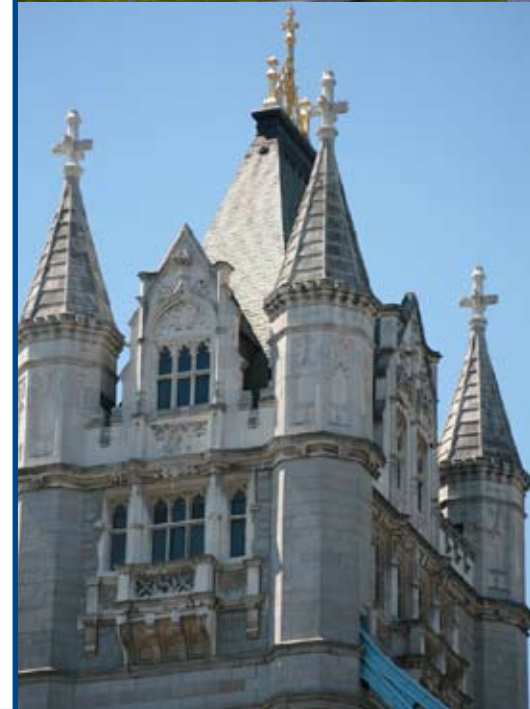


London Pensions Fund Authority

Strategic Policy Statement 2010-13

Draft



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Foreword

This Strategic Policy Statement covering the period April 2010 to March 2013 has been prepared in accordance with section 402 of the Greater London Authority (GLA) Act 1999.

The Act requires LPFA to prepare a statement containing a draft budget, including any levy requirement for each financial year and a statement of strategic plans and objectives for the next three financial years. Both statements must be submitted to the Mayor by 31st December preceding the start of each financial year.

LPFA has developed its approach to performance planning and management recently to be both more comprehensive and more inclusive within the organisation.

A high level away day to evaluate policy, through manager meetings, to team business plans are in place. Further work is in process to enhance these developments into a continuous, coherent cycle of performance management.

The roles and responsibilities of the Board, its Committees and Principal Officers provide the clear components of this framework.

The Strategic Objectives provide the pillars to support the overall strategy and strategic programmes or projects will support implementation of the strategy over the three year planning period.

For 2010-11 there are 7 strategic programmes which have been identified.



Achievement is measured by using an array of key performance indicators covering pensions administration, investment, corporate activity, environment and equalities.

Performance is monitored and reported to the Board and the GLA quarterly and, if necessary, the plan is amended to ensure the objectives of the Authority are met.



Comment from the Chairman

Professional trainers have long asserted we make up our minds about people we meet for the first time within two minutes. The question I want to answer is this – were my first impressions of LPFA correct?

This time last year my first task as Chairman of the LPFA was to introduce this report. At the time I stated that I had been impressed with the professionalism and dedication of the Board Members, Executive and Staff of the Authority. Having now had the benefit of a full year in the position I can categorically state that my first impressions remain unchanged.

I welcomed Fund Members to the annual Fund Member Forum in September 2009 and was pleased to have the opportunity to engage with our key customers. One of our programmes for 2009-10 was the Customer Care Programme which enabled LPFA to undertake a thorough review of how we interact with our customers and to benchmark ourselves against industry leaders in both the private and public sectors. Having only recently left the

Greater London Authority as Chief Executive I found myself back in the Chamber of City Hall in November 2009 where I introduced our Employer Forum and familiarised myself with some of the challenges facing employing authorities to the fund – this was particularly important with the valuation looming in 2010. Throughout the year I have forged relationships with my fellow Board Members and carried out a Board Performance Evaluation survey to incorporate best practice in corporate governance into our procedures. And finally we have encouraged Board Members to attend staff events and I personally had the pleasure of congratulating high achievers at the Staff Awards in June 2009.


Turning to the challenges ahead I am convinced that aside from giving members a first class service and maximising the size of the fund, a key role for us is to promote the sustainability of the Local Government Pension Scheme. Lack of accurate information in the public domain is, in my opinion, a malaise which

could lead to unfortunate implications for the scheme if all who have an interest are not prepared to join forces and make the necessary changes. It seems clear to me that a real debate is required on both rebalancing the burden of contributions between the employer and employee and raising the age of retirement to 70. This may not be a popular view point with some of our contributors initially but without these radical changes there may be more serious consequences for the LGPS. Let us have a proper, impartial debate on the issue and ensure accurate information is out there to counter populist sound bites.

As I mentioned last year, a significant part of our strategy remains the desire to reduce costs of both our own administration and that of pan London pension's administration. Efficiencies are being made via shared services work with other London Boroughs however the major savings would result from a pan London administering authority.

The Audit Commission adhered to this view back in September 2006 and I endeavour to make some headway on this during my tenure.

