

London Pension Fund Authority

Meeting of the Local Pensions Board

MINUTES

Meeting: Minutes of the meeting of the Local Pensions Board of the London Pension Fund Authority

Date: Tuesday 2 December 2025

Time: 10:00am – 12:30pm

Location: Royal College of Obstetricians & Gynaecologists, Meeting Room G01, 10 Union Street, London, SE1 1SZ

In

Attendance: Mike Allen	LPB Member Representative
Chris Batts	LPPA Senior CRM
Stephen Boon	LPB Employer Representative
Adam Bush	LPFA Head of EMS
James Cherry	LPB Member Representative
Andy Cunningham	LPB Chair
Ashley Durkan	LPFA Governance Manager
Joe Peach	LPPI Head of Client Engagement (Training Session)
Tadija Popovic	LPB Employer Representative
Amy Sweeting	LPB Employer Representative
Surendra Wanza	LPB Member Representative
Mala Visram	LPFA Pensions Technical Manager

Apologies: Jo Donnelly	LPFA Chief Executive Officer
Luke Rigg	LPB Employer Representative
Surendra Wanza	LPB Member Representative

1. LPB2460 - Introductory Matters

1.1 The Chair welcomed those present to the meeting and confirmed that the meeting was quorate.

1.2 Apologies had been received from Jo Donnelly, Luke Rigg and Surendra Wanza.

Declarations of Interest

1.3 None

Minutes and Actions of the previous meeting held on 9 September 2025

1.4 The LPB reviewed the minutes of the previous meeting and the status of outstanding actions. A Member asked for an update on the issue raised previously regarding LPPA's early payments to several LPFA members. The Pensions Technical Manager reported that LPPA had halted the Civica process responsible for the error, undertaken additional system testing, and only reactivated the process when testing confirmed stability. It was noted that LPFA's exposure had been limited, although other funds continued to experience recovery and tax-reconciliation issues. LPPA had confirmed that future automation changes would undergo more rigorous testing prior to release.

1.5 The Board **RESOLVED** to

a) **APPROVE** the minutes of the meeting held on 9 September 2025, and the Chair was

authorised to sign them;

- b) **NOTE** the updates to the action log, including the assurance provided regarding LPPA's strengthened testing and control steps.

2. LPB2461 - LPFA Admin Performance Oversight (Q2 2025-26)

- 2.1 The Head of Employer Management Services presented the administration performance report for Q2 2025–26 and confirmed that overall casework performance remained strong at 98.3%, above the LPPA SLA target of 95% and broadly consistent with previous quarters despite high case volumes.
- 2.2 Outstanding cases at quarter end totalled approximately 7,200. This reflected that LPPA had closed more cases than received during the period. The LPB discussed the ongoing challenge of identifying cases awaiting external information, those delayed by timing, and those within LPPA's control. The Head of EMS noted that LPPA was analysing underlying source data and that Chris Batts, LPPA CRM, would provide a further update later in the meeting.
- 2.3 Contact centre performance remained within SLA, with an average response time of three minutes and twenty-nine seconds. Customer satisfaction for active-to-retirement cases increased to 67.3%, while deferred members decreased to 72%. Agent-level satisfaction remained high at 95%, demonstrating that members were satisfied once they reached an agent, though less satisfied with the broader process.
- 2.4 LPPA reported a low response rate for active-to-retirement surveys at 36.4%, and results were therefore interpreted with caution. LPPA advised that response rates remained comparable across clients and aligned with industry benchmarks, despite using incentives to encourage participation.
- 2.5 Data quality remained above target. The LPB noted the high number of deferred members with no recorded address. LPPA had confirmed that its tracing contract was being re-procured, with a refreshed programme starting early next year; related costs would be chargeable to the Fund.
- 2.6 The Head of EMS reported that active-to-retirement performance continued to depend on the timeliness of employer notifications. LPPA required at least thirty days' notice to ensure payment within thirty days of the retirement date. Where employers met this requirement, payment performance remained stable.
- 2.7 User acceptance testing for the new leaver form had begun, with implementation expected in mid-December subject to successful testing. The LPB discussed the anticipated benefits of the simplified, validated form, including reduced back-and-forth queries and improved accuracy from UPM pre-population.
- 2.8 The LPB explored the reasons employers delayed submitting leaver forms. Many waited for final pay figures rather than using provisional data, despite LPPA guidance that indicative figures could be used. The Head of EMS confirmed that employer engagement work continued through newsletters, forums, and targeted communication.
- 2.9 The LPB discussed practical challenges in meeting the thirty-day notice requirement, particularly where employees themselves only provided short notice. Members also noted issues arising where employers and line managers were disconnected from staff decisions about retirement versus deferral, leading to misaligned expectations.
- 2.10 The Head of EMS confirmed that retirement notifications arising from leaver forms, monthly returns, or explicit employer communication would all trigger LPPA processes. LPPA monitored monthly returns to identify members who had left employment without a leaver form being submitted.
- 2.11 The LPB reviewed the monthly returns table included in the pack and queried why it appeared to show a majority of employers submitting returns late. The Head of EMS explained that the table was

