

London Pensions Fund Authority

Strategic Plans and Objectives

2009-10
2nd Quarter Review



Contents

Performance Reporting	2	Corporate	15
Reporting of Confidential Information	2	Environmental Indicators	16
Mission Statement	3	Investment	17
Strategic Objectives 2009 to 2012	3	Administration	18
		LPFA	18
		Bexley	23
Business Growth	4	Brent	26
Minerva	6	Hammersmith and Fulham	27
Restructures	8	LFEPA	29
Efficiencies	10	Newham	31
Customer Care	11	Westminster	33
Key Performance Indicators	13	Additional Reporting	35
Key	13	Equality and Diversity	35
Summary of Results	13	Complaints and Favourable Comments	35
Major Variances and Action Plans	14	E-Gov Targets	36
Dashboard Indicators	15		

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 Q2
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	completed October - process for reviewing and resourcing value added business agreed ✓
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, commenced in early September ✓
Create and implement marketing campaign to raise awareness of services offered	Jeff Houston	June 2009	Partial - e-zine complete - website delayed due to resources required for HR site. Revised date 30th November 2009 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. CRM changes made and population has commenced. Revised date 30th November 2009 X

Business Growth

Summary of Outcomes

Outcome/action	Lead for this action	Date	Progress Q2
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 on November 27th 2009 X
Develop an investment service offering to include advice, manager selection and monitoring and ESG advice	Jeff Houston/ Vanessa James	July 2009	Complete - Herts service was successful however agreed not to be added as a standard service offering ✓
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	Complete - training has been held for all managers and assistant managers. ✓
Targeted market research on reasons to outsource	Jeff Houston	September 2009	underway - research specified and supplier selected - delayed to include national training qualification questions. Revised date 31st December 2009 X
Implement an enhanced level of customer care provision	Jeff Houston	March 2010	New sponsor in place and work well underway

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 Q2
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	Six forms now live. An additional two will go live by December. ✓
The introduction of Interface files for agency clients on AXISE and Altair	Les Higgs	30 th June 2009 28 th September 2009	Brent and Hammersmith and Fulham live. Newham due to go live in October. Awaiting on file from Westminster. Discussion with FIRE and Bexley ✗
All infrastructure requirements completed	Les Higgs	31 st May 2009	IBM and Windows servers now installed (October 2009) and ready for software testing ✓
Updated LGPS letters and fire letters introduced		30 th September 2009	Project in progress, project should be completed by end of December ✗
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 Q2
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	Work now deferred to Minerva Part II and due for completion by October 2010.
Front end scanning fully introduced for Ops, CPT and Payroll	Les Higgs	30 th June 2010	Work now deferred to Minerva Part II and due for completion by October 2010.
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	Additional time agreed by Minerva Steering Group and CMT. Date now October 2010.
Complete a staff survey to establish levels of acceptance and usage	Les Higgs	30 th June 2010	Date reset for December 2010

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 Q2
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 30 th 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 1 st July – 28 th August 09. ✓
Budgets to be reallocated based on CMT restructure	Adrian Bloomfield	30 th June 2009	Task was delayed due to CMT being restructured and the accounts audit process. Budget have now be reallocated in line with the new structure. ✓
Accommodation strategy developed	Les Higgs	30 th June 2009	Accommodation moves have now been completed with all teams sitting within their Directorate. ✓

Restructures

Summary of Outcomes

Outcome/action	Lead for this action	Date	Progress Q2
Implement a new project costing system to accurately account for staff working on agencies.	Les Higgs	30 th June 2009	Now moved to 31 st March 2010. System requirements are being discussed by Corporate Management Team 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 1 st September 2009 but now complete ✓
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 - ongoing
Final restructure agreed by CMT	Mike Taylor	31 st December 2009	Complete but still need to incorporate efficiencies from the Strategic Programmes
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 Q2
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	Project plan is now in place for the efficiencies in 2009-10 X
Monitoring reports by 15 th working day following quarter end	Adrian Bloomfield/ Deborah French		The first monitoring report has been provided to Corporate Management Team with the next due to the November meeting
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 Q2
Benchmark report against Louder than Words Standard.	Clare Scriven	23 rd June 2009	Not complete – subject to benefit assessment. Revised date 31st March 2010 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 Q2
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**

Please note that performance is assessed over the period of a financial year and not on a calendar or rolling basis unless stated otherwise.

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 and Shiria Khatun has been appointed Board Champion for equality and diversity issues.

The number of days lost to sickness continues to fall and return to work interviews are now carried out by the Managers with all absentees. 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.

The invoice paid on time figure has recovered from the slight dip experienced in quarter 1 and is now on target. 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 - predominantly death overpayments which are now undergoing a revised process using the Probate Service to identify the Executor of the will. However there was a significant decrease in the amount/value of over 60 day items which is a very positive result. Unallocated income over 60 days rose significantly during the second quarter which was partly due to incorrect figures being reported at the end of the first quarter. Confusion arose due to a change in bank accounts for contributions.

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. Use of the online forms tripled during the quarter and are included as an element of the Pensions Administration Strategy.

Key Performance Indicators - LPFA Fund

Environmental:

All environmental indicators are showing positive results. Printing costs per customer have fallen dramatically due to greater use of the website coupled with the fact that in 2008 additional printing was required to support the implementation of the new scheme.

Administration:

A total of 242 customer satisfaction surveys were issued for the LPFA fund, with 81 being returned. These reported an increased level of 94% satisfaction which is only slightly below the target. A customer care programme is running during 2009 to try to improve results in this area. Complaints have increased slightly but this is due to the fact that complaints across the organisation are now reported, rather than just from LPFA Fund.

The target was missed for LPFA fund cases on time performance, but these are improved figures over the 1st quarter results where there was a dip in performance during the restructure. There are only a small number of cases on hold for over 6 months - 2.7% of the total received, and efforts are being made to clear these.