I look forward to meeting you at our various forums in 2010 and would ask that you continue to feedback both good performance and areas for improvement to Staff and Managers at LPFA.



Anthony Mayer
LPFA Chairman



Introduction from the Chief Executive

It gives me great pleasure to introduce our Strategy for 2010-13.

Every year we hold an Away day for Board Members and this year the focus was on a review of our investment strategy in the light of the unprecedented turbulence in financial markets over the year. A key operational outcome from this day was confirmation of our Mission Statement and Strategic Objectives, which have remained unchanged in order to provide the organisation with continuity during a difficult period.

LPFA's Mission Statement therefore remains; "To provide an excellent cost effective pensions service to meet the needs of our different customers". The five Strategic Objectives overleaf continue to underpin this statement operationally and provide clear direction for both the Board Members and staff.

The lowest point for equity markets occurred in March 2009 and unsurprisingly this corresponded with the low point of the fund valuation during the recession. This short dip was however offset

by strong performance in alternative assets which mitigated some of the decline in values. The long term nature of our liabilities necessitates a long term view of our potential investment returns and we aim to ride the ups and downs in markets over the long term.

However, Board Members felt it appropriate to revisit our investment principles and beliefs at the Away day in September 2009, the key outcome being that given

the long term nature of our liabilities we confirmed LPFA's aspiration to be a responsible long term investor.

We also confirmed our key investment beliefs, namely that we believe that global equities will outperform government bonds and cash in the long term and global equities remain our largest asset class. There were however some minor tweaks to the strategy and 2010 will see these changes being implemented.

Another core investment principle is that we wish to encourage environmental, social and governance best practice in the companies and funds in which we invest as we believe this will deliver the best long term returns.

LPFA will continue to engage with fund managers in this area and seek to influence individual companies via collaborative measures both in the UK and abroad.

We also aim to manage our own business within the best practice guidelines of corporate governance so that we have a positive impact on all stakeholders and society.

The triennial actuarial valuation will take place in 2010, which for many employers in the fund can be a challenging time – both in terms of providing the correct data to enable the actuary to carry out the valuation effectively and budgeting for the outcome.

We have been working hard to keep employers up to date, introducing them to our new actuary and will guide them through the process.



Introduction from the Chief Executive

One of the methods to assist employers is the establishment of a Pensions Administration Strategy which sets out service levels for both LPFA and the employing authorities. By providing accurate, timely data and in an easy to use on-line format, it is hoped that most employers will benefit from better data maintenance and therefore be in a healthier position come future valuations. This will also be of benefit to fund members who will receive a more effective service from LPFA, knowing that the data LPFA is relying on is of a higher quality.

The affordability and sustainability of the Local Government Pension Scheme has regularly come under question during 2009, in part due to what we see as misinformation perpetrated by antagonists in the popular press. We are seeking to address this question by calling for an informed debate on the issues using the true facts and figures. We will seek to provide these to central government and wider stakeholders via forums, presentations and publications. We feel that in order to protect the long

term viability of the scheme it is necessary to consider options such as a fairer balance of contributions between employers and employees, reviewing the benefit packages and raising the normal age of retirement beyond 65. We will also be looking at whether an independent commission or review body could be set up to manage the affordability and maintain its sustainability into the future.

Our push for greater efficiency and system development continues with a programme which we have named Minerva, Phase 2. This will improve our workflow system and look to bring technological assistance to all areas of the organisation. It will review the way we scan our work, consider environmental implications of the operations and via a process of business re-engineering, seek to complete cases in a more efficient manner.

An important component of LPFA's strategy has always been the provision of pension administration services to other London Boroughs and third parties, which ultimately reduces the

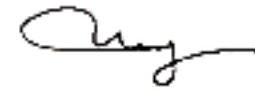
charge to the fund and our overheads. We move into the second year of our 5 year business growth plan and see many opportunities to retain current clients and move into new areas of development in these markets.

We will continue to promote our range of services to the London Boroughs in order that efficiencies can be made within the public sector and hope to assist them with both short and long term projects. The true efficiencies however would come from a pan London pension administration body.

Valuing our people has been an objective for many years and we will continue to support our staff via training and development. 2009 has seen a number of important staffing changes and the new structure will continue to be embedded through 2010.

Greater autonomy for managers is one of the recent outcomes and many of the projects you see within this document and which provide a tangible application of the objectives were developed by Managers at their recent Away day.

In conclusion we are listening to our fund members, listening to our employers, listening to staff, keeping a close eye on markets and potential developments in the LGPS and acting in the best way we see fit to provide a forward looking organisation which can deliver an excellent cost effective pensions service.