affected by timing issues, inclusion of ceased employers, and delays in LPPA updating employer statuses. Internal LPFA tracking showed only one employer outstanding at the end of September.

- 2.12 The LPB discussed the usefulness of the table and noted the need for clearer narrative to distinguish between data completeness and punctuality. Members suggested that, in future, separate tables might be required to show returns held to date and returns received on time.
- 2.13 The LPB acknowledged that monthly returns compliance had contributed significantly to improved Annual Benefit Statement (ABS) production. LPPA had issued ABS to 98.2% of active members and 99% of deferred members by the statutory deadline, with statements made available via the member portal or through paper for those who had opted out of digital communication.
- 2.14 The LPB reviewed late employer contribution payments, noting eight instances involving six employers during the quarter. None were assessed as material, and all contributions had been collected.
- 2.15 The LPB **NOTED** the update.

3. LPB2462 - LPFA Compliance Oversight (Q2 2025-26)

- 3.1 The Pensions Technical Manager introduced the report, which was taken as read and highlighted key developments since the previous meeting.
- 3.2 The LPB was reminded that at the last meeting concerns had been raised about member data being shared between LPFA and LPPA by email, notwithstanding data protection requirements and the availability of the Protecht governance, risk and compliance system. The Pensions Technical Manager reported that a new approach had now been implemented under which LPPA teams (IDRP Stage 2, retirements, bereavements, transfers and others) provide only the UPM reference number and upload the full supporting pack required for decisions via UPM directly using the employer upload facility which is recorded on the Protecht system.
- 3.3 The LPB noted that this new process had significantly reduced the volume of personal data being transmitted by email, particularly in relation to death grants and IDRP2 cases, and that breach notifications were now being routed through Protecht for assessment and grading. The Pensions Technical Manager expressed satisfaction that this represented a material improvement in data handling and mitigated previous concerns about the sensitivity of information being emailed to LPFA.
- 3.4 The Pensions Technical Manager reported that there had been one data breach in October involving an overpayment of approximately £5,000, which had only come to light after the member queried their P60. The LPB expressed concern that the error had not been detected through LPPA's internal checks and controls, and questioned whether the payment would ever have been identified without the member's intervention. Members emphasised the need to distinguish between isolated human error and weaknesses in underlying processes or controls that could give rise to repeated issues.
- 3.5 The Pensions Technical Manager confirmed that she continued to challenge LPPA on these points at monthly client meetings and at the recent client forum, stressing that while LPPA processed large volumes of work correctly, individual "small" cases often revealed underlying weaknesses in training, processes or system configuration. She noted that other LPPA clients had raised similar concerns and that retirements and bereavements, as core areas of member experience, were now a particular focus for improvement.
- 3.6 In response to questions, the Pensions Technical Manager confirmed that LPFA's own oversight processes and control flows were documented and that she expected LPPA to mirror this approach. She gave the example of mapping the ill-health referral process for DB members at LPFA, and described how similar process mapping and standardised death grant "packs" on UPM had subsequently been embedded within LPPA's teams, and then extended to other clients such as Lancashire and Cumbria.