A more detailed analysis of agency administration and financial performance has been included in this report. The vast majority of timescales are being adhered to, although certain case types for Hammersmith and Fulham require further investigation.

Major Variances, Action Plans and Worst Performing Indicators

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

Unallocated income: In terms of moving forward, officers in charge of these items are clearing them as quickly as possible and items over 60 days are being raised with the Director of Finance on an individual basis.

Customer Satisfaction: The customer care programme will be providing refresher training courses to all staff on how to give good customer care and how to handle complaints. This is scheduled for the first part of 2010.

Cases on-time: An analysis has taken place to identify the case types lowering performance and steps put in place to rectify this. Performance has improved during the second quarter. Performance Committee are considering an appropriate percentage on time target. The delayed case types are mainly end of year queries which relate to dealings with employers, rather than members.

For the **Hammersmith and Fulham** contract, deaths and estimates case types are being investigated to improve performance.

There is a deliverable to reduce **elapsed time** on the Pensions Services team business plan and where delays are caused by the employer it is expected that the situation will improve on implementation of the Pensions Administration Strategy.

Key Performance Indicators - LPFA Fund

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.

Corporate

	Q2 2008-09	Q3 2008-09	Q4 2008-09	Q1 2009-10	Q2 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	↔
Number of working days lost to sickness absence per employee	1.55	2.92	1.57	1.67	1.29	LB top quartile *	<8	😊
Voluntary leavers as a percentage of staff.	5%	2.5%	1.68%	0.87%	0.93%	CIPD	<12%	😬
% of invoices which were paid on time.	83%	95%	96%	94%	95%	local target	95%	😊
Total debtor items over 60 days	368	328	184	180	168	Local target	10% Qly reduction	😊
Total debtor amount over 60 days	£1,504k	£1,063k	£1,016k	£586k	£363k	Local target	10% Qly reduction	😊
Unallocated income items over 60 Days	75	72	72	0	40	Local target	10% Qly reduction	😬
Unallocated income amount over 60 Days	£535k	£851k	£625k	0	£965k	Local target	10% Qly reduction	😬
% of interactions enabled for electronic delivery	75%	75%	75%	100%	100%	e-gov target	100%	😊

* Best Value Performance Indicator = London top quartile for 2007-08.

Debtors Paid by Due Date

A revised method of reporting this information is going to be presented to the Feb 2010 Audit Committee and will be incorporated in to this report if appropriate.

Key Performance Indicators - LPFA Fund

Environmental Indicators

These are reported at the mid year and year end point.

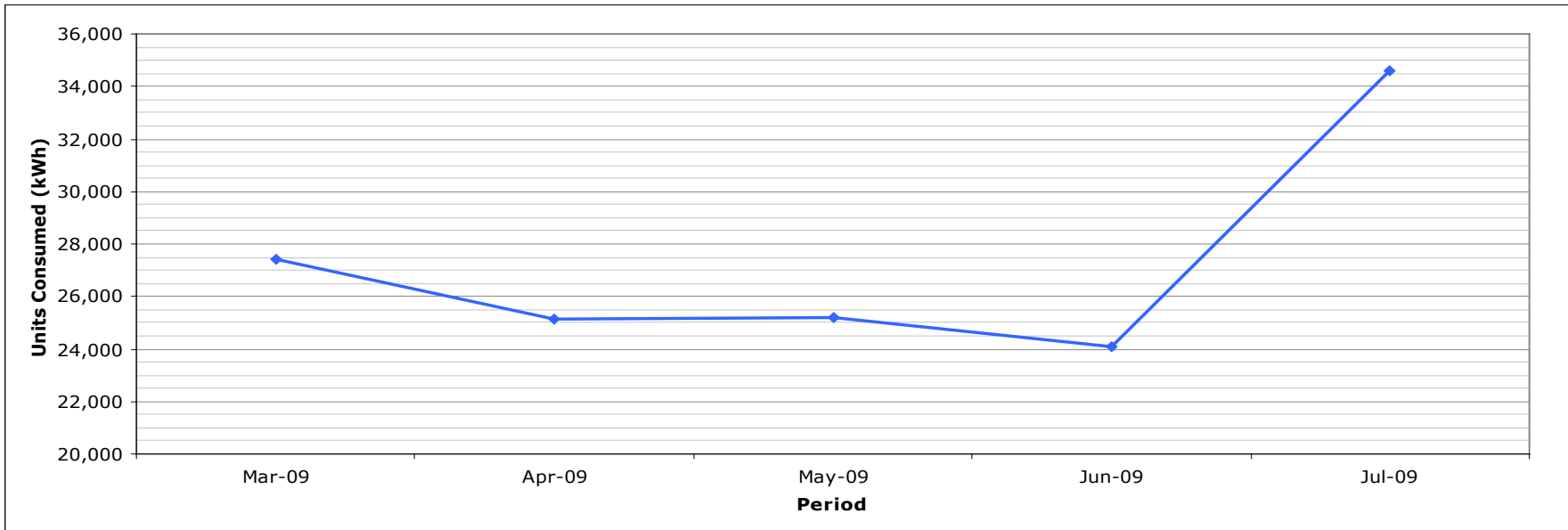
	Q2 2008-09	Q3 2008-09	Q4 2008-09	Q1 2009-10	Q2 2009-10	benchmark	target 2009-10	Trend based on previous quarter
% of paper purchased from fully chlorine free sustainable sources	100%	-	100%	-	100%	local target	100%	↔
Year on year reduction of energy use *	-	-	-	-	-	-	-	
Total annual waste disposal	16,374 kg	-	11,608 kg	-	11,108 kg	local target	<38,000kg	😊
Waste per member of staff	136.5kg	-	97.5 kg	-	105.8kg	local target	<320kg	🙄
Recycle rate of waste	99.7%	-	99%	-	99%	local target	98.7%	😊
Printing costs per customer	£0.82	-	£1.02	-	£0.21**	local target	<£0.60	😊

The significant increase in total annual waste and waste per member of staff reflects the revised basis for calculating the KPIs. Exact information can now be extracted from the waste company whereas previously the figures based on average weights. The targets have been revised accordingly.