Mike Taylor
Chief Executive

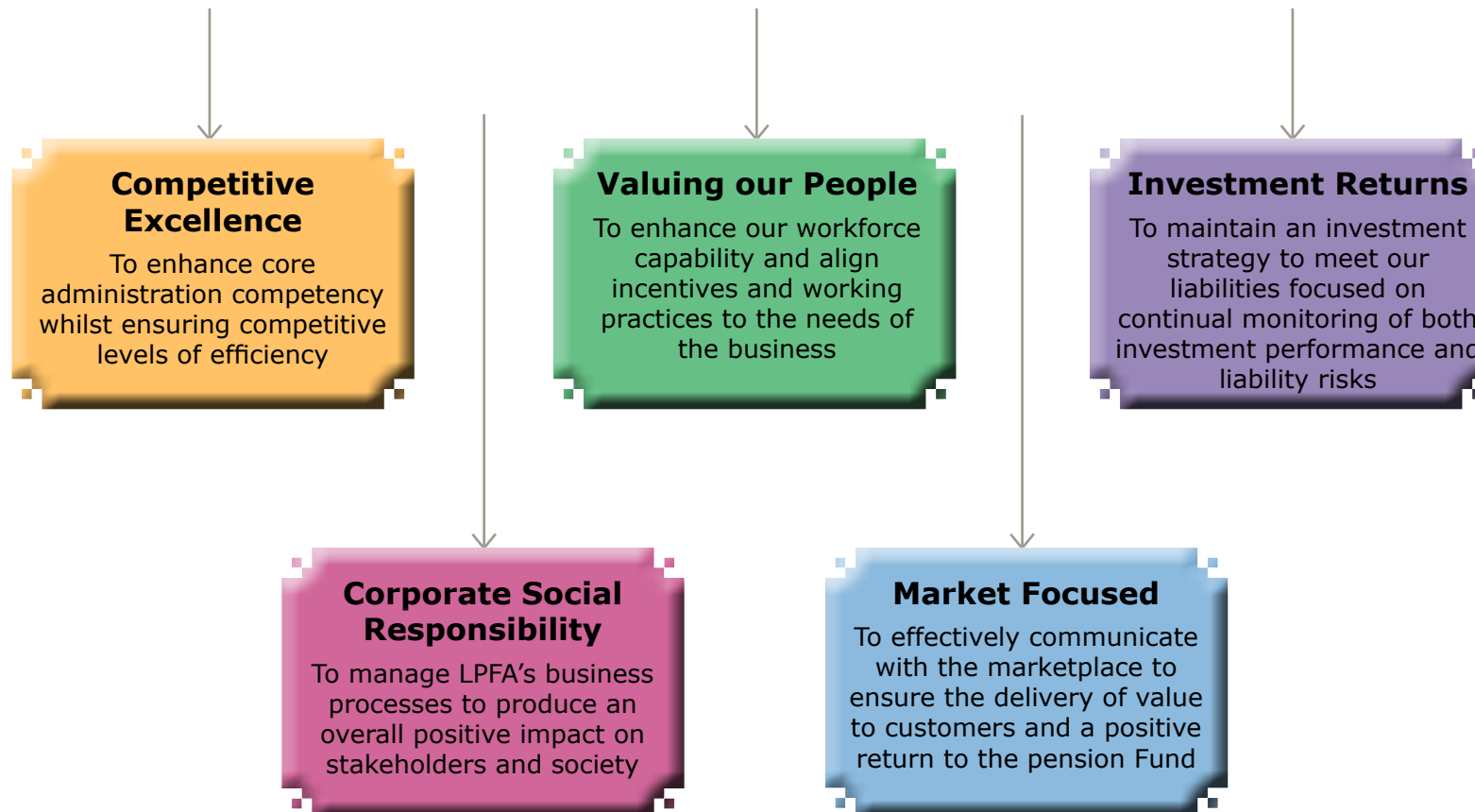


Mission Statement

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

Strategic Objectives 2010-13

The 5 Strategic Objectives highlight the direction of the LPFA and the medium term priorities. The programmes (coupled with team business plans) aid achievement of these.



Strategic Programmes 2010-13

For 2010-11 seven strategic programmes or projects support the strategic objectives which are:

Programme or project	Description
Business Growth	Secure business growth in line with internal targets and implement a marketing campaign that enhances LPFA brand and promotes value-added services.
Minerva Phase 2	Modernising LPFA's workflow system, improved Management Information system and business process re-engineering.
Pensions Administration Strategy	Implementing service level agreements between LPFA and its employers, monitoring of employers and applying any additional contributions from poor performing employers from 1 st April 2011.
Investors in People	Developing an action plan to ensure IIP status is retained and best practice is embedded throughout the organisation.
Customer Relationship Manager	Maintenance of the CRM system, roll out across all related parties and implementation of external facing licence.
Valuation	To successfully deliver the 2010 valuation and maintain an effective communications strategy with the employers.
Annual Benefit Statements	Investigate possibilities for automation of ABS, and supplying the service London wide.