- 3.7 The LPB discussed how best to contextualise breaches and complaints. Members acknowledged that some level of error and data breach was inevitable in a large administration service, but considered that the current volume of complaints and IDRPs cases remained high for a fund of LPFA's size, particularly given the proportion that were upheld and the frequency of delays cited as a cause, despite strong SLA performance.
- 3.8 The LPB suggested that future reporting could usefully include error and complaint rates expressed as a proportion of relevant transaction volumes, for example by process type, to provide a clearer view of performance and to help monitor any impact from LPPA's onboarding of new clients into the administration service. Members noted that such metrics could both provide assurance where performance was strong and highlight where further challenge was needed.
- 3.9 The Pensions Technical Manager advised that LPPA recognised the need to improve the quality and clarity of its reporting, drawing a parallel with the issues previously discussed in relation to monthly returns. LPPA was reviewing how to use its systems to generate more meaningful onboarding and performance reports for all clients, with Hackney identified as an early test case for the revised reporting approach.
- 3.10 In discussion, the LPB noted that regulatory expectations remained high and that even relatively small financial errors could create compliance issues, particularly where members received benefits to which they were not entitled. Members agreed that it was appropriate for LPFA to continue to challenge LPPA robustly on complaints, IDRPs and service delays, while recognising that the overall pattern of data breaches did not currently appear abnormal for a scheme of this size.
- 3.11 The Pensions Technical Manager reported that some recent IDRPs stage 2 and TPO cases had confirmed that LPFA's decisions and redress offers had been reasonable, including an example where the Pensions Ombudsman agreed that LPFA's proposed remedy was appropriate notwithstanding the member's ongoing dissatisfaction. She considered that the IDRPs process was providing useful insight into root causes and enabling more targeted challenge of LPPA's controls.
- 3.12 The LPB **NOTED** the oversight update for Q2 2025–26 and the progress made in reducing the emailing of personal data and improving breach reporting.
- 3.13 The LPB **AGREED** that:
- a) The Pensions Technical Manager would work with LPPA to develop additional contextual metrics for future reports, including error and complaint rates as a proportion of transaction volumes, with particular focus on retirements, bereavements and the impact of onboarding new clients; and
 - b) The Pensions Technical Manager would provide a further update at a future meeting on the October data breach and the specific control enhancements and process changes implemented by LPPA in response.

4. LPB2463 - LPPA Quarterly Report (Q2 2025-26)

- 4.1 The LPPA Senior CRM introduced the Q2 2025–26 report, which taken as read. He provided a summary of casework performance and in-flight case analysis before inviting questions.
- 4.2 He reported that overall casework performance for Q2 remained strong at 98.3%, above the LPPA SLA target of 95% and broadly consistent with previous quarters despite high case volumes.
- 4.3 Turning to the outstanding case position, the LPPA Senior CRM reminded the LPB that an action had been raised at the previous meeting to provide more information on the "in-flight" cases. He confirmed that:
- a) approximately 45% of the 7,200 in-flight cases at quarter end were active cases held by

LPPA and due to be worked on by administrators;

- b) the remaining 55% were pending or on hold, of which analysis showed that around 40 % were awaiting information from employers (including pay queries, incomplete data and service history issues), around 9% were with members (notably retirement and some refund cases), around 10% were with previous funds in relation to inter-fund transfers, and the balance was with third parties.