* New indicator for 2009-10 and therefore measurement will commence once full year electricity figures are available. See below for 4th floor energy usage over a 5 month period.

** Printing costs per customer includes all printing budgets divided by LPFA and agency customers (166,072). The figure for Q2 represents half year performance.

Energy / Electrical Usage



Key Performance Indicators - LPFA Fund

Investment

Achieved as at 30th June 2009 - figures to 30th September 2009 are awaited but will be included for next Investment Committee meeting on 27th November.

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	30.06.2009
Active sub-Fund Assets (£bn)	1,419	1,610	2,056	2,284	2,049
Liabilities (£bn)	1,905	2,109	2,573	2,771	3,557
Deficit (£bn)	(0,486)	(0,499)	(0,517)	(0,487)	(1,508)
Level	74%	76%	80%	82%	57%
Pensioner sub-Fund Assets (£bn)	1,389	1,378	1,392	1,339	1,117
Liabilities (£bn)	1,518	1,540	1,600	1,549	1,655
Deficit (£bn)	(0,129)	(0,162)	(0,208)	(0,210)	(0,538)
Level	91%	90%	87%	86%	67%*

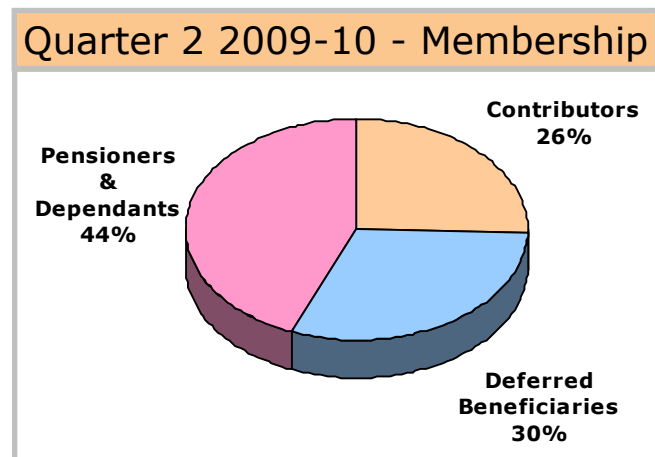
*Estimated funding level

Key Performance Indicators - LPFA Fund

Administration	Q2 2008-09	Q3 2008-09	Q4 2008-09	Q1 2009-10	Q2 2009-10	benchmark	target 2009-10 to out perform the 5 year average	Trend over quarter
% of members satisfied with the overall service	84%	91%	89%	88%	94%	Average of last 5 years	95%	😊
% of members surveyed*	-	-	-	0.3%	0.3%	-	-	↔
Number of complaints received*	-	-	-	3	6		-	😬
Number of complaints upheld	10	8	5	2	6	"	<32	😬
No. of Complaints as a percentage of the workload	0.08%	0.07%	0.05%	0.01%	0.06%	"	<0.08%	😬
Number of complaints classified as:								
~ Pensions Ombudsman	0	0	0	0	0	..	0	↔
~ IDR P	2	1	3	2	0	..	<5	😊
Overall % of LPFA cases completed on time	98%	97%	96%	93%	96%		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								

* No data for previous quarters as these are new indicators for 2009-10

LPFA Fund	Q2 2008-09	Q3 2008-09	Q4 2008-09	Q1 2009-10	Q2 2009-10
Contributors	20,046	19,980	19,920	19,916	19,635
Deferred Beneficiaries	22,720	23,026	23,216	23,389	23,543
Pensioners and Dependants	33,262	33,394	33,474	33,573	33,737
TOTAL MEMBERSHIP	76,028	76,400	76,610	76,878	76,915



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.

	Q2 2008-09		Q3 2008-09		Q4 2008-09		Q1 2009-10		Q2 2009-10		target 2009-10 - to outperform the 5 year average	London Average Havering 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			
Total top 10	5,937	98.2%	6,047	98%	5,838	97%	6,262	96.4%	6,023	97.2%	99%	85.8%	😊
Other case types	5,115	97.7%	4,916	96%	3,980	94.4%	4,434	88.5%*	3,780	94.6%	97.6%	-	😊
Total cases	11,052	98.2%	10,963	97%	9,818	96%	10,696	93.1%*	9,803	96.2%	98.3%	-	😊

* The 'other' cases which are pulling the figures down include benefit revisions, end of year queries and monthly contributions income (LG221).

