



Lancashire County  
**Pension  
Fund**

# Annual Report 2018/2019

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# Foreword

## by County Councillor Eddie Pope, Chair of the Pension Fund Committee



**Welcome to the 2018/19 Annual Report of the Lancashire County Pension Fund. The year has seen the number of scheme members continuing to increase with total members now being 176,476 an increase of 4,402 in the year. We are now in our third year of our partnership arrangement with the Local Pension Partnership (LPP) who are providing both administration and investment services to the Fund. The investment side of their business has performed well as noted below, however, it has been a challenging year for our administration service as LPP went live with a new operating model for the business in April 2018. Unfortunately this change wasn't implemented as successfully as anticipated and there were failures in services to both employers and members.**

I am pleased to report that the administration service is now meeting most of the key performance indicators as can be seen on page 11 of this annual report. This successful turnaround is due to the collaborative working between LPP and members of the Pension Fund committee and Local Pension Board. It is also due to the hard work and commitment of the staff who work within the Pension Administration service.

Some of the highlights of the year are as follows:

- Delivering an 11.7% return on assets which outperformed the Lancashire benchmark of 8.0% and resulted in the value of the fund, at 31 March 2019, increasing to £8.4bn, bringing the Scheme closer to being fully funded and placing Lancashire at the top of the 2018/19 local authority fund league table for total fund performance. This league table is published by Pensions and Investments Research Consultants Ltd (PIRC) and comprises 64 local government pension funds with a combined value of £193bn.
- The continued development of the pooling of investments via Local Pensions Partnership saw a new diversifying strategies vehicle launch in September. It is anticipated that the final vehicle covering property will be launched later in 2019.
- Responsible investment has continued to be an important issue for the committee. The Responsible Investment Working Group reviewed the Climate Change policy, and is working closely with the London Pension Fund Authority (LPFA) and LPP to ensure we support the most appropriate investments within this area.

- Along with the Head of Fund I have become a member of the Local Authority Pension Fund Forum (LAPFF) a collaborative shareholder group which aims to promote good corporate governance and responsibility by companies. This has enabled direct engagement with companies in which LAPFF members have investments.

### Investment

The value of the Fund's net assets at 31 March 2019 was £8,410m, up from £7,621m at 31 March 2018.

The Fund uses Local Pensions Partnership Investment Ltd (LPP I) to manage all of its investment assets. LPP I initially undertook investments on behalf of Lancashire County Pension Fund and the LPFA to create a larger pool which is jointly invested to ensure greater reductions in management costs. In 2018/19 Royal County of Berkshire Pension Fund also invested in LPP I, therefore the value of the pool has increased to approximately £17bn at 31 March 2019.

One of the aims of the pooling arrangements is value for money. As part of this LPP reported to Government that the arrangement is on track to make investment cost savings. Other benefits from the pool include the access to investments and portfolio diversification.

Further details on investment performance is on page 18 of this report and some examples of Fund investments are set out below.

### Guild Investments - Infrastructure

Guild Investments Limited is a private limited company established as a vehicle to hold infrastructure investments and in which LPPI Infrastructure Investments LP has a controlling interest.

Guild Investments owns six wind farm sites across Portugal, a growing global source of renewable energy which reduces carbon emission intensity.

Portugal is an attractive location for wind farm installations, having a windy terrain, a stable feed-in-tariff regime and the support of local communities. This investment enables us to partner with a top tier renewable energy operator who is a market leader in renewable energy electricity, enjoying technical and local expertise support.

Guild Investments also actively contribute to protecting the endangered species the Iberian Wolf, through formation and membership of the Iberian Wolf Habitat Conservation Association. This organisation was founded in 2006 through constituent members of Guild Investments.



Wind Farm, Portugal

### Forth Ports Group - Infrastructure

Forth Ports is the third largest Ports Group in the UK, with a diverse operational and port-centric logistic business model across Tilbury in the south east of England and several Scottish ports. Its strategy is focused on the delivery of efficient and low carbon supply chain solutions. This investment was made via the GLIL Infrastructure platform.

Currently undergoing a project to transform an old power station in Tilbury to extend the port. Not only is this initiative creating jobs within the area but the promotion and protection of wildlife is paramount within the scope of the project, including the building of a 12,000 strong water vole park. Further regeneration projects are underway in Scotland.



Investment in Forth Ports Group

### Endeavour Vision - Private equity

Endeavour Vision has invested in medical technology for over 10 years as they recognised an opportunity to invest in devices that can improve the overall standard of care, reduce healthcare costs and have a life-changing impact on patients around the world.

To date, their Endeavour Medtech Growth Fund has invested in 12 medtech companies with a total investment value of over EUR 115 million. Every company they invest in must meet their strict criteria, meaning that the device must be considered 'best-in-class' in terms of patient safety and efficacy and offer superior clinical benefits, both to doctors and patients.



### Friargate Court, Preston – Real estate

Friargate Court is newly built exemplary student accommodation providing future generations of those electing to study at the University of Central Lancashire with modern, stylish and safe lodgings to enhance their experience of university life. En-suite bathrooms, Wi-Fi, 24 hour security and a range of utilities make this property a popular choice.



Friargate Court, Preston

### Park Hotel East Cliff, Preston – Real estate

The Fund acquired this landmark property, originally built in 1883 as a luxury hotel and most recently serving as offices to Lancashire County Council. This investment sits within the real estate portfolio of the Fund and will be brought back into use as a 4 star hotel following a programme of construction and refurbishment.