- 4.4 When viewed by case type, the LPPA Senior CRM reported that around 20% of pending cases related to deaths, around 17% to refunds, around 30% to transfers in and out, around 12% to retirements and around 14% to deferred cases. He noted that, in his view, it was positive that retirements represented a relatively low proportion of pending work given the focus on timely payment.
- 4.5 Members welcomed the additional analysis and asked whether the data could also show how long cases had been pending and how often work had moved back and forth between LPPA and third parties. They commented that this would help the LPB to understand the drivers of delay, the impact on SLAs and the way LPPA prioritised work.
- 4.6 In response, the LPPA Senior CRM confirmed that further analysis of elapsed times and status movements should be possible from the system, although some of the more granular distinctions might require additional work. He agreed that it would be helpful to include a high-level split between cases with LPPA and cases pending with third parties, together with an indication of time on hold, in future iterations of the report, subject to feasibility. **ACTION:** LPPA
- 4.7 In discussion, the LPB emphasised the importance of ensuring that cases which had been with LPPA for longer were appropriately prioritised, and sought assurance that work queues were managed by reference to the applicable service levels rather than simply on a “first in, first out” basis. The LPPA Senior CRM explained that work was allocated according to the relevant SLA for each process, with pending cases brought back for review on a time-bound basis and active cases worked to the service deadline once all required information had been received.
- 4.8 The LPB asked that future reports continue to include the in-flight analysis and develop it over time to show both ownership of pending cases and indicative timescales, so that the LPB could better monitor any emerging backlogs.
- 4.9 The LPPA Senior CRM then updated the LPB on employer retirement notifications. Across the portfolio, around 42% of employer notifications in Q2 had been received within LPPA’s agreed “on time” window. He noted that this represented a slight improvement and reflected ongoing communications and engagement with employers, including work led by the LPFA Employer Management Services team.
- 4.10 He confirmed that the 30-day notification requirement remained central to LPPA’s ability to make the first pension payment within 30 days of retirement. Members questioned whether this timeline was realistic for some staff, particularly those on lower grades who might only provide one month’s notice. The LPPA Senior CRM acknowledged that earlier notification would not always be feasible and agreed that reducing “back and forth” queries through better data quality at the outset was equally important.
- 4.11 The LPB noted that the new leaver form and associated validations would be an important part of improving the process, and that the employer education work on using estimated or temporary pay, rather than waiting for final pay, should also help to mitigate delays.
- 4.12 Moving to the contact centre, the LPPA Senior CRM reported that the average call wait time for Q2 was 3 minutes and 29 seconds, within SLA. He advised that October had been more challenging due to unplanned absences, and that LPPA had redeployed staff to support the contact centre. He

anticipated that performance should stabilise over the remainder of the quarter but flagged that average wait times in October alone were higher.

- 4.13 In relation to customer satisfaction, he reported a slight reduction in the number of completed surveys but noted that, when benchmarked against general survey practice, response rates in the 30% to 40% range were regarded as relatively strong. He emphasised that:
- overall satisfaction with LPPA's service remained mixed, with some dissatisfaction linked to processes and timeliness;
 - satisfaction with individual call-handling agents was consistently high, in the high nineties, indicating that members were generally pleased with how calls were handled even when the underlying message was not positive.
- 4.14 The LPB acknowledged the challenge of survey fatigue and recognised that, while higher response rates would be desirable, the current levels were broadly in line with expectations for this type of survey. Members agreed that the focus should continue to be on the quality of service reflected in satisfaction scores and verbatim comments rather than solely on the response rate.
- 4.15 The LPPA Senior CRM then provided an update on PensionsPoint. He reported that:
- as at the end of October, over 41,000 members were registered on the portal, with numbers continuing to increase;
 - LPPA had used Pension Awareness Week and Get Online Week to promote registrations;
 - the member panel, now approaching a community of over 4,500 members, had been used to survey satisfaction with PensionsPoint, with around 1,200 responses.
- 4.16 He noted that 81% of respondents to the panel survey reported being satisfied with PensionsPoint and 75% reported being able to find what they were looking for. Around 42% of respondents said they visited the site monthly, which was explained in part by the large pensioner cohort seeking to view payslips and payment details.
- 4.17 The LPB heard that the panel included around 500 LPFA members, with an indicative split of around 21% active, 17% deferred and 47% pensioner. Members welcomed this level of LPFA representation and the opportunity to use the panel for targeted feedback, including on future developments.
- 4.18 The LPPA Senior CRM acknowledged that feedback from both the panel and LPFA stakeholders pointed to issues with navigation and, in particular, system performance and speed. He advised that these issues were linked to the underlying Civica technology and that LPPA was working with Civica on improvements. He understood that enhancements to the member and employer portals were on Civica's development roadmap for the following year, alongside existing work on cloud migration and calculators, and agreed to confirm the details of planned changes once the timetable was clearer.
- ACTION:** LPPA
- 4.19 Members commented that PensionsPoint had improved over the last year but that it still felt basic in comparison with some defined contribution platforms. They highlighted specific frustrations such as the need to interrogate multiple LPFA pensions separately rather than viewing a consolidated total, and expressed support for future functionality that would allow members to see their combined LPFA pension payments in one place.
- 4.20 The LPPA Senior CRM went on to outline LPPA's employer engagement activity. He confirmed that LPPA was implementing a key employer engagement strategy, holding collaborative sessions with large employers with over 1,000 active members to understand their pain points and reinforce messages around early leaver notifications. He noted that an employer satisfaction survey had recently been issued and that results would be shared in due course.
- 4.21 in discussion, the LPB considered membership trends. Members noted that active membership appeared to be declining in the quarterly statistics and asked whether this reflected reductions in