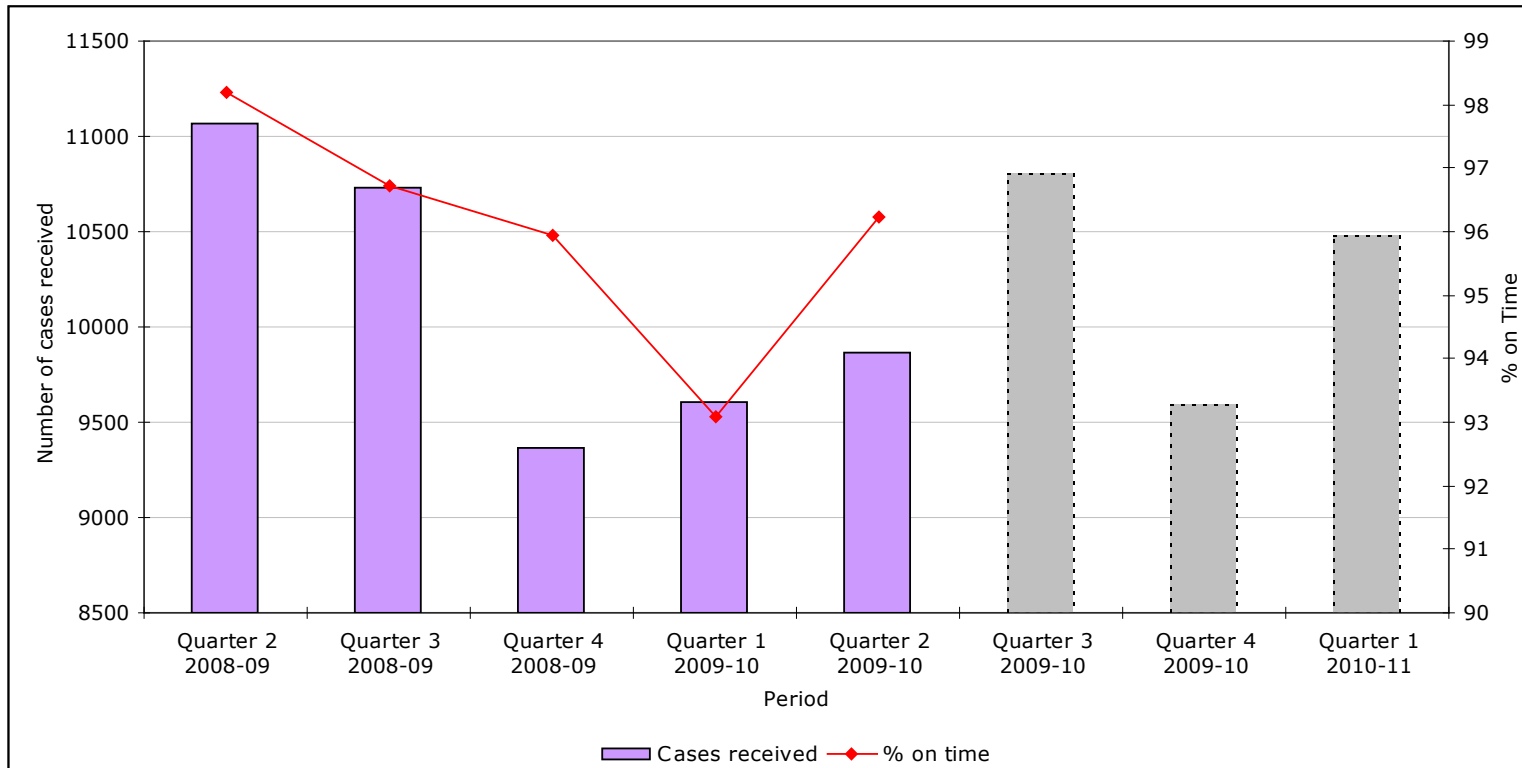
Top Ten Detail

	Q2 2009-10			
	Completed in period	Performance	Expected timescales	London Median
Admissions	616	98.54%	10 days	10 days
Transfers In	534	97.94%	10 days	10 days
Transfer Out	426	96.48%	15 days	15 days
Estimates (employee)	334	94.61%	10 days	10 days
Estimates (employer)	267	96.25%	5 days	10 days
Retirements	637	97.17%	5 days	5 days
Deferred Benefits	622	99.04%	10 days	15 days
Refunds	38	100%	10 days	10 days
Deaths	427	97.89%	5 days	5 days
Correspondence	2,122	96.70%	5 days	N/A
TOTAL	6,023	97.24%	-	-

Key Performance Indicators - LPFA Fund

Total Cases

Cases received vs. Percentage on Time including projected figures for 2009/10 & 2010/11. Projected figures are based on the average of the last 3 years



Quarter 2 2009-10 Productivity

Total number of cases completed = 9,803
 Staff allocated to LPFA administration = 24.6
 = 399 cases per member of admin staff

Top Ten Cases - Performance vs. Staff Availability

WE ARE STILL WORKING ON HOW BEST TO COLLATE THIS DATA

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 September 2009		Target 2009-10	Trend based on previous quarter
	Total cases	Average elapsed time	Total cases	Average elapsed time	Total cases	Average elapsed time	Elapsed time	
Admissions	1,846	19	3,194	25	1274	24	18	😊
Transfers In	1,203	118	1,793	122	845	124	114	😬
Transfers Out	822	30	1,455	40	766	37	29	😊
Estimates - individual	1,327	26	1,357	28	653	24	24	😊
Deferred Benefits	1,621	42	2,676	42	1170	47	39	😬
Deaths	1,384	52	1,614	51	815	52	50	😬
Retirements (immediate) **	603	56	891	60	461	53	44	😊
Refunds	39	31	109	50	67	36	30	😊
Estimates - employer	1,250	5	1,488	7	821	6	5	😊
Correspondence (customer)	3,240	12	5,102	16	2,728	12	12	😊

*Cases on time and Elapsed Time explained.

The indicators on page 19 show LPFA's performance for completing cases on time against internally set targets. This "completed on time" indicator is a measurement of the length of time it takes LPFA to complete the case when in receipt of all relevant information. However this indicator does not take into account any externally caused delays such as waiting for correct bank account details or requesting information from an employer.