An artist's impression of the development at Park Hotel, East Cliff

### Administration

During the year the Fund's administration service, provided by LPP processed around 32,637 items of work (ranging from changes of address to the calculation of pension benefits). As noted above this has been a challenging year for this area of the business and we have been working hard to improve the service received by both members and employers in the Fund.

County Councillor Eddie Pope  
Chair of the Pension Fund Committee



# Management and financial performance

## Administering authority

Lancashire County Council

## Pension Fund Committee

### Lancashire County Council committee members

County Councillor J Burrows  
County Councillor S Clarke  
County Councillor L Collinge\*  
County Councillor G Dowding  
County Councillor C Edwards  
County Councillor K Ellard  
County Councillor J Fillis\*\*  
County Councillor T Martin  
County Councillor J Mein  
County Councillor E Pope (Chair)  
County Councillor A Riggott  
County Councillor A Schofield (Deputy Chair)  
County Councillor K Snape\*\*\*  
County Councillor A Snowden

\*Appointed 23 May 2019

\*\*Until 24 May 2018

\*\*\* 24 May 2018 to 23 May 2019

### Co-opted representatives

P Crewe – Trade union  
J Tattersall – Trade union  
Councillor D Borrow – City and Borough councils  
Councillor I Moran – City and Borough councils  
Councillor M Smith – Blackpool Council  
Councillor R Whittle – Blackburn with Darwen Council  
J Eastham – Further / Higher education

## Scheme administrators

Local Pensions Partnership Limited

## Head of Fund

A Leech

## Chief Executive and Director of Resources

A Ridgwell

## External auditor to the Fund

Grant Thornton LLP

## Pooled investments manager

Local Pensions Partnership Investments Ltd

## Non-pooled investment managers

Local Pensions Partnership Investments Ltd  
Knight Frank LLP  
BNP Paribas

## Actuary

Mercer

## Lancashire Local Pension Board

W Bourne (Chair)  
C Gibson  
K Haigh  
B Harvey\*  
Y Moulton  
T Pounder  
S Thompson  
C Wakeford (County Councillor)  
K Wallbank\*\*

\*Until May 2019

\*\*Appointed October 2019

## Custodian to the Fund

Northern Trust

## Independent investment advisors

A Devitt  
E Lambert

## AVC providers

Equitable Life  
Prudential

## Legal advisors

Addleshaw Goddard  
Allen and Overy  
Clifford Chance  
DWF  
Eversheds  
Lancashire County Council  
MacFarlanes  
Taylor Wessing  
Pinsent Masons

## Independent property valuer

Avison Young Partnership

## Performance measurement

Northern Trust

## Governance and research consultants

Pension and Investment Research Consultants

## Bankers

Lloyds Bank plc  
Natwest Bank plc  
Svenska Handelsbanken

For contact details refer to page 102

# Financial performance of the Fund

The Fund asset value increased by £788.9m from £7,621.2m at 31 March 2018 to £8,410.1m as at 31 March 2019 and delivered an 11.7% return on investment assets over the twelve months, outperforming the Lancashire benchmark of 8.0% and placing the Fund at the top of the 2018/19 Local Authority Fund league table for total fund performance, from a population of 64 local government pension funds with a combined value of £193bn.

Benefits payable by the Fund and transfers out of the Fund exceed the value of contribution income and transfers in to the Fund on a regular basis. This net cash outflow from transactions with members, together with management expenses, is funded from investment income.

A one year budget is prepared for the Fund on an annual basis and both officers and the Pension Fund Committee closely monitor

investment performance, contribution income and Fund expenditure against the budget, with committee reporting on a quarterly basis. The most significant budget variance for the year to 31 March 2019 arose due to the accounting treatment adopted in the prior financial year for up-front deficit and future service rate contributions received from some employers. The budget assumed this early receipt of income would be apportioned over the associated time period but, following review by external auditors, the full amount of up-front income was recognised in the 2017/18 fund account with a corresponding shortfall in the current year. There was no net impact on the cash flow of the Fund as this was an accounting adjustment only.

The last triennial valuation was carried out by Mercer, the Fund's independent actuary, as at 31 March 2016 and the resultant 90%

funding level was a significant improvement when compared to 78% in 2013. 2019/20 is a valuation year and the Fund is expected to again be closer to fully funded. The new valuation will set the contribution rates for employers within the Fund for at least the three years commencing 1 April 2020.

Employer contribution rates in 2018/19 range from 0.0% to 28.0% of pension pay and are dependent on the assumptions applied by the actuary at the date of valuation. The Fund collects contributions by direct debit on a monthly basis and does not have a significant issue in respect of timeliness of receipt of contribution income. No interest on overdue contributions has been levied during the year.

Further information on the 2016 valuation can be found in section J of this annual report.

Fund account	2018/19	2017/18	2016/17
	£m	£m	£m
Net additions / (withdrawals) from dealing with members	(109.8)	113.7	(20.4)
Management expenses	(76.3)	(62.4)	(70.4)
Net (outflow) / inflow before investment returns	(186.1)	51.3	(90.8)
Investment income	193.5	138.7	109.9
Change in market value of investments	781.5	221.9	1,154.0
<b>Net increase / decrease in the Fund</b>	<b>788.9</b>	<b>411.9</b>	<b>1,173.1</b>



# Governance of the Fund

## Lancashire County Pension Fund Governance Policy Statement

While the Pension Fund is not technically a separate legal entity, it does have its own specific governance arrangements and controls which sit within Lancashire County Council's overall governance framework.