headcount, scheme closures to new entrants, increased opt-outs or a combination of factors.

- 4.22 The Head of EMS advised that, over the last year, active membership had fallen by around 1,300 while deferred membership had increased by around 2,000, leaving total membership slightly higher overall. He noted that the pattern likely reflected a mix of employer restructuring, scheme closures to new employees and individual decisions to opt out.
- 4.23 The LPB discussed the wider LGPS context and noted that the Government's "Access and Fairness" consultation proposed a requirement for administering authorities to report on opt-out statistics. Members observed that funds and administrators did not always hold complete data on opt-outs where members had never joined the scheme, and that employers therefore had a key role in supplying information and in promoting options such as the 50/50 section to support affordability rather than full opt-out.
- 4.24 The Head of EMS reported that recent employer forums and lunch-and-learn sessions had highlighted that many employers and members were not fully aware of the 50/50 option. LPFA and LPPA were therefore seeking to bring opt-out data and education into future engagement activity, including encouraging employers to invite opted-out staff to LGPS awareness sessions.
- 4.25 The LPB then questioned LPPA on the implementation of the McCloud remedy. Referring to the report, Members sought more clarity on the timescales for completing retrospective McCloud calculations, particularly for pensioner and bereavement cases, noting the statutory framework and references to "without undue delay".
- 4.26 The LPPA Senior CRM confirmed that approximately 17.5% of the membership was assessed as McCloud-eligible and that around 65% of retrospective cases across pensioners, deceased members and transfers had been assessed so far. He stated that LPPA's current modelling suggested that around 5% of those cases would see a financial improvement as a result of McCloud.
- 4.27 He advised that LPPA had originally planned to commence payment of pensioner arrears from November but had decided to pause payments to allow further data validation and robust testing of calculations, emphasising that the priority was to ensure accuracy. He confirmed that the system functionality was in place and that the current work focused on data assurance and eligibility checks.
- 4.28 The LPPA Senior CRM indicated that LPPA aimed to complete arrears payments to pensioners by 31 August 2025, in line with the statutory guidance, and that work on bereavement-related cases and transfers would continue beyond that date where dependent on third-party information. He also outlined work to embed McCloud into business-as-usual processes, including ensuring that the correct information was sought on new joiners and transfer-in cases so that McCloud considerations were properly captured going forward.
- 4.29 The LPB welcomed the focus on accuracy but asked that future reports provide clearer milestones and indicative timescales for the different McCloud workstreams (pensioner, bereavement and transfer cases) so that the LPB could discharge its oversight responsibilities and ensure compliance with statutory deadlines. **ACTION??**
- 4.30 Members then sought an update on pensions dashboard connectivity. The LPPA Senior CRM confirmed that LPPA, working with Civica, was progressing a single-source solution for LPFA, under which the main scheme data and certain AVC provider data would flow through the administrator to the dashboard ecosystem.
- 4.31 He reported that Civica was expected to complete its ISP connection within the week and that, following work to exchange registration keys and verify test data with the Pensions Dashboard Programme, LPPA expected LPFA's dashboard connection to be in place before Christmas. He noted that, while very few members were likely to use the dashboard in the near term, it remained

important from a compliance perspective to ensure connectivity was delivered to the statutory timetable.