The above programmes support the Strategic Objectives and lend themselves to project management. However there are also teams, such as the Investment Team, whose main purpose is the delivery of the Investment Returns objective.

Additional strategic deliverables during 2011-13:

- Equalities: 2011-12
- Charging linked to Pensions Administration Strategy 2011-12
- Flexible benefits 2012-13
- Environmental Audit 2011-12
- Costed internal business unit for core function 2011-12
- Accommodation Strategy 2012-13



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.

The Strategy Policy Statement is prepared with a view to medium term strategic planning both in terms of finance and performance. It sets out LPFA's strategic objectives for the next 3 years, which provide a focus for the whole Authority.

The strategic objectives are delivered via a set of 7 Programmes to be achieved during the time frame covered by the Statement, thus enabling LPFA's direction to be seen as a strategy rather than taking current year tasks in isolation.

Inevitably, the tasks currently laid out for the years 2011-13 will be subject to amendment as we move forward but officers will have a wider view of the strategic goals and be able to plan accordingly. Team business plans are also developed over a 3 year timeframe, thus enabling staff to be part of the journey and see where the team is heading.

High level key performance indicators are also included in the Statement and these are drawn from a number of areas including national and locally set indicators assessing Corporate Health, Fund Administration, and Investment.

For 2010-11 the indicators are similar to those reported on for the last few years.

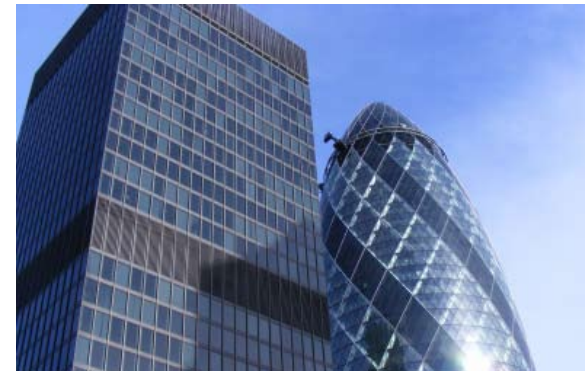
Internally however we are developing dashboard indicators which, if successful, will be developed for public monitoring during 2011-12.

A Consolidated Business Plan has been developed to facilitate the link between the strategic objectives and the work carried out by staff on a day to day basis. This focuses attention on the current year rather than the medium term focus of the Strategic Policy Statement.

The high level programmes which feature in the Statement are cascaded into team business plans where relevant. All priorities for the current year are given specific descriptions, time scales, and allocated accountability.

Each of the Directorates set out core deliverables which can be seen as the "business as usual" aspects of the day to day functions. These are supported by team level key performance indicators to monitor the performance of each function and are benchmarked against performance of comparable functions in other Local Authorities.

The link between the Consolidated Business Plan and the Strategic Policy Statement is two way ~ programmes are generally cascaded in a top-down method but there is scope for tasks with sufficient weight from the business plan to be included in the Statement. These are identified annually during the budget and business planning process and Manager Awayday.



Monitoring

LPFA's Programme Board is tasked with monitoring the 7 high level programmes via monthly status reports prepared by the project manager.

This supports delivery by acting as an early warning system for Corporate Management Team and ensuring resources are appropriately allocated.