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 September 2009		Targets	Trend based on previous quarter
	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	9	323	299	😬
IFA in (actual)	3	409	3	664	5	555	397	😊
IFA in (estimate)	18	254	35	238	47	255	246	😬
Other TV in (actual)	2	312	2	225	3	306	303	😬
Other TV in (estimate)	39	274	42	241	52	235	237	😊
Other TV in (request)	1	331	-	-	-	-	186	-
Estimates – individual	5	243	4	219	5	290	236	😬
Deferred Benefits	88	310	84	311	71	306	267	😊
Death in service	4	318	5	418	4	348	220	😊
Retirements (immediate)	9	252	6	286	11	306	244	😬
Refunds	3	461	5	269	5	282	209	😬
Death on pension	48	331	68	330	43	330	321	↔
Estimates (employer)	3	373	-	-	-	-	328	-
Correspondence	146	627	102	738	67	766	495	😬

+ 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 April 2009 to 30th September 2009 is 2.72% - 322 cases over 11,837 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		Q2 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	No. of cases	% on time	% on time		
Total top 10	678	99.7%	673	100%	98%	85.8%	😊
Other case types*	703	99.3%	1,334	99.46%	98%	-	😊
Total cases	1,381	99.5%	2,007	99.64%	98%	-	😊

*"Other" case type includes cases which are not monitored for contractual purposes or have contractual timescales. These include end of year queries.

Quarter 2 2009-10

Customer satisfaction = 100%

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

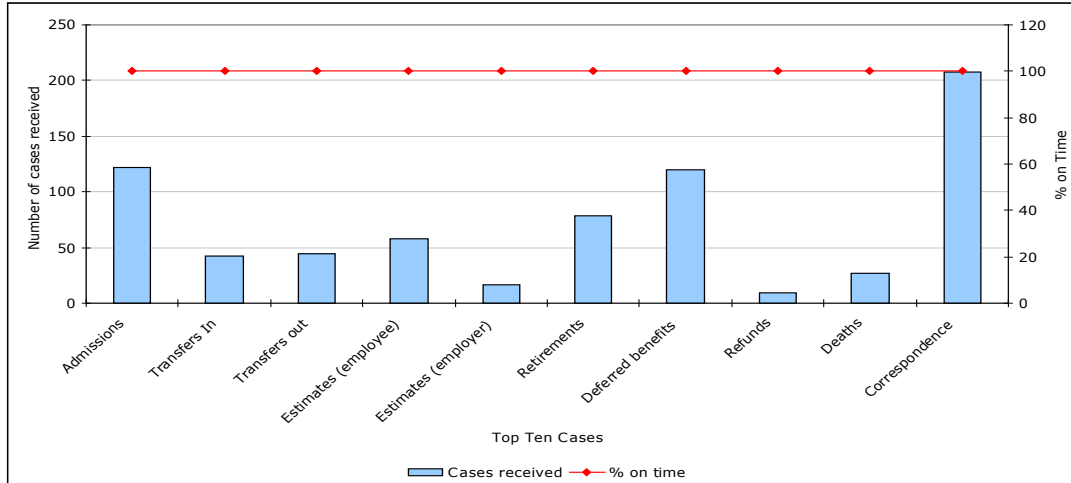
	Q2 2009-10			
	Completed in period	Performance	Expected timescales	London Median
Admissions	89	100%	3 days	10 days
Transfers In	38	100%	5 days	10 days
Transfer Out	53	100%	5 days	15 days
Estimates (employee)	60	100%	3 days	10 days
Estimates (employer)	17	100%	3 days	10 days
Retirements	72	100%	5 days	5 days
Deferred Benefits	113	100%	10 days	15 days
Refunds	7	100%	5 days	10 days
Deaths	28	100%	3 days	5 days
Correspondence	196	100%	5 days	N/A
TOTAL	673	100%	-	-

Key Performance Indicators - Bexley



Top Ten Cases Completed on Time

Cases received vs. Percentage on Time



Quarter 2 2009-10

Of the 1,542 cases completed on time, 1,104 were completed early

Key Performance Indicators - Brent

BRENT - Top Ten Cases Completed on Time



	Q1 2009-10		Q2 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	No. of cases	% on time	% on time		
Total top 10	1,291	98.8%	1,208	99.83%	98%	85.8%	😊
Other case types	1,017	98%	1,326	99.25%	98%	-	😊
Total cases	2,308	98.5%	2,534	99.53%	98%	-	😊

"Other" case type includes cases which are not monitored for contractual purposes or have contractual timescales. These include end of year queries.

Quarter 2 2009-10

Customer satisfaction = 75%

No penalty points or breaching lines to report

Date of contract renewal: Extended to 28th February 2011

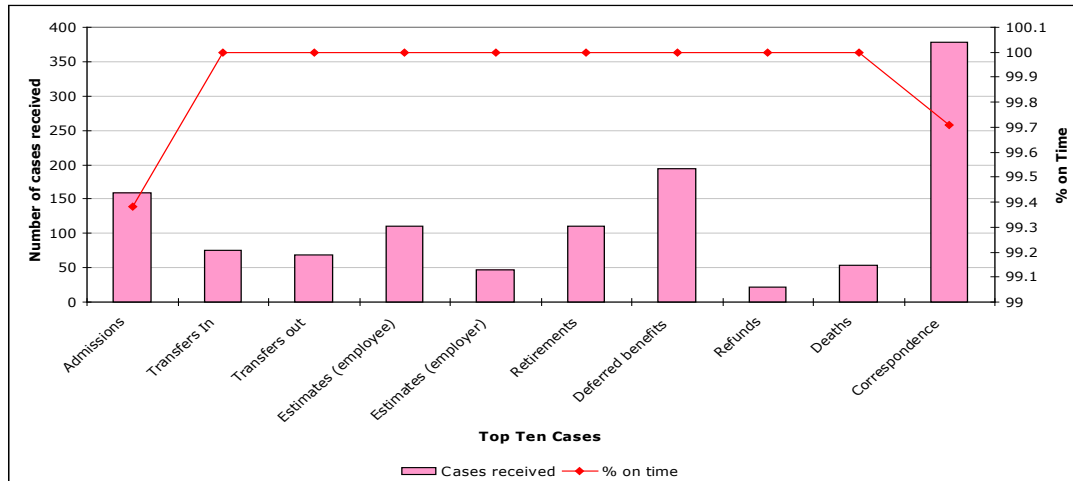
Top Ten Detail

	Q2 2009-10			
	Completed in period	Performance	Expected timescales	London Median
Admissions	160	99.38%	10 days	10 days
Transfers In	86	100%	10 days	10 days
Transfer Out	70	100%	10 days	15 days
Estimates (employee)	89	100%	5 days	10 days
Estimates (employer)	50	100%	5 days	10 days
Retirements	100	100%	10 days	5 days
Deferred Benefits	230	100%	10 days	15 days
Refunds	18	100%	10 days	10 days
Deaths	60	100%	5 days	5 days
Correspondence	345	99.71%	10 days	N/A
TOTAL	1,208	99.83%	-	-