Under regulation 55 of the LGPS Regulations 2013, all Local Government Pension Scheme (LGPS) Funds in England and Wales are required to publish a Governance Policy Statement setting out whether the authority delegates its functions, or part of its functions to a committee, a sub-committee or an officer of the authority.

Comprehensive terms of reference have been established for all areas of governance of pension fund activities including the Pension Fund Committee, the Investment Panel, the Lancashire Local Pension Board and issues delegated to the Head of the Lancashire County Pension Fund.

The Pension Fund Committee has considered the governance arrangements relating to the administration and strategic management of Fund assets and liabilities in the light of guidance issued by the Ministry of Housing, Communities and Local

Government (formerly the Department for Communities and Local Government, DCLG) and the requirement to complete a Governance Compliance Statement for all areas of governance of pension fund activities.

The Fund's Governance Compliance Statement is shown on the following page, and the [Governance Policy Statement](#) is included as Appendix 2 to this report.

### Lancashire County Pension Fund Governance Compliance Statement - January 2018

<b>A. Structure</b>	(a) the Management of the administration of benefits and strategic management of fund assets clearly rests with the main committee established by the appointing Council	✓
	(b) that representatives of participating LGPS employers, admitted bodies and scheme members (including pensioner and deferred members) are members of either the main or secondary committee established to underpin the work of the main committee (1)	Partial (see Note 1)
	(c) that where a secondary committee or panel has been established, the structure ensures effective communication across both levels.	✓
	(d) that where a secondary committee or panel has been established, at least one seat on the main committee is allocated for a member from the secondary committee or panel.	Partial (see Note 3)
<b>B. Representation</b>	(a) that all key stakeholders are afforded the opportunity to be represented within the main or secondary committee structure. (1)	Partial (see Notes 1 and 2)
	These include:	
	(i) employing authorities (including non-scheme employers, e.g. admitted bodies)	
	(ii) scheme members (including deferred and pensioner scheme members)	
	(iii) independent professional observers (2)	
<b>C. Selection and Role of Lay Members</b>	(iv) expert advisers (on an ad hoc basis)	
	(a) that committee or panel members are made fully aware of the status, role and function they are required to perform on either a main or secondary committee. (It is the role of the administering authority to make places available for lay members and for the groups to nominate the representatives. The lay members are not there to represent their own local, political or private interest but owe a duty of care to their beneficiaries and are required to act in their best interests at all times).	✓
	(a) the policy of individual administering authorities on voting rights is clear and transparent, including the justification for not extending voting rights to each body or group represented on main LGPS committees.	✓
	(a) that in relation to the way in which statutory and related decisions are taken by the administering authority, there is a clear policy on training, facility time and reimbursement of expenses in respect of members involved in the decision-making process.	✓
<b>D. Voting</b>	(b) that where such a policy exists, it applies equally to all members of committees, sub-committees, advisory panels or any other form of secondary forum.	✓
	(a) that an administering authority's main committee or committees meet at least quarterly.	✓
	(b) that an administering authority's secondary committee or panel meet at least twice a year and is synchronised with the dates when the main committee sit.	✓
	(c) that administering authorities who do not include lay members in their formal governance arrangements, provide a forum outside of those arrangements by which the interests of key stakeholders can be represented.	✓
<b>F. Meetings - Frequency</b>	(a) that subject to any rules in the council's constitution, all members of main and secondary committees or panels have equal access to committee papers, documents and advice that falls to be considered at meetings of the main committee.	✓
	(a) that administering authorities have taken steps to bring wider scheme issues within the scope of their governance arrangements.	✓
<b>G. Access</b>	(a) that administering authorities have published details of their governance arrangements in such a way that stakeholders with an interest in the way in which the scheme is governed can express an interest in wanting to be part of those arrangements.	✓
<b>H. Scope</b>		
<b>I. Publicity</b>		

### Notes - Reasons for partial compliance

1) Unitary councils, district councils and further and higher education employers, are represented. Other admitted bodies only represent 9% of contributors to the Fund and are therefore not represented. However, all employers receive a full annual report and are alerted to important events. Although employee representatives, i.e. trade unions, do not formally represent deferred and pensioner scheme members, it is accepted that representation is available to deferred and pensioners members via this route where necessary and/or appropriate. In addition the interests of all scheme members and employers are specifically represented in the composition of the Local Pension Board.

2) Guidance envisaged that an independent professional observer could be invited to participate in governance arrangements to enhance the experience, continuity, knowledge, impartiality and performance of committees or panels which would improve the public perception that high standards of governance are a reality and not just an aspiration. This role is currently performed by the Fund's independent advisers and officers and it is not apparent what added value such an appointment would bring.

3) The members of the investment panel are not voting members on the committee. However, all the panel members attend the committee meetings and are able to contribute to any discussions.

# Administration of the Fund

## Background to Lancashire County Pension Fund and the Local Government Pension Scheme

The Local Government Pension Scheme is a statutory public sector pension scheme which operates on a “defined benefit basis”.

Lancashire County Council as “Administering Authority” is required by law to administer the scheme within the geographical area of Lancashire.

Pension administration services are provided to Lancashire County Pension Fund by the Local Pensions Partnership (LPP).

## Review of the Year

LPP introduced the new target operating model for the pension administration business which went live at the beginning of April 2018, following months of planning and significant changes to the way LPP manage our services.

This new operating model created three main service hubs:

- Member services
- Engagement; and
- Business development.

In particular, the new operating model was designed to provide greater resilience and ultimately give employers and members an improved service and experience.

As a result of the volume of change at the start of the new fiscal year, there were some initial challenges and dips in productivity which were more significant than originally anticipated.