- 4.32 The LPB asked whether AVC data would be available from day one. The LPPA Senior CRM confirmed that, for LPFA, AVC data from the main provider would be connected at the same time as the main scheme, rather than earlier, as it was considered important to avoid presenting members with a partial view of their LGPS benefits. He added that some other AVC providers for different clients were planning to connect directly.
- 4.33 The LPB noted that, once dashboards and McCloud implementation were fully embedded, the associated information would need to be reflected in member communications and employer engagement, and asked LPPA and officers to consider how best to sequence this. **ACTION?**
- 4.34 At the conclusion of the item, the LPB thanked the LPPA Senior CRM for the detailed update and the additional analysis provided on in-flight cases, member engagement and regulatory change.
- 4.35 The LPB **RESOLVED** to
- a) **NOTE** the LPPA quarterly performance report for Q2 2025–26 and the positive casework performance, annual benefit statement completion rates and progress on PensionsPoint and employer engagement;
 - b) **REQUEST** that future LPPA reports continue to provide analysis of in-flight cases, including the split between cases held by LPPA and those pending with third parties, together with indicative timescales where practicable; and
 - c) **REQUEST** that future LPPA reports include clearer milestones and timeframes for McCloud implementation and pensions dashboard connectivity, to support the LPB's oversight of compliance with statutory requirements.

5. LPB2464 - LPB Effectiveness Review Outcome

- 5.1 The Chair introduced the item and reminded the LPB that an effectiveness review meeting had been held with Members in September 2025, followed by a further discussion between the Chair, the Governance Manager, the Chief Executive and the Pensions Technical Manager earlier in the week to agree proposed responses to the themes raised.
- 5.2 The Governance Manager confirmed that, building on those discussions, an action schedule had been drafted setting out each theme from the review alongside a concrete management response. This action schedule would be circulated to LPB Members following the meeting and used as a live reference point during 2026. **ACTION:** Governance Manager
- 5.3 In relation to the action log and clarity of conclusions, the Governance Manager reported that the action log template would be refreshed to show clearly: the owner of each action (LPFA officers or LPPA); the link to the originating agenda item; and the outcome or conclusion once the action was closed. LPB-related actions would also be embedded into the regular LPFA–LPPA monthly client meetings, so that progress was monitored between formal LPB meetings. Where actions were concluded ahead of the next LPB, the outcome would be captured in the proposed monthly update to Members.
- 5.4 On updates between meetings, the Governance Manager proposed to introduce a short monthly email to LPB Members from Q4 of the 2025–26 financial year. This would provide high-level updates on key actions, consultations, regulatory developments and other material matters affecting governance, administration or compliance, with the aim of reducing the volume of issues being raised for the first time at formal meetings.
- 5.5 On assurance in papers where issues arise, the Governance Manager noted feedback that LPB

wished to see clearer narrative on the causes of issues, the remedial actions taken, and how assurance had been gained that weaknesses had been addressed. Future cover reports would therefore be strengthened to set out the issue, management's response and the assurance position, with supporting evidence retained or provided in appendices where appropriate.