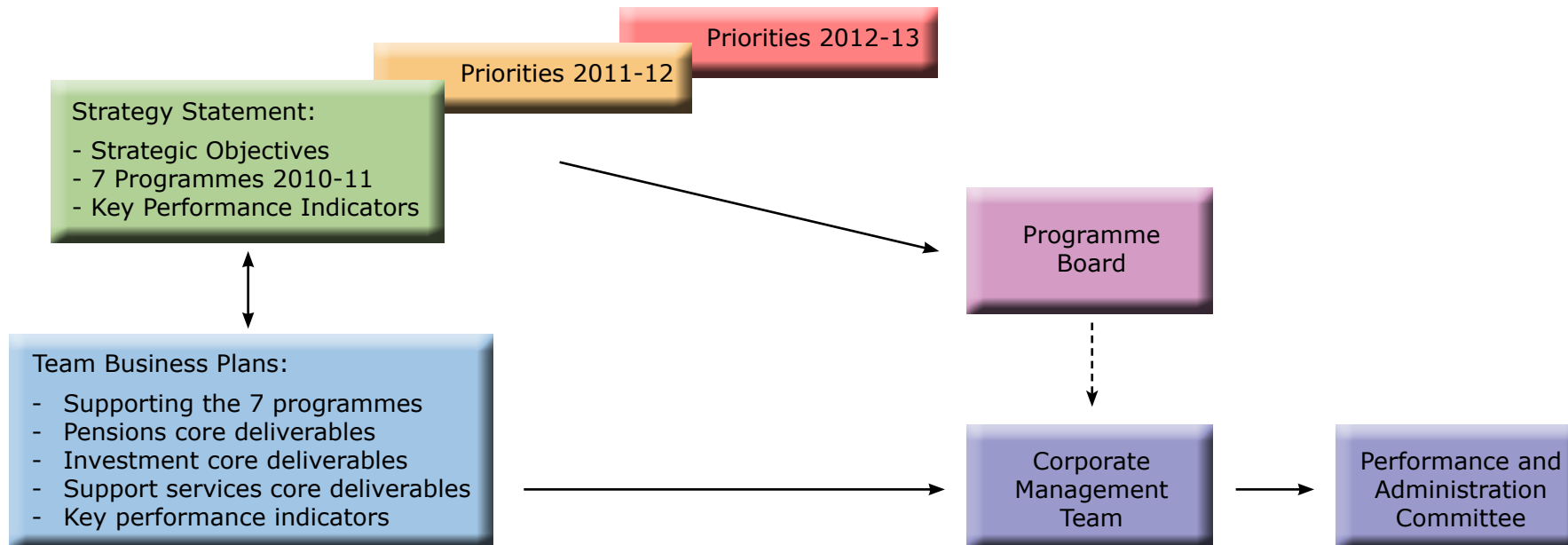
In addition, a quarterly review of performance is presented to the Performance and Administration Committee.

Progress against the functional core deliverables contained in the team business plans are also monitored on a quarterly basis by the Corporate Management Team which is comprised of all Directors and the Chief Executive.

Individual appraisal targets mirror the priorities contained in the team business plan and this ensures all staff are engaged in working towards the Strategic Objectives and a "golden thread" can be identified running through the organisation from the Board to staff.



Link between Business Plans, Strategic Objectives and 3 Year Priorities



The Planning and Financial Context

LPFA is one of the UK's largest administering authorities of the Local Government Pension Scheme with a Fund membership of 78,000.

It also includes 187 employing authorities and assets of over £3.24 billion unaudited. LPFA operates 6 agency administration contacts covering over 90,000 scheme members.

The LPFA was established in 1989 as a stand alone public body, to take over the running of the former GLC Pension Fund.

As a single purpose organisation has a structure designed solely to produce an effective pensions investment and administration service.

The purpose of the medium term strategy and financial plan

To set out the LPFA's:

- ♦ Medium term priorities, aims and measures to be taken to make sure they will be achieved.
- ♦ Approach to delivering services and value for money over the next three years
- ♦ Policy on the use of reserves
- ♦ Arrangement for developing medium term plans including;
 - The identification and prioritisation of service and spending needs

- The key influences affecting financing the authority
- The challenges and risk associated with the plan and how we will deal with them

How the medium term financial plan has been developed

In the short term the most important financial planning activity is the preparation of the annual revenue budget and the setting of the levy.

However this is of limited value when planning for new initiatives or moving resources to meet changing service

needs, particularly where capital investment is required, as the lead time for such changes may be significantly longer than a one year timescale allows.

In the coming months LPFA will be further developing its financial planning systems to better meet organisation needs.

The objectives are to:

- ❖ Help Board members determine priorities.
- ❖ Forecast the changes in likely demand for pension administration services.
- ❖ Identify any financial implications of future changes to legislation.
- ❖ Demonstrate the future cost of alternative policies or proposals.
- ❖ Match the demand for spending with the resources available.
- ❖ Provide a framework in which managers can plan their services.



The Budget Process

At LPFA, the term budget process means the process by which we:

- * Review our medium term financial plans to take account of service needs, priorities, information from budget monitoring and the availability
- * Consult with the Mayor about the proposals
- * Set a detailed revenue budget for the year ahead (including fixed assets)

The whole process from the start of reviewing financial plans through to the approval and allocation of budgets, is an ongoing process throughout the year. An outline timetable is shown here:



Monitoring Arrangements



The Financial Context

The medium term plan has been developed in the context of the LPFA's aim to continue to provide high quality pension and investment services while setting the lowest budget which is compatible with prudent financial management.

Setting a three year plan requires a combination of hard fact with a certain amount of assumption. This document takes account of such planning uncertainties.

LPFA has a good record of financial management. The LPFA has three primary sources of funding for its activities:

★ Pension Fund

Administration and investment costs plus pension payments are financed from contribution and investment income. Net income not required is invested in the pension fund.

★ Agency Services

The income from these contracts finances the whole of the operating costs and makes a contribution to fixed overheads.

★ Levy

Expenditure on non-funded pensions and residual employer costs is financed by an annual levy on all borough councils in Greater London.