Key Performance Indicators - Brent

Top Ten Cases Completed on Time

Cases received vs. Percentage on Time



Quarter 2 2009-10

Of the 2,522 cases completed on time, 1,342 were completed early

Key Performance Indicators - Hammersmith and Fulham

HAMMERSMITH AND FULHAM - Top Ten Cases Completed on Time



	Q1 2009-10		Q2 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	No. of cases	% on time	% on time		
Total top 10	928	94.8%	1,075	99.35%	98%	85.8%	😊
Other case types	1,416	94.5%	979	99.18%	98%	-	😊
Total cases	2,344	94.6%	2,054	99.27%	98%	-	😊

"Other" case type includes cases which are not monitored for contractual purposes or have contractual timescales. These include end of year queries.

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

Top Ten Detail

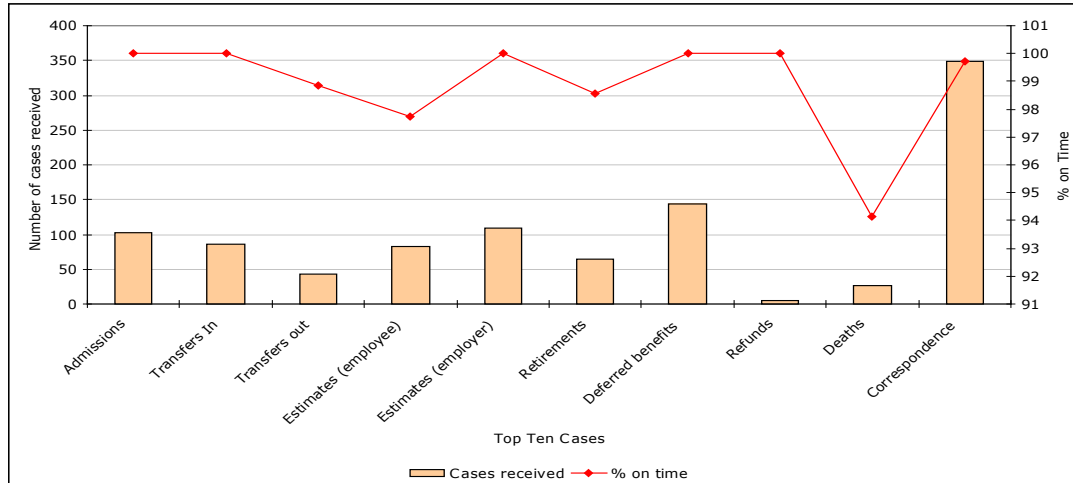
	Q2 2009-10			London Median
	Completed in period	Performance	Expected timescales	
Admissions	105	100%	10 days	10 days
Transfers In	82	100%	15 days	10 days
Transfer Out	87	98.85%	15 days	15 days
Estimates (employee)	89	97.75%	10 days	10 days
Estimates (employer)	107	100%	5 days	10 days
Retirements	69	98.55%	5 days	5 days
Deferred Benefits	150	100%	10 days	15 days
Refunds	11	100%	10 days	10 days
Deaths	34	94.12%	5 days	5 days
Correspondence	341	99.71%	10 days	N/A
TOTAL	1,075	99.35%	-	-

Key Performance Indicators - Hammersmith and Fulham

Top Ten Cases Completed on Time



Cases received vs. Percentage on Time



Quarter 2 2009-10

Of the 2,039 cases completed on time, 1,466 were completed early

Key Performance Indicators - LFEPA

LFEPA - Top Ten Cases Completed on Time



	Q1 2009-10		Q2 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	No. of cases	% on time	% on time		
Total top 10	656	99.7%	635	100%	98%	85.8%	😊
Other case types	430	100%	405	99.01%	98%	-	😬
Total cases	1,086	99.8%	1,040	99.62%	98%	-	😬

"Other" case type includes cases which are not monitored for contractual purposes or have contractual timescales. These include end of year queries.