- 5.6 In response to comments that LPPA reporting could feel generic and did not always show clearly where backlogs or risks sat, the Governance Manager advised that LPPA were reviewing their standard reporting pack for all clients. LPPA intended to bring forward a revised structure, with clearer breakdowns and commentary, in a future quarter or early in the new financial year.
- 5.7 On the use of LPB Members outside formal meetings, the Governance Manager noted that recent consultation on the Funding Strategy Statement and associated policies had already been shared with LPB Members for comment, ahead of the review discussion. Going forward, officers would seek to draw on LPB expertise between meetings where there was a clear governance benefit, while avoiding over-burdening Members or drawing them into operational detail.
- 5.8 On meeting timing and scrutiny of later items, the Governance Manager reported that, in response to concerns that later items sometimes received less discussion, future LPB meetings had been scheduled for three hours rather than two and a half from the start of the new financial year. The Chair acknowledged that this represented a greater time commitment, particularly for employer representatives who also undertook travel, and noted comments that discipline would be needed to avoid unnecessary extensions.
- 5.9 Members discussed the balance between adequate scrutiny and practicality. It was noted that two of the LPB meetings each year would be held virtually, which would help mitigate the impact of the longer time slot. The LPB agreed that the extended slot should be used flexibly, with the aim of giving appropriate time to later items rather than increasing the overall volume of content, and that the change should be kept under review in light of experience.
- 5.10 On the balance between presentations and papers being taken as read, the Governance Manager noted feedback that some items could be introduced more briefly. The Chair confirmed that, going forward, presenters would be asked to assume that papers had been read in advance, to provide a short summary of key points or exceptions, and then to move quickly to questions and discussion, with longer presentations reserved only for items requiring particular focus.
- 5.11 In relation to access to wider LPFA governance information, the Governance Manager confirmed that, once draft minutes of the LPFA Board, Investment Committee and Audit and Risk Committee had been approved by the respective Chairs, they would be uploaded to the Reading Room in Diligent. This would allow LPB Members to review relevant committee minutes for the same quarter in advance of LPB meetings, improving transparency and context for LPB oversight.
- 5.12 The Governance Manager advised that the collated action list arising from the effectiveness review would be circulated to LPB Members after the meeting and maintained through the year. It would be used as a benchmark at the next annual LPB effectiveness review to assess progress against the themes and changes identified in 2025.
- 5.13 The LPB welcomed the update and the proposed actions and **RESOLVED** to:
 - a) **NOTE** the outcome of the LPB effectiveness review and the thematic actions agreed by officers; and
 - b) **AGREE** that the Governance Manager should circulate the effectiveness action schedule to LPB Members and provide periodic progress updates through the year, with a full review against the schedule at the next annual LPB effectiveness review.

6. LPB2465 - Employer Engagement

- 6.1 The Head of Employer Management Services provided a verbal update covering the Triennial Valuation and the annual Employer Forum held the previous week.
- 6.2 He reported that the Fund remained in surplus and well-funded at the 31 March 2025 valuation date, with an estimated funding level of 120%. This represented a slight decrease from the 128% reported at the 2022 valuation, driven primarily by higher inflation and lower-than-expected investment returns during the inter-valuation period. Individual employer results varied according to membership movements, cashflows and covenant position.
- 6.3 The Head of EMS confirmed that the full Valuation Pack had been issued to all employers. It included an explanatory covering letter; initial valuation results; covenant ratings; scorecard cards where applicable; and supporting guides to assist employers in interpreting the documents. Engagement with employers had begun immediately following issue, with the EMS team receiving a steady flow of emails and holding several one-to-one meetings. Further sessions were scheduled for the following two weeks.
- 6.4 He advised that formal consultation on the valuation and the draft Funding Strategy Statement (FSS) would close on 19 December 2025. The EMS team would write to employers during the week of the deadline to confirm whether they intended to submit a response and, where appropriate, offer additional time in recognition of the proximity to the Christmas period. Consultation documents had been issued to all employers, guarantors (DfE and DCMS), and the LPB.
- 6.5 He confirmed that final valuation results would be issued in February 2026, reflecting any amendments to the FSS arising from consultation and employer discussions. New employer contribution rates would take effect from April 2026.
- 6.6 In response to a Member question on the possibility of smoothing contribution rates across all three years of the valuation cycle, the Head of EMS explained that the current FSS allowed for annual increases or decreases of up to 2% to maintain stability and support employer budgeting. While this did not provide for a single blended rate for the full cycle, the Fund could consider smoothing within years one to three where individual employers faced affordability pressures, and any broader policy changes could be explored through consultation feedback and considered by the LPFA Board prior to finalising the FSS.
- 6.7 The Head of EMS then updated the LPB on the Employer Forum held the preceding Monday. He reported that 32 external attendees representing 23 employers had participated, including all five of the Fund's largest employers by active membership. Fourteen internal contributors attended, including representatives from LPFA, LPPA, Barnett Waddingham and LPFA Board Chair, John Preston.
- 6.8 The Forum followed a structured agenda. The Chief Executive opened the event with an overview of fund performance, results from the recent member survey and developments in the LGPS environment including pooling evolution. The Head of EMS provided an update on employer engagement activity, including Lunch and Learn sessions and support for employers around the valuation. The Funding and Investment Director outlined the valuation methodology and changes to the draft FSS, and Barnett Waddingham presented initial results and key drivers relative to 2022.
- 6.9 A roundtable discussion allowed employers to share views on responsibilities under the LGPS, confidence in promoting scheme membership and operational challenges. The session concluded with an administration update from the LPPA CEO.
- 6.10 The Head of EMS reported that employer engagement had been higher than in previous years, supported by the introduction of a QR-code-based question submission tool which improved participation. Slides had been circulated to attendees and to employers who were unable to attend