Productivity has subsequently increased. By Q3 2018, remedial action was taken to address backlogs and stabilise the position, including the implementation of an engagement programme to help clients understand the change and the remedial action taken.

The improvements from Q3 are demonstrated in the table below:

	Q1	Q2	Q3	Q4	Annual
<b>Performance against SLA</b>	73%	86%	90%	93%	87%
<b>Complaints</b>	49	45	66	48	208
<b>Compliments</b>	4	3	5	5	17

During the year to 31 March 2019, 32,637 individual calculations and enquiries were completed, of which 28,414 met the performance standard; an overall performance of 87%.

The next phase of the service improvement programme will include enhancements to the member and employer experience through new technologies and digital solutions, improved team-learning, improved reporting, customer satisfaction surveys and embedding best practice.

## Membership and employers

The Scheme is administered on behalf of over 400 organisations including local authorities, further and higher education colleges, voluntary and charitable organisations and private contractors undertaking a local authority function following outsourcing to the private sector. The Local Government Pension Scheme is open to 2 main types of employers, ‘Scheduled Bodies’ and ‘Admitted Bodies’.

Scheduled bodies listed in Part 1 of Schedule 2 of the LGPS regulations must participate in the scheme. Those scheduled bodies listed in Part 2 of Schedule 2 are eligible to participate.

Admitted bodies participate through a written contractual agreement and the majority of cases are established when outsourcing a service or function, where the new contractor wishes to provide continued LGPS membership. Membership of the LGPS is automatic although employees are able to opt-out of membership if they choose. However, employees are re-enrolled every 3 years under the government’s auto-enrolment regulations.

Fund membership	31 March 2018	31 March 2019
Active scheme members		
Lancashire County Council	25,126	25,721
Other employers	26,220	27,422
<b>Total*</b>	<b>51,346</b>	<b>53,143</b>
Pensioners		
Lancashire County Council	23,722	24,692
Other employers	23,723	24,651
<b>Total**</b>	<b>47,445</b>	<b>49,343</b>
Deferred members		
Lancashire County Council	37,410	37,691
Other employers	35,873	36,299
<b>Total*</b>	<b>73,283</b>	<b>73,990</b>
<b>Total membership</b>	<b>172,074</b>	<b>176,476</b>

\*The number of active scheme members at 31 March 2019 includes 5,089 pending leavers who are accounted for as a deferred member for the purpose of this report.

\*\* The number of pensioner members of the Fund has continued to rise in common with other local government pension funds, reflecting the increasing maturity of the Fund.

New pensioners during the year to 31 March 2019 are analysed in the following table.

<b>Pensioners at 1 April 2018</b>	<b>47,445</b>
Normal retirements	507
Early retirements	506
Dependants	351
Late or flexible retirements	260
Ill health retirements	138
Retirements through redundancy	136
<b>Pensioners at 31 March 2019</b>	<b>49,343</b>

## Performance

The Pension Fund Committee receives regular reports on the administration of the Fund ensuring that best practice standards are satisfied and met and to satisfy itself and justify to all stakeholders, including employers that the Fund is being run on an efficient and effective basis.

Specific service level standards and corresponding service level targets have been agreed between the Fund and the Local Pensions Partnership and an [Annual Administration Report](#) is presented to the Pension Fund Committee. A copy of the report for the year to 31 March 2019 is included as Appendix 3 to this annual report.

## Customer Service

Each year the service’s dedicated engagement team undertakes a variety of events, courses and presentations. In addition the team visits scheme employers to maintain and improve working relationships. The engagement team also undertakes annual pension surgeries and pension drop-in sessions as well as facilitating an annual employer conference.

The annual employer conference was held on 13 November 2018 at the Hallmark Hotel in Leyland with over 100 employers in attendance. Presentations included the role of a Local Pension Board, amendment regulations update, an overview of the ill health process and an update on the LPP administration service. Guest speakers attended from the Pensions Ombudsman and the Pensions Regulator. The service also hosted an employer forum in April 2018 on behalf of the fund with over 40 finance professionals in attendance.

A dedicated contact centre, AskPensions, provides the first point of contact for members and employers. The contact centre has a target to answer 90% of calls received. Between 1 April 2018 and 31 March 2019, 39,303 calls were received and 87% of them were answered.

In January 2019 the contact centre survey was launched and of those eligible to be surveyed and who agreed to take part, 92.46% indicated they were satisfied with our service, providing us with an average score of 4.67 out of 5.

During the year to 31 March 2019, the service received 17 compliments (18 in the previous year), relating to the helpful, prompt and professional service provided by the staff within the pensions administration team. During the same period, 208 complaints were received (49 in the previous year). The complaints in general related to delays in processing benefits. It is worth noting that this was at times due to pending information from the employer or previous scheme provider.



## Legislative Changes

Amendments to the Scheme's rules took effect during 2018. These include allowing members aged between 55 and 60 who left before 1 April 2014 to draw their deferred benefits at a reduced rate without needing their former employer's consent.

## Service Developments

During the year the Fund's administration service processed 32,637 items of work.

Working closely with employers helps to enhance the quality and timeliness of data meaning that Annual Benefit Statements for the year ended 31 March 2019 were published in line with the statutory deadline of 31 August 2019.

Pension surgeries are hosted throughout the county on an annual basis from October through to March. The sessions help members to understand their annual benefit statements and members can also be helped through the process of registering to use the online self-service portal.

Additionally, 28 pre-retirement presentations and 21 scheme basic presentations have been delivered during the year.

## Online Services

My Pension Online is an online facility allowing members to view their details and also securely update any changes in contact details.