Savings

Corporate Management Team has committed to the delivery of 10% savings on controllable expenditure over the two years 2009-10 and 2010-11 (3% in year 1 and 7% in year 2). This is reflected in budget plans.

Pay and price inflation

The budget includes a contingency for pay and price inflation, only where this was specifically identified during the budget process.

Reserves

The budget includes an application of the reserves to support development in financial management across the organisation.

Valuation of the pension fund

The valuation of the pension fund responds to global market expectations. Income receivable (cash flows from matching mandates, stock interest and dividends) factors in the views of third party investment managers.

A full fund valuation will be undertaken (as at 31st March 2010) during 2010-11.



In recent years LPFA has been successful in managing the budget within cash limits and without overspends.

- ★ The financial plan (plus capital expenditure) is monitored monthly.
- ★ Quarterly process is reported to the Audit Committee.

The process requires budget holders to explain the reasons for any significant variances and the ways these may be managed within the total resources available.

Key Performance Indicators

The table below shows the key performance indicators which will be monitored during 2010-11. Full year results are stated up to 31st March 2009 and mid year results are indicated for 2009-10.

Full year results for 2009-10 will be published in LPFA's Performance Report and available from 30th September 2010 on www.lpfa.org.uk.

LPFA's range of key performance indicators is based on nationally and locally set performance measures which mirror the strategic direction of the organisation. For 2010-11 the indicators are similar to those reported on for the last few years. Internally however we are developing dashboard indicators which, if successfully monitored, will be developed for public monitoring during 2011-12.

Corporate

	Achieved 2006-07	Achieved 2007-08	Achieved 2008-09	Achieved 1 st April - 30 th September 2009	Benchmark	Target 2009-10
The level of the Equality Standard for Local Government	3	3	3	3	Local target	3
Number of working days lost to sickness absence per employee	6.19	7.68	7.5	2.95	CIPD 9.3*	<8
Voluntary leavers as a percentage of staff	15.25%	14.78%	10.96%	1.78%	CIPD 9.7%**	<10%
% of invoices which were paid on time	95%	82%	89%	95%	Local target	95%
Total debtor items over 60 days	-	-	184	168	Local target	10% Qly reduction
Total debtor amount over 60 days	-	-	£1,016k	£363k	Local target	10% Qly reduction
Unallocated income items over 60 days	-	-	72	40	Local target	10% Qly reduction
Unallocated income amount over 60 days	-	-	£625k	£965k	Local target	10% Qly reduction
% of interactions enabled for electronic delivery	75%	75%	75%	100%	e-gov target	100%

* CIPD Absence Management Survey 2009

** CIPD Recruitment, Retention and Turnover Survey 2009

Key Performance Indicators

Environmental	Achieved 2006-07	Achieved 2007-08	Achieved 2008-09	Achieved 1 st April - 30 th September 2009	Benchmark	Target 2009-10
% of paper purchased from fully chlorine free sustainable sources	100%	100%	100%	100%	Local target	100%
Year on year reduction of energy use*	-	-	-	-	Local target	-
Total annual waste disposal	2,354kg	2,420kg	27,982	11,108kg	Local target	<30,000kg
Waste per member of staff	18.25kg	18.76kg	235kg	105.8kg	Local target	<250kg
Recycle rate of waste	95.75%	95.87%	99%	99%	Local target	98.7%
Printing costs per customer	£0.47	£0.56	£1.02**	£0.21	Local target	<£0.60

The significant increase in total annual waste and waste per member of staff in 2008-09 reflects the revised basis for calculating the KPI's. Exact information can now be extracted from the waste company whereas previously the figures based on average weights. The target was altered for 2009-10 in line with the revised method of calculation.

* Monitoring information for electricity use has only recently become available therefore measurement will commence once full year electricity figures are available for 2009-10.

** Printing costs were significantly higher during 2008-09 due to the need to republish all scheme information following implementation of the New 2008 LGPS Regulations.



Key Performance Indicators

Investment

Relative performance is a geometric rather than arithmetic calculation

Performance ~ Funds against benchmark (%)	Achieved as at 30 th September 2009				September 2009
	10 years	5 years	3 years	1 year	
Active sub-Fund	1.96	5.43	(1.19)	1.89	11.22
Benchmark	3.19	6.67	1.56	4.15	11.28
Relative Performance	(1.19)	(1.16)	(2.71)	(2.17)	(0.05)
Pensioner sub-Fund	5.13	5.27	4.11	5.38	9.60
Benchmark	6.20	7.80	7.59	7.60	6.77
Relative Performance	(1.01)	(2.34)	(3.24)	(2.06)	2.65