but wished to receive the materials. A post-event survey had also been issued to capture feedback.

- 6.11 The LPB thanked the Head of EMS for the update and **NOTED** the positive employer engagement levels and progress on the Triennial Valuation and FSS consultation.

7. LPB2466 - LPB Recruitment Update

- 7.1 The Governance Manager provided an update on the recruitment campaign for one Employer Representative and one Member Representative, confirming that the application window had closed on the previous Friday.
- 7.2 He reported that there had been a strong response from prospective Member Representatives, but no applications had been received from employer representatives. A small number of employer enquiries had been received, including from London Treasury, but these had not yet translated into formal applications.
- 7.3 The Governance Manager advised that he would follow up with the Head of EMS and the LPFA Communications and Engagement team to understand how the recruitment communications were being cascaded within employers, and whether the information was being advertised more widely within organisations rather than remaining with a single contact.
- 7.4 The Governance Manager noted that several existing Employer and Member Representatives were approaching the end of their first terms of office in 2026. He explained that he would review the original appointment letters to confirm term dates and would then hold individual discussions with those members to understand whether, in light of capacity and other commitments, they wished to be considered for a 2nd term.
- 7.5 During the discussion it was noted that at least two members believed they had originally been appointed in 2021, and therefore may already be in their second term. The Governance Manager undertook to check and confirm the position against appointment records with HR.
- 7.6 The Governance Manager confirmed that, subject to the outcome of the current campaign and follow-up with employers, interviews were expected to take place in January 2026, with appointments planned to be in place by the next LPB meeting.
- 7.7 The LPB **NOTED** the update on the LPB recruitment campaign and the planned follow-up actions by the Governance Manager.

8. LPB2467 – Forward Plan & Any Other Business

- 8.1 The LPB reviewed the forward plan and the table of standing items set out at the end of the pack. The Chair noted that additional items had been scheduled for upcoming meetings alongside the regular standing items.

Training

- 8.2 The LPB discussed the approach to training. Members noted that a training session were pencilled in at the start of each future meeting, as this remained the most convenient arrangement, although a session would only be held where there was a clear need.
- 8.3 Members were invited to suggest topics for future training. In discussion, Members expressed interest in a future session on pensions dashboards once more information and example user interfaces were available, and in a refreshed overview of the LPP group and company structure, reflecting the planned separation of companies and new shareholder arrangements.
- 8.4 The Governance Manager confirmed that work was underway to update the corporate structure slide for inclusion in the LPFA Annual Report following completion of the new shareholder agreement for the LPPI holding company, and that this could be used as the basis for a future LPB training update.

Any Other Business and next meeting

- 8.5 The Governance Manager reminded Members that consultation on the Funding Strategy Statement and associated policies would remain open until 19 December 2025 and encouraged Members to provide feedback.
- 8.6 The Governance Manager confirmed that the point raised earlier in the meeting regarding smoothing of contribution rates had been checked with the Funding and Investment Director who had indicated that alternative profiles could be considered provided the overall level of contributions remained correct over the period.
- 8.7 The Governance Manager advised that the next LPB meeting would take place in March and that revised calendar invitations had been issued following the LPFA IT tenancy migration and associated changes to MS Teams links. Members were asked to delete old invites to avoid confusion.
- 8.8 The LPB **NOTED** the forward plan, the proposed approach to future training sessions, and the updates provided under any other business.

Signed as a true and accurate account of the meeting:

Andy Cunningham, Chair

Date: 10 March 2026