Members who are registered can run various pension estimates assisting with planning for retirement. Members can also view their annual benefit statement via My Pension Online.

Other benefits of the system include: allowing members to view their nominated beneficiaries; access to a host of forms and guides and also allows the administration service to communicate with registered members via email.

Currently around 33% of Lancashire County Pension Fund members are registered online.

## Appeals

Fund members who disagree with decisions taken by their employer or administering authority may appeal using the Internal Dispute Resolution Procedure (IDRP) under the Local Government Pension Scheme rules.

The IDRP is a formal appeal procedure which contains two stages. The first stage allows the person to ask the body who originally made the decision to review it, i.e. either the employer or the administering authority. The second stage allows the person, if they are not satisfied with the outcome at the first stage, to ask the Appeals Officer appointed by the administering authority to review the disagreement.

## Charges and value for money

The administration business charges the Fund on a per member basis as set out in Schedule 2 'Principles for Financial Decision Making' of the Local Pensions Partnership Shareholder Agreement.

The Head of Fund is advised of the proposed charges for the upcoming financial year in writing and these charges are reviewed for value for money and consistency with market rates by the Pension Fund Committee and Head of Fund on an ongoing basis.

The shareholder agreement principles include a requirement for any decision made by the Local Pensions Partnership to ensure long term value for money, evidenced by savings, efficiencies or service improvements when compared to the arrangements and costs of the combined predecessor organisations. Where a new service is carried out by the partnership then comparison should be to wider market benchmarks.

## Other information

For further information relating to the administration of the scheme please refer to the [Communication Policy Statement](#) and the [Pensions Administration Strategy Statement](#) included as Appendices 4 and 5 respectively.



Westmill Solar & Wind Farm



# Knowledge & skills framework

There is a requirement for all those involved in the management and oversight of public sector pension funds (whether members or officers) to ensure they achieve the level of knowledge and skill necessary for performing their duties and responsibilities effectively.

## CIPFA pensions finance knowledge and skills framework

The Chartered Institute of Public Finance and Accountancy (CIPFA) first published a code of practice on public sector pensions finance knowledge and skills in October 2011 which was revised in 2013 to reflect the provisions of the Public Service Pensions Act 2013 and remains a definitive guide to expected standards.

The Code of Practice works in conjunction with detailed knowledge and skills frameworks (KSF) also published by CIPFA which support knowledge and skills development by all those involved in the management and oversight of public sector pension funds.

In 2015 a new KSF focussed on the knowledge requirements of Local Pension Board members was introduced to reflect the Pensions Regulator Code of Practice No 14 which came into force in April 2015. CIPFA has identified a syllabus of 8 core areas of knowledge across the KSFs it has published to date:

1. pensions legislation;
2. public sector pensions governance;
3. pensions administration;

4. pensions accounting and auditing standards;
5. financial services procurement and relationship management;
6. investment performance and risk management;
7. financial markets and product knowledge;
8. actuarial methods, standards and practices.

### Training approach

Since its adoption of the CIPFA Code of Practice in February 2012 the Pension Fund Committee has reviewed the Fund's training approach at regular intervals. The current training policy for the Fund is aimed at ensuring the Fund is overseen by individuals who:

- have appropriate levels of knowledge and skill;
- understand and comply with legislative and other requirements;
- act with integrity and;
- are accountable to the Fund's stakeholders for their decisions.

The competency and performance of senior officers charged with managing and directing the Lancashire County Pension Fund fall under the auspices of Lancashire County Council's Performance Development Review (PDR) process and wider continuing professional development (CPD) frameworks. For this reason, officers are outside the scope of this training policy which focusses specifically on the training needs of members of the Pension Fund

Committee and Lancashire Local Pension Board.

The policy provides a framework for ensuring members receive appropriate support (both collectively and individually) for gaining the knowledge and understanding they need. Training is responsive to the learning needs of individuals in their different roles and members have regular opportunities to build skills and knowledge through a range of methods and approaches including:

- in-house training from officers and/or external advisors
- external training events by recognised bodies
- attendance at external seminars and conferences
- practical support and guidance through recommended reading and targeted information
- key documents/learning materials made accessible via a secure online library

Committee and Board members are personally responsible for identifying gaps in their knowledge which could prevent them performing their duties effectively. They are expected to undertake self-directed learning to complement the training provided and to seek additional support and advice from fund officers as required.

Details of training provided internally and attended externally by members of the Pension Fund Committee (PFC) and Lancashire Local Pension Board (LLPB) during the year ended 31 March 2019 are detailed below.

