	3	258	236
Deferred Benefits	88	310	84	311	80	299	267
Death in service	4	318	5	418	3	347	220
Retirements (immediate)	9	252	6	286	17	259	244
Refunds	3	461	5	269	6	241	209
Death on pension	48	331	68	330	50	333	321
Estimates (employer)	3	373	-	-	-	-	328
Correspondence	146	627	102	738	68	726	495

+ Target for 2009-10 is to achieve a 3% year on year improvement. The 3% improvement is based on the better figure of the last 2 years results where lower results were achieved in 2008-09.

Cases on hold ratio:

This is a new indicator which indicates the number of top 10 cases on hold for over six months as a percentage of number of top 10 cases received during that period. As an example, the percentage on hold for over six months for the period 1st January 2009 to 30th June 2009 is 1.85% - 351 cases over 18,969 received.

Delays in processing can be caused by a number of external factors beyond the LPFA's direct control, in particular the following:

Transfers in from other schemes - delays can occur for a number of reasons, in particular where the previous scheme is unable to trace the member and where further information is required or where there are significant delays in the previous scheme providing relevant transfer data. Information can also be required from the Inland Revenue and the member's current employer. Such case types are currently being reviewed.

Death Cases - There are a number of death cases that can take a significant time to finalise given complications regarding for example, obtaining Probate, overpayment recovery and the tracing of next of kin.

Correspondence - There are a number of historic cases contained within these figures relating to longstanding and ongoing employer cases which are currently being investigated. These are of low priority and are diary notes as opposed to cases which require immediate action.

Notwithstanding the above, efforts will be made under the efficiency reviews during 2009-10 to improve the processes linked to these targets.

Key Performance Indicators - Bexley

BEXLEY - Top Ten Cases Completed on Time



	Q1 2009-10		target 2009-10 as per SLA	London Average Havering Survey 2007/08 (excluding LPFA and clients)	Trend based on previous quarter
	No. of cases	% on time	% on time		
Total top 10	678	99.7%	98%	85.8%	-
Other case types	703	99.3%	98%	-	-
Total cases	1,381	99.5%	98%	-	-

Quarter 1 2009-10

Customer satisfaction = 92.86%

No penalty points or breaching lines to report

Date of contract renewal: Up to 31st March 2011 with provision for 3 year extension

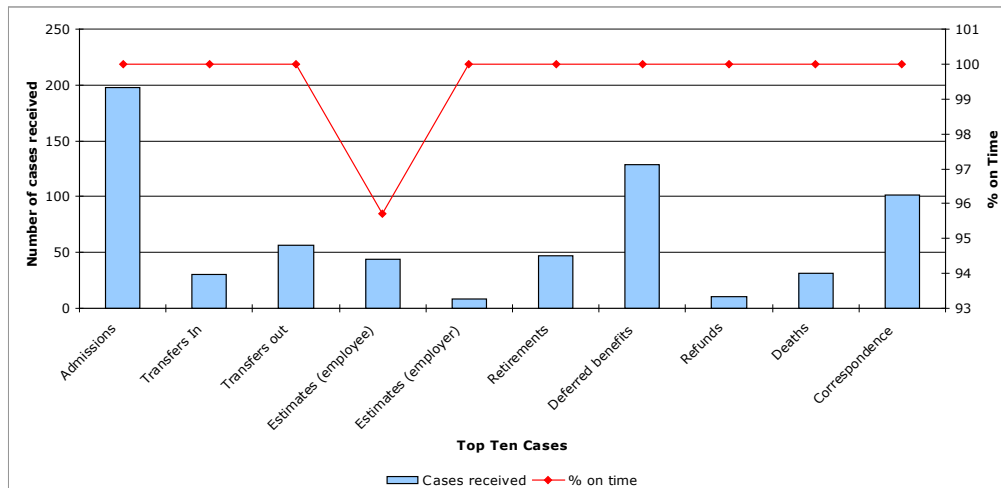
Top Ten Detail

	Q1 2009-10			
	Completed in period	Performance	Expected timescales	London Median
Admissions	202	100%	3 days	10 days
Transfers In	48	100%	5 days	10 days
Transfer Out	48	100%	5 days	15 days
Estimates (employee)	46	95.7%	3 days	10 days
Estimates (employer)	14	100%	3 days	10 days
Retirements	39	100%	5 days	5 days
Deferred Benefits	143	100%	10 days	15 days
Refunds	8	100%	5 days	10 days
Deaths	26	100%	3 days	5 days
Correspondence	104	100%	5 days	N/A
TOTAL	678	99.7%	-	-