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

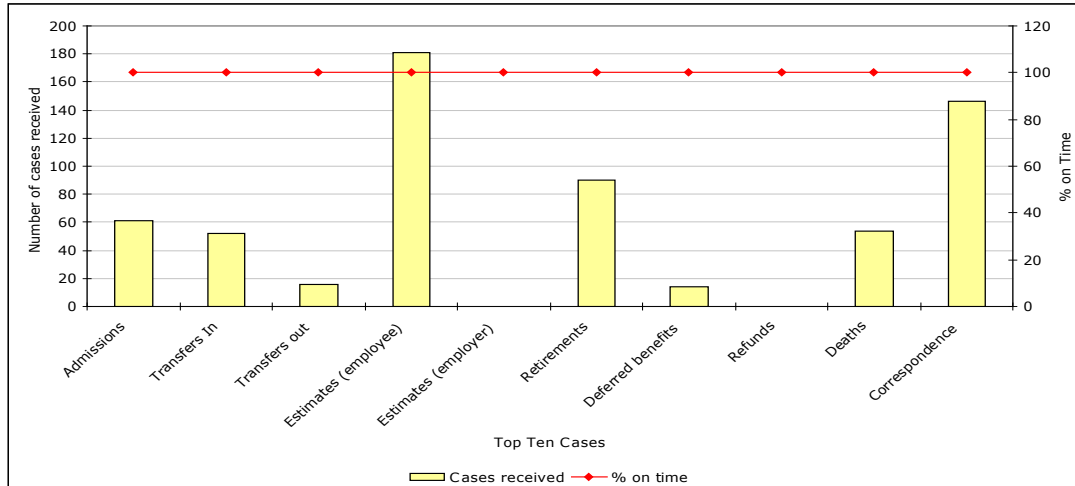
Top Ten Detail

	Q2 2009-10			
	Completed in period	Performance	Expected timescales	London Median
Admissions	76	100%	10 days	10 days
Transfers In	48	100%	10 days	10 days
Transfer Out	21	100%	15 days	15 days
Estimates (employee)	180	100%	5 days	10 days
Estimates (employer)	0	100%	10 days	10 days
Retirements	95	100%	10 days	5 days
Deferred Benefits	19	100%	15 days	15 days
Refunds	0	100%	10 days	10 days
Deaths	44	100%	5 days	5 days
Correspondence	152	100%	10 days	N/A
TOTAL	635	100%	-	-

Key Performance Indicators - LFEPA

Top Ten Cases Completed on Time

Cases received vs. Percentage on Time



Quarter 2 2009-10

Of the 1,036 cases completed on time, 840 were completed early

Key Performance Indicators - Newham

NEWHAM - Top Ten Cases Completed on Time



	Q1 2009-10		Q2 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	No. of cases	% on time	% on time		
Total top 10	1,331	95.7%	1,371	99.93%	98%	85.8%	😊
Other case types	1,278	68.7%	2,574	99.69%	98%	-	😊
Total cases	2,609	97.2%	3,945	99.77%	98%	-	😊

"Other" case type includes cases which are not monitored for contractual purposes or have contractual timescales. These include end of year queries.

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

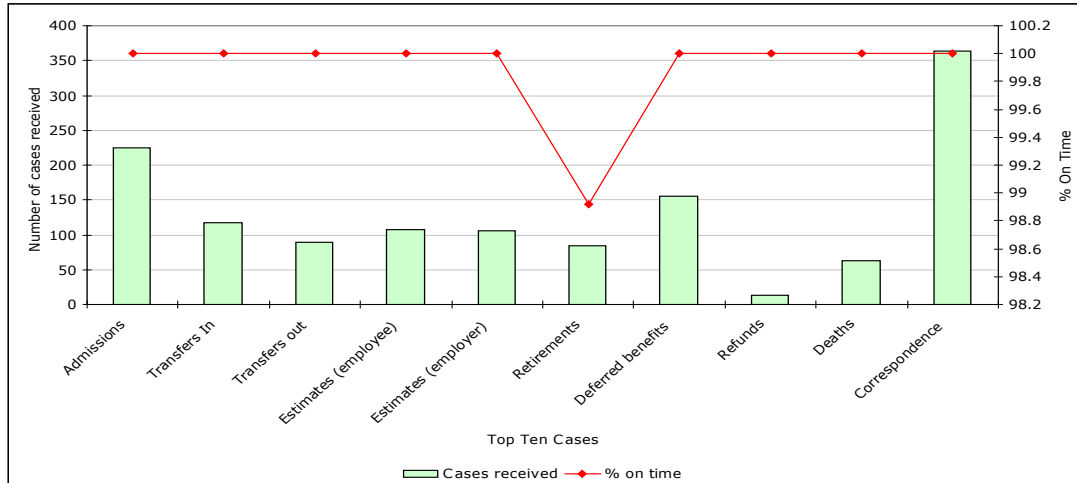
	Q2 2009-10			
	Completed in period	Performance	Expected timescales	London Median
Admissions	265	100%	5 days	10 days
Transfers In	109	100%	10 days	10 days
Transfer Out	93	100%	20 days	15 days
Estimates (employee)	103	100%	5 days	10 days
Estimates (employer)	107	100%	5 days	10 days
Retirements	93	98.92%	5 days	5 days
Deferred Benefits	187	100%	20 days	15 days
Refunds	12	100%	5 days	10 days
Deaths	59	100%	5 days	5 days
Correspondence	343	100%	10 days	N/A
TOTAL	1,371	99.93%	-	-

Key Performance Indicators - Newham



Top Ten Cases Completed on Time

Cases received vs. Percentage on Time



Quarter 2 2009-10

Of the 3,936 cases completed on time, 3,304 were completed early

Key Performance Indicators - Westminster

WESTMINSTER - Top Ten Cases Completed on Time



City of Westminster

	Q1 2009-10		Q2 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	No. of cases	% on time	% on time		
Total top 10	1,087	99.3%	1,471	100%	98%	85.8%	😊
Other case types	1,039	98.6%	1,527	99.08%	98%	-	😊
Total cases	2,126	98.9%	2,998	99.53%	98%	-	😊

"Other" case type includes cases which are not monitored for contractual purposes or have contractual timescales. These include end of year queries.