Date	Subject	Venue	Attendees	
			PFC	LLPB
10 May 2018	ESG and Sustainable Investments for Pension Funds Conference	London	1	0
21/23 May 2018	Local Authority Conference 2018	Gloucestershire	2	0
22 May 2018	Workshop on Credit and Infrastructure	County Hall, Preston.	10	4
8 June 2018	Pre committee briefing – the role of the Lancashire Local Pension Board.	County Hall, Preston	15	0
28 June 2018	Workshop on LCPF Annual Report and accounts	County Hall, Preston	9	2
16/18 July 2018	LAPFF Investment Seminar	Hertfordshire	1	0
6/7 Sept 2018	LGC Investment Seminar	Newport, South Wales	2	0
14 Sept 2018	Pre committee briefing – Media report on LGPS investment in shale gas extraction.	County Hall, Preston	16	0
23/24 Sept 2018	Pension Trustees Circle Seminar	York	1	0
26 Sept 2018	Workshop on 'Analysing the Macro Backdrop for Investing'	County Hall, Preston	7	2
26 Sept 2018	Introduction to the Local Government Pension Scheme	London	1	1
12 Oct 2018	LGPS Autumn Seminar for Pension Board members	Liverpool	0	2
17/19 Oct 2018	PLSA Annual Conference and Exhibition.	Liverpool	2	0
6 Nov 2018	Workshop on the Actuarial Valuation	County Hall, Preston	8	5
15 Nov 2018	Ministry for Housing, Communities and Local Government and Local Government Pension Scheme Advisory Board Infrastructure event.	London	1	0
22 Nov 2018	Northern Conference on Pension Funds	Manchester	1	0
30 Nov 2018	Pre committee briefing – LCPF Actuarial Valuation.	County Hall, Preston	15	0
5/7 Dec 2018	LAPFF Annual Conference	Bournemouth	1	1
17/18 Jan 2019	LGPS Governance Conference	Bristol	1	2
23 Jan 2019	Workshop on Responsible Investment	County Hall, Preston	9	3
7 Feb 2019	LAPF Strategic Investment Forum	London	1	0
7 Feb 2019	6th Annual Public Sector update for Payroll and HR Professionals	London	0	1
6/8 Mar 2019	PLSA Investment Conference 2019	Edinburgh	2	0
12 March 2019	Workshop on Asset safety and cyber resilience	County Hall, Preston	2	2
13 Mar 2019	SPS Local Authority Pension Fund Investment Issues Conference.	London	1	0
13 Mar 2019	CIPFA Local Pension Board Seminar	Liverpool	0	1
29 Mar 2019	Pre committee briefing on Asset Pooling Guidance	County Hall, Preston	13	0

In addition some members of the Pension Fund Committee and the Lancashire Local Pension Board have completed the following online modules in The Pension Regulators Public Service Toolkit:

1. Conflict of interest.
2. Managing risk and internal controls;
3. Maintaining accurate member data;
4. Maintaining member contributions;
5. Providing information to members and others;
6. Resolving internal disputes;
7. Reporting breaches of the law

# Investment Policy and Performance

## Performance

As a pension fund, the Lancashire County Pension Fund's ("LCPF" and the "Fund") investment horizon is long term. The investment strategy is based on the Fund's objectives of balancing capital growth with capital preservation, maintaining adequate cash flows to cover all liabilities as they fall due. The Fund invests its assets to meet its liabilities over the long-term, and therefore performance should be assessed against these objectives and over a corresponding period.

All the performance figures presented here are as at 31 March 2019. Over the year, the Fund delivered 11.7% return on assets, outperforming its policy portfolio and its triennial discount rate (the "actuarial benchmark") by 3.4% and 7.0% respectively. The actuarial benchmark with effect from the 2016 actuarial valuation is an inflation-linked measure, CPI + 2.2% p.a. At the 31 March 2016 valuation this discount rate was 4.4% p.a. and this is reflected as a fixed actuarial benchmark from that date in the table below. Policy portfolio returns reflect the Fund's long-

term strategic asset allocation returns (strategic weights multiplied by an asset class benchmark).

The value of the Fund's investment assets at 31 March 2019 was £8,379 million, up from £7,610 million at 31 March 2018. Public equities, private equity and infrastructure were the top contributors from an asset class perspective. Longer-term (over a 3-year or 5-year horizon) the Fund's returns have been strong, comfortably outperforming both its actuarial benchmark and its policy portfolio.

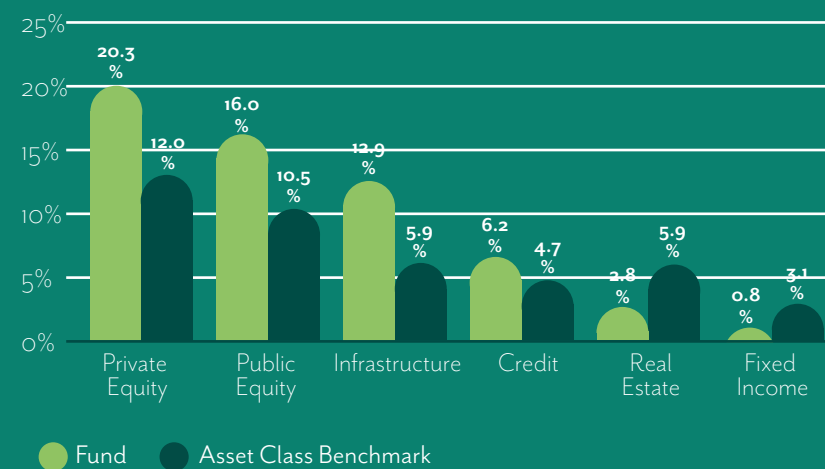
Return Metric	1 Year	3 Year*	5 Year*
Investment Assets Return	11.7%	11.8%	10.8%
Actuarial Benchmark	4.4%	4.4%	6.7%
Policy Portfolio	8.0%	9.5%	8.8%