Key Performance Indicators - Bexley

Top Ten Cases Completed on Time

Cases received vs. Percentage on Time



Quarter 1 2009-10

Of the 1374 cases completed on time, 923 were completed early

Key Performance Indicators - Brent

BRENT - Top Ten Cases Completed on Time



	Q1 2009-10		target 2009-10 - as per SLA	London Average Havering Survey 2007/08 (excluding LPFA and clients)	Trend based on previous quarter
	No. of cases	% on time	% on time		
Total top 10	1,291	98.8%	98%	85.8%	-
Other case types	1,017	98%	98%	-	-
Total cases	2,308	98.5%	98%	-	-

Quarter 1 2009-10

Customer satisfaction = 84.62%

No penalty points or breaching lines to report
Date of contract renewal: Extended to 28th February 2011

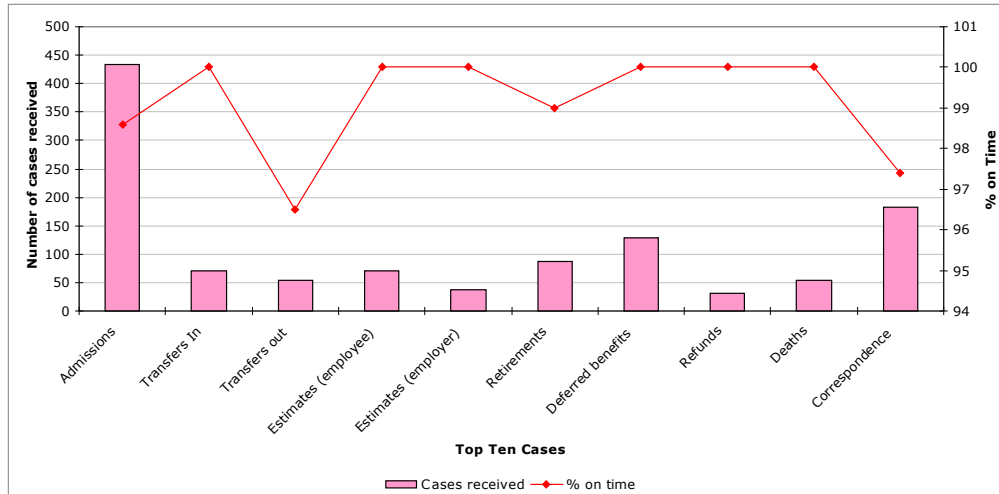
Top Ten Detail

	Q1 2009-10			
	Completed in period	Performance	Expected timescales	London Median
Admissions	484	98.6%	10 days	10 days
Transfers In	70	100%	10 days	10 days
Transfer Out	57	96.5%	10 days	15 days
Estimates (employee)	91	100%	5 days	10 days
Estimates (employer)	31	100%	5 days	10 days
Retirements	87	98.6%	10 days	5 days
Deferred Benefits	181	100%	10 days	15 days
Refunds	31	100%	10 days	10 days
Deaths	64	100%	5 days	5 days
Correspondence	195	97.4%	10 days	N/A
TOTAL	1,291	98.8%	-	-

Key Performance Indicators - Brent

Top Ten Cases Completed on Time

Cases received vs. Percentage on Time



Quarter 1 2009-10

Of the 2273 cases completed on time, 1099 were completed early

Key Performance Indicators - Hammersmith and Fulham

HAMMERSMITH AND FULHAM - Top Ten Cases Completed on Time



	Q1 2009-10		target 2009-10 - as per SLA	London Average Havering Survey 2007/08 (excluding LPFA and clients)	Trend based on previous quarter
	No. of cases	% on time	% on time		
Total top 10	928	94.8%	98%	85.8%	–
Other case types	1,416	94.5%	98%	-	–
Total cases	2,344	94.6%	98%	-	–

No penalty points or breaching lines to report
Date of contract renewal: Extended to 31st March 2011