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

	Q2 2009-10			
	Completed in period	Performance	Expected timescales	London Median
Admissions	194	100%	20 days	10 days
Transfers In	126	100%	20 days	10 days
Transfer Out	100	100%	20 days	15 days
Estimates (employee)	71	100%	5 days	10 days
Estimates (employer)	217	100%	3 days	10 days
Retirements	64	100%	5 days	5 days
Deferred Benefits	181	100%	20 days	15 days
Refunds	21	100%	10 days	10 days
Deaths	48	100%	5 days	5 days
Correspondence	449	100%	10 days	N/A
TOTAL	1,471	100%	-	-

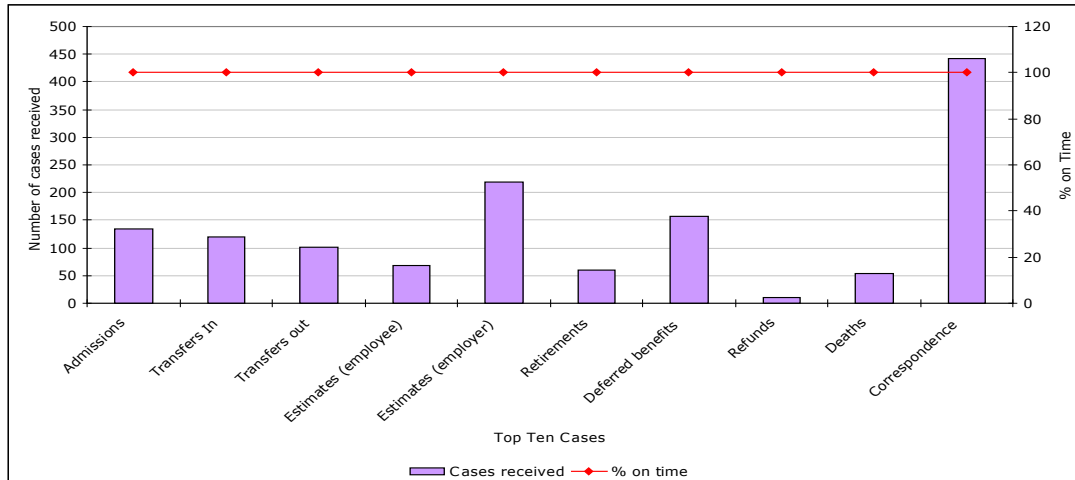
Key Performance Indicators - Westminster



City of Westminster

Top Ten Cases Completed on Time

Cases received vs. Percentage on Time



Quarter 2 2009-10

Of the 2,984 cases completed on time, 1,913 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.

Complaints	
Q2 2009-10	
6 Complaints received, 6 upheld	
Complaint #1	Member complained that her lump sum was paid 19 days later than expected after an error and that after numerous phone calls from Spain no explanation could be given for the delay.
Response	Letter sent apologising for the distress caused and a compensation of a non taxable amount of £200 was paid to the member with her July pension payment.
Complaint #2	Member complained that he had not received a response to questions raised over Newham Council's investments
Response	Member's original query had been forwarded to Newham Council for a response in June and administration team to follow up as to why this did not happen. Letter sent to member from David Dickinson at Newham in the 2 nd week of July.
Complaint #3	Member tried to log on to AXIS Online but mart it al status showed as unknown and spouses benefit came up with 0. He phoned the LFEPA team and was told that this was not a priority and that it would be dealt later.
Response	Letter of apology sent with benefit estimate on 6 th August.
Complaint #4	An individual experienced problems receiving a reply from Newham administration team with regard to his late mother-in-law's pension. He was initially told that £396.54 would be payable to the estate and then later informed that the pension payments were up to date and therefore no further monies were due to the estate.
Response	Reply sent by Mike Taylor, apologising for the incorrect information that was sent and confirming that the outstanding monies would be paid by cheque at the end of the September.
Complaint #5	Member sent an email requesting information about his pension benefits, to which he had no response in 2 weeks. The member also advised that the link to team contact details on the website was not working.
Response	Reply and apology sent to the member and the link on the website has also been fixed.
Complaint #6	Member had retired on ill health but enquired about potential re-employment and felt that the information he received was inaccurate and when questioned had failed to receive any further response
Response	Letter sent apologising for the error and explaining the members options regarding re-employment and the abatement of his pension.

Additional Reporting

PRAISE	Q2 2009-10
	4 Comments of praise
Praise #1	Payroll - Member thanked the payroll team for all their help
Praise #2	CMT - Member thanked all staff for the very efficient way in which her pension is managed and for the informative Annual Report
Praise #3	Westminster administration team - Thanks received for their very speedy and efficient response and excellent customer service.
Praise #4	LFEPA administration team - Acknowledgement of team member's much valued contribution to the success of the pre-retirement workshops at the fire Brigade. Particular mention was made of the team member's professional attitude, willingness to offer suggestions and flexibility in delivering the workshops.

E-Gov Targets

Delivering service through electronic means, i.e. telephone and fax, the internet (whether accessed through a PC, digital TV, phone or other device). Electronic access may be direct, or mediated through call centres or front offices in which the operator has access to information electronically and can seek information or complete transactions on behalf of members of the public who prefer to conduct business face to face or by telephone. E-Gov targets and details of the service LPFA provides is reported at midyear and year end in a tabular format. However the number of transactions which are deliverable electronically as at 30th September 2009 is 15 out of a total 15 (100%).

Action	Actioned by	Telephone	Electronic Availability			Available
			Email	On-line	EDI	
New Member	Employer	No	No	Yes	Yes	1
Request IFA Transfer In	Member	Yes	Yes	No	No	1
Request Other Transfer In	Member	Yes	Yes	No	No	1
Request Estimate (Individual)	Member	Yes	Yes	No	No	1
Request IFA Transfer out	Member	Yes	Yes	No	No	1
Request Other Transfer out	Member	Yes	Yes	No	No	1
Notify leaver	Employer	No	No	Yes	Yes	1
Notify leaver options	Member	No	Yes	No	No	1
Notify payee details	Member	No	Yes	No	No	1
Notify Death	Member	Yes	Yes	No	No	1
Request Estimates - employer	Employer	Yes	Yes	Yes	No	1
Change Address	Member	No	No	Yes	No	1
Notify material changes	Employer	No	Yes	Yes	Yes	1
Notify contribution data	Employer	No	No	Yes	Yes	1
View personal records	Member	No	No	Yes	No	1
Total actions	Available	%				15
15	15	100				

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.