\* Annualised Returns

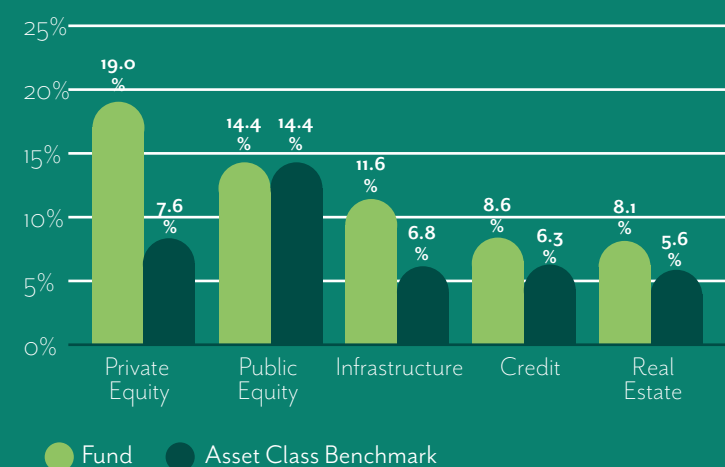
## Fund performance at 31 March 2019



## 1 year Fund performance by asset class at 31 March 2019



## 3 year Fund performance by asset class at 31 March 2019



## Investment pooling

In 2016, LCPF appointed Local Pensions Partnership Investments Limited ("LPPI") to manage its assets. LPPI is a Financial Conduct Authority ("FCA") regulated investment company which is wholly owned by Local Pensions Partnership Limited, a 50:50 joint venture between Lancashire County Council and London Pensions Fund Authority (LPFA). LPFA has also appointed LPPI to manage its assets, in addition to The Royal County of Berkshire Pension Fund ("RCBPF") which joined the pooling initiative in May 2018. The combined assets of all three parties now totals approximately £17bn. The investment teams of Lancashire County Pension Fund, LPFA and RCBPF have been merged, leading to a more diversified pool of resources. As at the end of March 2019, LPPI had created 6 asset "pools" (vehicles) across public equities, private equity, infrastructure, credit, fixed income and diversifying strategies to manage clients' assets. The final investment vehicle for Real Estate assets is expected to be set up by Q4 2019.

Further information regarding the Local Pensions Partnership pools in which the Fund participates, including set-up, investment transition and ongoing investment management costs is available in section G, 'Asset Pooling' of this annual report.

Note 13 to the financial accounts, section H, provides an analysis of investments between those held within the LPPI pools and those assets within the Fund's portfolio that are not.



## Current and Strategic Asset allocation

In recent years the Fund has focused on reducing its equity risk, increasing allocations to other asset classes such as infrastructure, real estate and credit with the intention to better diversify its exposure and to increase its income yielding asset allocation. This was also reinforced with an updated strategic asset allocation (SAA) in Q4 2017, which led to a 2.5% reduction in the SAA target for private equity and corresponding increase in infrastructure.

The performance of the assets is assessed on a “total return” basis (i.e. income and capital return combined). Having adequate cash inflows to pay liabilities as they fall due reduces both the need for investment trading (and its impact on fees) and the risk of having to liquidate assets during adverse market periods (which can have a negative effect on assets that are marked-to-market). Ultimately, the aim is to improve risk-adjusted returns over the long term, whilst ensuring LCPF’s objectives are met.

The allocation of the Fund’s assets for the previous financial year has been added for comparison purposes. LPPI provides input to the Fund on its long-term strategic asset allocation (SAA), but LCPF retains autonomy in deciding how this is set. LPPI has discretion to manage LCPF’s assets within the asset class ranges set as part of the SAA decision. The SAA target and range for each asset class has remained unchanged since December 2017. The next SAA review is anticipated in 2020.

## The following table presents LCPF’s current asset allocation versus strategic target at the end of March 2019;

Asset Class	March 2019		March 2018		Strategic Allocation (%)	Range
	Assets (GBP Million)	Allocation (%)	Assets (GBP Million)	Allocation (%)		
Public equities	3,730	44.4%	3,214	42.2%	42.5%	40% - 50%
Fixed income*	319	3.8%	184	2.4%	2.5%	0% - 10%
Private equity	650	7.7%	548	7.2%	5.0%	0% - 10%
Infrastructure	1,146	13.7%	991	13.0%	15.0%	10% - 20%
Credit	1,486	17.7%	1,562	20.6%	19.0%	10% - 25%
Real estate	886	10.6%	829	10.9%	15.0%	10% - 20%
Cash*	177	2.1%	282	3.7%	1.0%	0% - 5%
<b>Total*</b>	<b>8,394</b>	<b>100.0%</b>	<b>7,610</b>	<b>100.0%</b>	<b>100.0%</b>	

\* Corporate bonds are included within the fixed income asset class for financial reporting. For performance reporting and within the investment strategy, the cash allocation includes corporate bonds held for liquidity.

## Macro outlook – the last 12 months

The year through to March 2019 was a period of slowing global economic activity. The deceleration in global gross domestic product (‘GDP’) growth was relatively synchronised across the developed and emerging markets. Inflation, within the UK, Eurozone and U.S., subsided from key central bank levels in the first quarter of 2019. GDP growth and inflation are two key macroeconomic variables that impact all asset classes (to varying degrees and over different time horizons) and are cornerstone elements of our analysis.

Amid this macroeconomic backdrop LPPI maintained a cautious view, avoiding taking excess risk for the Fund in a period we consider as late stage in the economic cycle. Our anticipation of favourable market conditions ending informed our decision to pivot LCPF’s portfolio more defensively. Accordingly, we reduced the Fund’s overweight position in public equity (versus its SAA target), moved to an underweight position in credit and an overweight position in fixed income over the year. In broad terms, GDP growth tends to be a variable that impacts public equity indirectly through the pace of companies’ earnings growth, whilst inflation can have a stronger effect on fixed income assets indirectly through current and future interest rate expectations.

The Fund’s tactical positioning assisted in the investment outperformance versus its Policy Portfolio over the past year, by having less direct exposure to the market sell-offs exhibited in Q1 2018 and Q4 2018.