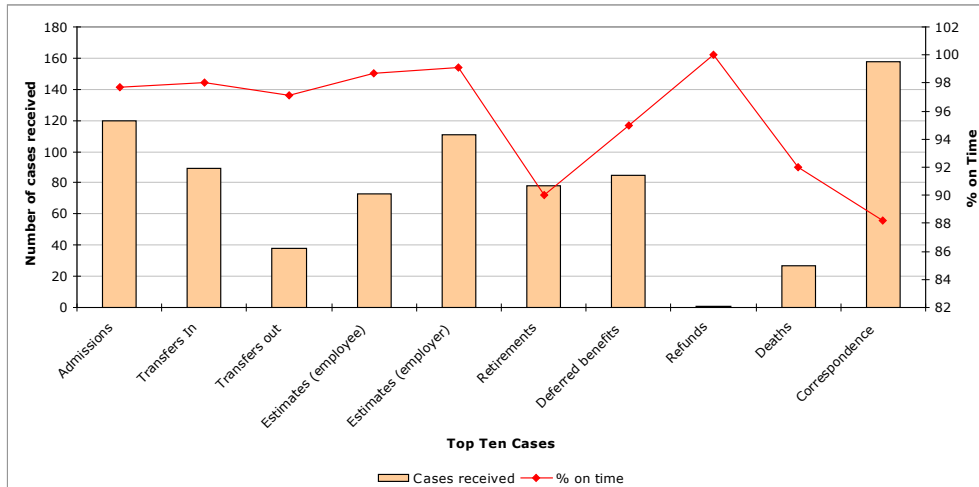
Top Ten Detail

	Q1 2009-10			
	Completed in period	Performance	Expected timescales	London Median
Admissions	131	97.7%	10 days	10 days
Transfers In	99	98%	15 days	10 days
Transfer Out	103	97.1%	15 days	15 days
Estimates (employee)	76	98.7%	10 days	10 days
Estimates (employer)	110	99.1%	5 days	10 days
Retirements	62	90.3%	5 days	5 days
Deferred Benefits	105	95.2%	10 days	15 days
Refunds	6	100%	10 days	10 days
Deaths	25	92%	5 days	5 days
Correspondence	211	88.2%	10 days	N/A
TOTAL	928	94.8%	-	-

Key Performance Indicators - Hammersmith and Fulham

Top Ten Cases Completed on Time

Cases received vs. Percentage on Time



Quarter 1 2009-10

Of the 2218 cases completed on time, 1513 were completed early

Key Performance Indicators - LFEPA

LFEPA - Top Ten Cases Completed on Time



	Q1 2009-10		target 2009-10 - as per SLA	London Average Having Survey 2007/08 (excluding LPFA and clients)	Trend based on previous quarter
	No. of cases	% on time	% on time		
Total top 10	656	99.7%	98%	85.8%	-
Other case types	430	100%	98%	-	-
Total cases	1,086	99.8%	98%	-	-

No penalty points or breaching lines to report
Date of contract renewal: 31st March 2012

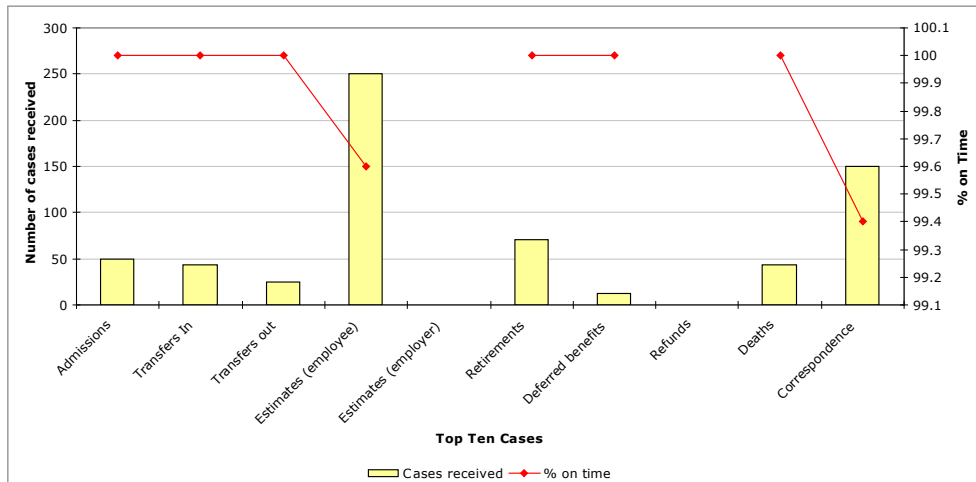
Top Ten Detail

	Q1 2009-10			London Median
	Completed in period	Performance	Expected timescales	
Admissions	34	100%	10 days	10 days
Transfers In	40	100%	10 days	10 days
Transfer Out	34	100%	15 days	15 days
Estimates (employee)	253	100%	5 days	10 days
Estimates (employer)	0	-	10 days	10 days
Retirements	82	100%	10 days	5 days
Deferred Benefits	10	100%	15 days	15 days
Refunds	0	-	10 days	10 days
Deaths	44	100%	5 days	5 days
Correspondence	159	99.4%	10 days	N/A
TOTAL	656	99.7%	-	-