ESG indicators - Creating Key Performance Indicators for responsible investing is a task for 2010-11 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	30.09.2009
Active sub-Fund Assets (£bn)	1.419	1.610	2.056	2.284	2.254
Liabilities (£bn)	1.905	2.109	2.573	2.771	3.776
Deficit (£bn)	(0.486)	(0.499)	(0.517)	(0.487)	(1.552)
Level	74%	76%	80%	82%	59.7%
Pensioner sub-Fund Assets (£bn)	1.389	1.378	1.392	1.339	1.189
Liabilities (£bn)	1.518	1.540	1.600	1.549	1.673
Deficit (£bn)	(0.129)	(0.162)	(0.208)	(0.210)	(0.484)
Level	91%	90%	87%	86%	71.1*

* Estimated funding level

Key Performance Indicators

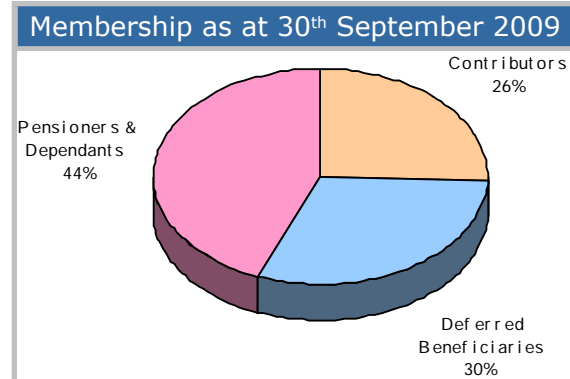
Administration	Achieved 2006-07	Achieved 2007-08	Achieved 2008-09	Achieved 1 st April - 30 th September 2009	Benchmark	Target 2009-10 to outperform the 5 year average
% of members satisfied with the overall service	96%	97%	87%	92%	Average of last 5 years	94%
% of members surveyed*	-	-	-	0.3%	-	-
Number of complaints received*	-	-	-	9	-	-
Number of complaints upheld	27	17	35	8	"	<28
No. of complaints as a percentage of the workload	0.07%	0.04%	0.08%	0.04%	"	<0.07%
Number of complaints classified as:						
~ Pensions Ombudsman	0	0	0	0	"	0
~ IDR P	6	6	8	2	"	<8
Overall % of LPFA cases completed on time	98.9%	97%	97%	95%		95%**
Total cost per Fund Member	Information available to Board Members only					
Administration cost per Fund Member						

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

** As agreed by Performance and Administration Committee November 2009

LPFA Fund

	2006-07	2007-08	2008-09	30 th September 2009
Contributors	20,782	20,477	19,920	19,635
Deferred Beneficiaries	21,254	22,137	23,216	23,543
Pensioners and Dependants	32,690	33,018	33,474	33,737
TOTAL MEMBERSHIP	74,726	75,632	76,610	76,915



Key Performance Indicators

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.

	Achieved 2006-07		Achieved 2007-08		Achieved 2008-09		Achieved 1 st April - 30 th September 2009		Target 2009-10 as agreed by Performance & Administration Committee	London Average Havering Survey 2007/08 (excluding LPFA and clients)
	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	19,147	99.4%	20,977	98%	24,024	97.5%	12,285	96.8%	95%	85.8%
Other case types	21,182	98.4%	20,827	96%	20,362	96.8%	8,214	91.3%	95%	-
Total cases	40,329	98.9%	41,804	97%	44,386	96.8%	20,499	94.6%	95%	-



Key Performance Indicators

Top Ten Case Types - Efficiency and Quality

Average elapsed time - measured in days*. Target for the 2010-11 is to achieve a 3% improvement.

	2006-07		2007-08		2008-09		1 st April - 30 th September 2009		Target 2010-11
	Total cases	Average elapsed time	Total cases	Average elapsed time	Total cases	Average elapsed time	Total cases	Average elapsed time	Elapsed time
Admissions	1,808	18	1,846	19	3,194	25	1,274	24	24
Transfers In	1,372	116	1,203	118	1,793	122	845	124	118
Transfers Out	1,050	29	822	30	1,455	40	766	37	39
Estimates - individual	1,356	25	1,327	26	1,357	28	653	24	27
Deferred Benefits	1,382	40	1,621	42	2,676	42	1,170	47	40
Deaths	1,225	49	1,384	52	1,614	51	815	52	49
Retirements (immediate)**	557	45	603	56	891	60	461	53	58
Refunds	49	34	39	31	109	50	67	36	48
Estimates - employer	819	7	1,250	5	1,488	7	821	6	6
Correspondence (customer)	2,204	12	3,240	12	5,102	16	2,728	12	15

* Cases on time and Elapsed Time explained:

The indicators on page 18 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

Cases on hold over 6 months

	2006-07		2007-08		2008-09		1 st April - 30 th September 2009	
	Total cases	Average time on hold	Total cases	Average time on hold	Total cases	Average time on hold	Total cases	Average time on hold
Admissions	7	317	11	308	24	252	9	323
IFA in (actual)	1	504	3	409	3	664	5	555
IFA in (estimate)	5	409	18	254	35	238	47	255
Other TV in (actual)	-	-	2	312	2	225	3	306
Other TV in (estimate)	23	244	39	274	42	241	52	235
Other TV in (request)	1	192	1	331	-	-	-	-
Estimates – individual	6	321	5	243	4	219	5	290
Deferred Benefits	49	276	88	310	84	311	71	306
Death in service	4	227	4	318	5	418	4	348
Retirements (immediate)	4	449	9	252	6	286	11	306
Refunds	4	215	3	461	5	269	5	282
Death on pension	32	428	48	331	68	330	43	330
Estimates (employer)	1	338	3	373	-	-	-	-
Correspondence	142	510	146	627	102	738	67	766
TOTAL CASES	279		389		380		322	

The target for 2010-11 is to reduce total cases on hold over 6 months by 10%.

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

Third Party/Agencies - Top Ten Cases Completed on Time

Please note that we also monitor performance for our 6 agencies/London Boroughs which are shown on the following pages. Again, the top ten cases include admissions, transfers in, transfers out, estimates employee, estimates employer, retirement benefits, deferred benefits, refunds, deaths and correspondence. "Other" case type includes cases which are not monitored for contractual purposes e.g. end of year queries.

BEXLEY					Quarter 2 2009-10	
Customer satisfaction = 100%						
LONDON BOROUGH OF BEXLEY	Achieved 2008-09		Achieved 1 st April - 30 th September 2009		Target 2009-10 - as per SLA	London Average Havering Survey 2007/08 (excluding LPFA and clients)
	No. of cases	% on time	No. of cases	% on time	% on time	
Total top 10	2,785	98.55%	1,351	99.8%	98%	85.8%
Other case types	2,860	98.05%	2,037	99.4%	98%	-
Total cases	5,645	98.29%	3,388	99.6%	98%	-

BRENT					Quarter 2 2009-10	
Customer satisfaction = 75%						
BRENT COUNCIL	Achieved 2008-09		Achieved 1 st April - 30 th September 2009		Target 2009-10 - as per SLA	London Average Havering Survey 2007/08 (excluding LPFA and clients)
	No. of cases	% on time	No. of cases	% on time	% on time	
Total top 10	2,785	98.55%	2,499	99.3%	98%	85.8%
Other case types	2,860	98.05%	2,343	98.75	98%	-
Total cases	5,645	98.29%	4,842	99%	98%	-

HAMMERSMITH & FULHAM					Quarter 2 2009-10	
Customer satisfaction = 75%						
h&f putting residents first	Achieved 2008-09		Achieved 1 st April - 30 th September 2009		Target 2009-10 - as per SLA	London Average Havering Survey 2007/08 (excluding LPFA and clients)
	No. of cases	% on time	No. of cases	% on time	% on time	
Total top 10	3,782	95.14%	2,003	97.2%	98%	85.8%
Other case types	8,231	96.64%	2,395	96.4%	98%	-
Total cases	12,013	96.17%	4,398	96.8%	98%	-

Key Performance Indicators

L.F.E.P.A



	Achieved 2008-09		Achieved 1 st April - 30 th September 2009		Target 2009-10 - as per SLA	London Average Havering Survey 2007/08 (excluding LPFA and clients)
	No. of cases	% on time	No. of cases	% on time	% on time	
Total top 10	2,771	99.82%	1,291	99.8%	98%	85.8%
Other case types	2,465	97.32%	835	99.5%	98%	-
Total cases	5,236	98.62%	2,126	99.7%	98%	-

NEWHAM



	Achieved 2008-09		Achieved 1 st April - 30 th September 2009		Target 2009-10 - as per SLA	London Average Havering Survey 2007/08 (excluding LPFA and clients)
	No. of cases	% on time	No. of cases	% on time	% on time	
Total top 10	5,724	98.69%	2,702	97.8%	98%	85.8%
Other case types	7,448	99.51%	3,852	89.4%	98%	-
Total cases	13,172	99.15%	6,554	98.7%	98%	-

WESTMINSTER



	Achieved 2008-09		Achieved 1 st April - 30 th September 2009		Target 2009-10 - as per SLA	London Average Havering Survey 2007/08 (excluding LPFA and clients)
	No. of cases	% on time	No. of cases	% on time	% on time	
Total top 10	5,268	99.49%	2,558	99.7%	98%	85.8%
Other case types	5,245	99.79%	2,566	98.9%	98%	-
Total cases	10,513	99.64%	5,124	99.3%	98%	-