Key Performance Indicators - LFEPA

Top Ten Cases Completed on Time

Cases received vs. Percentage on Time



Quarter 1 2009-10

Of the 1084 cases completed on time 795 were completed early

Key Performance Indicators - Newham

NEWHAM - Top Ten Cases Completed on Time



	Q1 2009-10		target 2009-10 - as per SLA	London Average Havering Survey 2007/08 (excluding LPFA and clients)	Trend based on previous quarter
	No. of cases	% on time	% on time		
Total top 10	1,331	95.7%	98%	85.8%	-
Other case types	1,278	68.7%	98%	-	-
Total cases	2,609	97.2%	98%	-	-

No penalty points or breaching lines to report

Date of contract renewal: Up to 31st March 2013 with provision for 2 year extension

Top Ten Detail

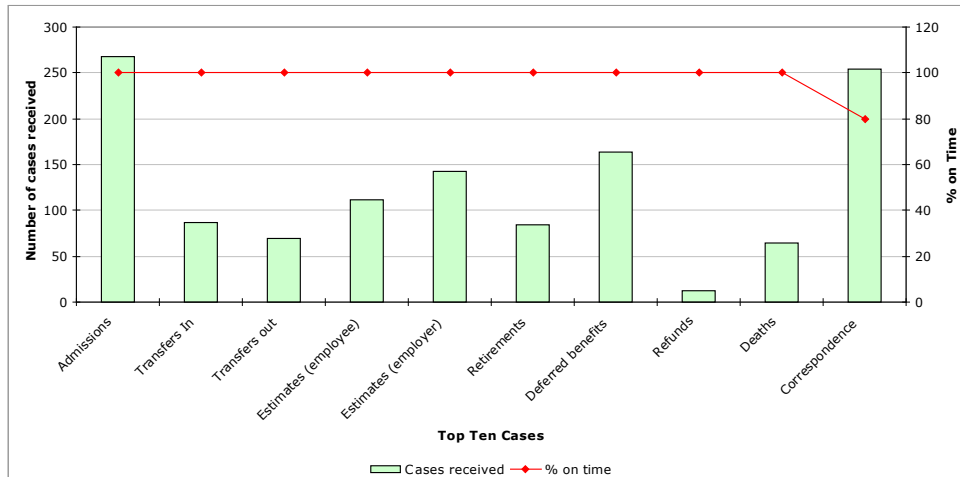
	Q1 2009-10			
	Completed in period	Performance	Expected timescales	London Median
Admissions	250	100%	5 days	10 days
Transfers In	98	100%	10 days	10 days
Transfer Out	77	100%	20 days	15 days
Estimates (employee)	102	100%	5 days	10 days
Estimates (employer)	148	100%	5 days	10 days
Retirements	117	100%	5 days	5 days
Deferred Benefits	188	100%	20 days	15 days
Refunds	12	100%	5 days	10 days
Deaths	61	100%	5 days	5 days
Correspondence	278	80%	10 days	N/A
TOTAL	1,331	96%	-	-

Key Performance Indicators - Newham

Top Ten Cases Completed on Time



Cases received vs. Percentage on Time



Quarter 1 2009-10

Of the 2535 cases completed on time, 1475 were completed early

Key Performance Indicators - Westminster

WESTMINSTER - Top Ten Cases Completed on Time



City of Westminster

	Q1 2009-10		target 2009-10 - as per SLA	London Average Having Survey 2007/08 (excluding LPFA and clients)	Trend based on previous quarter
	No. of cases	% on time	% on time		
Total top 10	1,087	99.3%	98%	85.8%	-
Other case types	1,039	98.6%	98%	-	-
Total cases	2,126	98.9%	98%	-	-

No penalty points or breaching lines to report

Date of contract renewal: Up to 31st March 2013 with provision for 2 year extension

Top Ten Detail

	Q1 2009-10			London Median
	Completed in period	Performance	Expected timescales	
Admissions	180	100%	20 days	10 days
Transfers In	89	99%	20 days	10 days
Transfer Out	72	100%	20 days	15 days
Estimates (employee)	88	100%	5 days	10 days
Estimates (employer)	77	100%	3 days	10 days
Retirements	61	95.1%	5 days	5 days
Deferred Benefits	112	100%	20 days	15 days
Refunds	11	100%	10 days	10 days
Deaths	55	100%	5 days	5 days
Correspondence	342	98.8%	10 days	N/A
TOTAL	1,087	99.3%	-	-

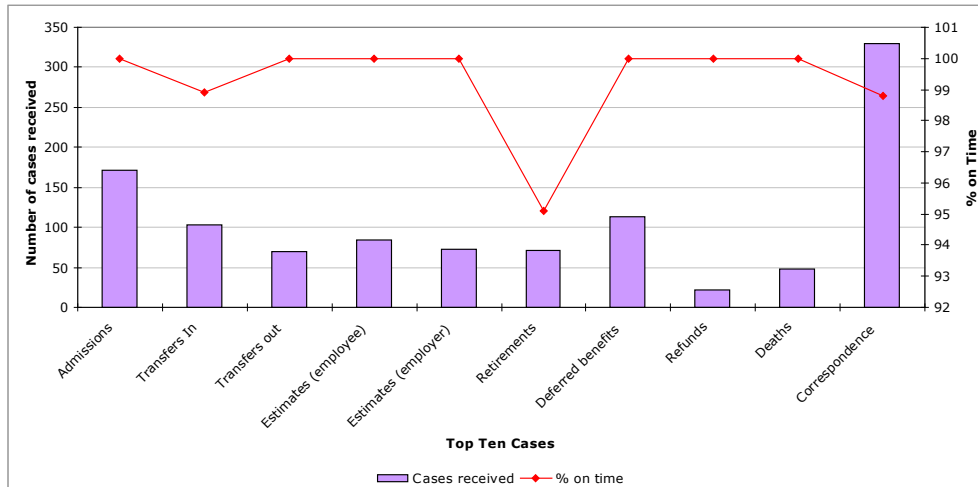
Key Performance Indicators - Westminster

Top Ten Cases Completed on Time



City of Westminster

Cases received vs. Percentage on Time



Quarter 1 2009-10

Of the 2103 cases completed on time, 1143 were completed early

Additional Reporting

Equality and Diversity

Workforce monitoring

At the mid-year and end year point, workforce monitoring data is included in the Staffing Report sent to the Performance and Administration Committee. This information will not be reported in these quarterly monitoring reports but will be included in the end-year Performance Report.

Complaints and Favourable Comments

Each quarter the number of complaints received are included in the Key Performance Indicators.

Q1 2009-10	
3 Complaints received, 2 upheld	
Complaint #1	Original birth certificate was lost and member did not received the replacement certificate she was promised
Response	Replacement certificate was issued and compensation was paid
Complaint #2	Wrong tax code applied and therefore member had not had any tax deducted for 7 years. COMPLAINT NOT UPHELD.
Response	Letter sent explaining that LPFA had not received any notification from HMRC that the tax code applied was incorrect and advised the member to make enquiries to HMRC as to why LPFA were never given earlier notification.
Complaint #3	Member complained about receiving 2 life certificate reminders, when she had already returned the original. Member also felt the wording of the stationery was threatening and we should review it for next year
Response	Letter sent apologising for any distress caused and wording to be revised next year

Q1 2009-10	
Praise	
Praise #1	For Payroll - Thanks to LPFA for all our efforts
Praise #2	For Team 1 - Thanks for speedy, efficient and courteous way a member's pension application was dealt with

Additional Reporting

Consolidated Team Business Plans

The business planning process is now an increasingly important tool which assists in identifying how service delivery can be maximised within resource constraints. LPFA has produced for 2009-2010 a Consolidated Business Plan incorporating key deliverables (in support of both the strategic objectives and core activity) and key performance indicators, risk and environmental issues:

This practice means that:

For Management ~ The whole business planning process is integrated with the management systems (cascade of mission statement and strategic objectives) to directorates, functions, line managers through to staff appraisal.

For Promotion ~ It provides a detailed view of business performance that can be readily communicated at any level within the organisation and for reference by Board members, whilst being used as a working document.

For Reporting ~ The process is an ongoing organisational development tool and now enables the monitoring, reporting and management of service delivery principles and key performance indicators on a consistent basis.

This detailed reporting is provided to the Corporate Management Team on a quarterly basis and is available to Board Members on request.