Overall we have a cautious view, informed by the tightening of financial conditions and a less accommodative monetary policy from major central banks. LPPI’s approach is not to “time the market”, but to steer the Fund’s allocation through the ongoing market risks and opportunities.

From a regional perspective, the U.S. continued to be the strongest performer among major developed economies, despite a notable slowdown in Q4 2018. The economy continued to benefit from a tight labour market, with ongoing net employment gains and stronger wage growth – both close to cyclical highs – being a tailwind for consumers’ spending.

In the U.K., growth has been somewhat slower in the past twelve months. Despite the slowdown, our labour market has remained healthy, with the unemployment rate dipping to the lowest level since December 1974. Nominal and real wage (after accounting for inflation) gains were close to cyclical highs at the end of March, providing additional support to consumption and overall growth.

Although the Fund is less affected by the growth outlook in the domestic economy directly, there is a bigger indirect effect through the exchange rate, inflation and interest rates. These parameters have been broadly favourable for the Fund throughout this period. With most assets denominated in dollars or other foreign currency, the weakening of Sterling increased the Fund’s net asset value in domestic currency terms. Additionally, the moderate inflation levels experienced in the past year have

been positive for most asset classes and prompted the Bank of England (BoE) to raise rates only once (25 basis points).

Turning to the Eurozone, GDP growth decreased significantly over the past twelve months with activity in Germany and Italy being the biggest headwind among the biggest regional economies.

In aggregate, the labour market has remained healthy, with the unemployment rate declining to the lowest level since 2008. However, the European economy (unlike the U.S. and the UK) is still likely operating at a lower than full employment level. This has reinforced an ongoing accommodative monetary policy from the European Central Bank (“ECB”), as inflation also has remained persistently below target, despite the termination of its quantitative purchase programme as scheduled in 2018.

In China, officials have been in the midst of an ongoing trade dispute with the U.S. After both countries raised tariffs on billions worth of imports from each other, they started bilateral negotiations that have yet to provide a sustainable solution.

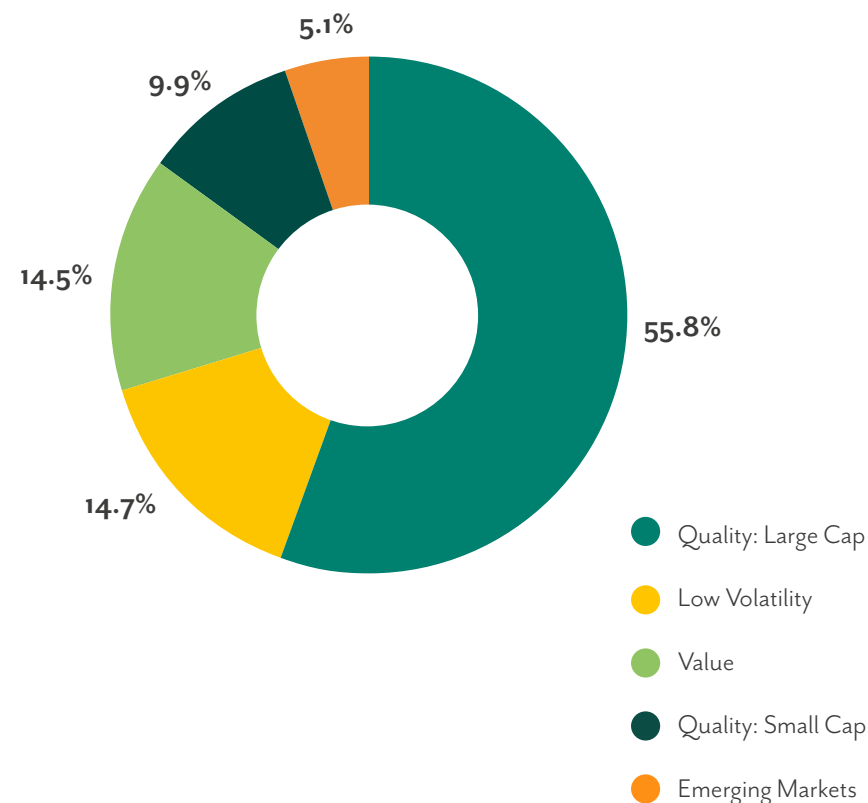
Although the Fund is not directly impacted by these developments (its direct exposure to China and Emerging Markets is relatively small), its indirect exposure through companies’ global supply chain systems as well as market access and profit generation makes these headwinds far from insignificant. LPPI continuously monitors these developments and aims to minimise any impact by investing the Fund’s assets within a multi-asset, global and well diversified portfolio.

## Public Equities (Global)

The LPPI Global Equity Fund (“GEF”) combines an internally managed portfolio with a variety of external equity managers, which operate with differing and complementary styles of investment selection. During the year LPPI has not changed the composition of external managers within its GEF. The GEF maintains a Quality (factor investing style) bias, however other styles are included to provide diversification. Although the GEF’s performance has been strong this year, the full merits of its strategies are better assessed over the longer-term (GEF was launched in October 2016).

The GEF’s sector and regional exposures compared to its benchmark the MSCI All Country World index (MSCI ACWI) remained broadly unchanged over the year. From a sector exposure perspective, the GEF maintained an overweight to Consumer Staples versus its benchmark, which follows naturally from its Quality style bias. From a regional exposure perspective, Western Europe (which includes the UK) remains the largest overweight position, whilst the Asia-Pacific region is the fund’s largest underweight. Overall, the GEF maintains an underweight position to Emerging Markets compared to benchmark.

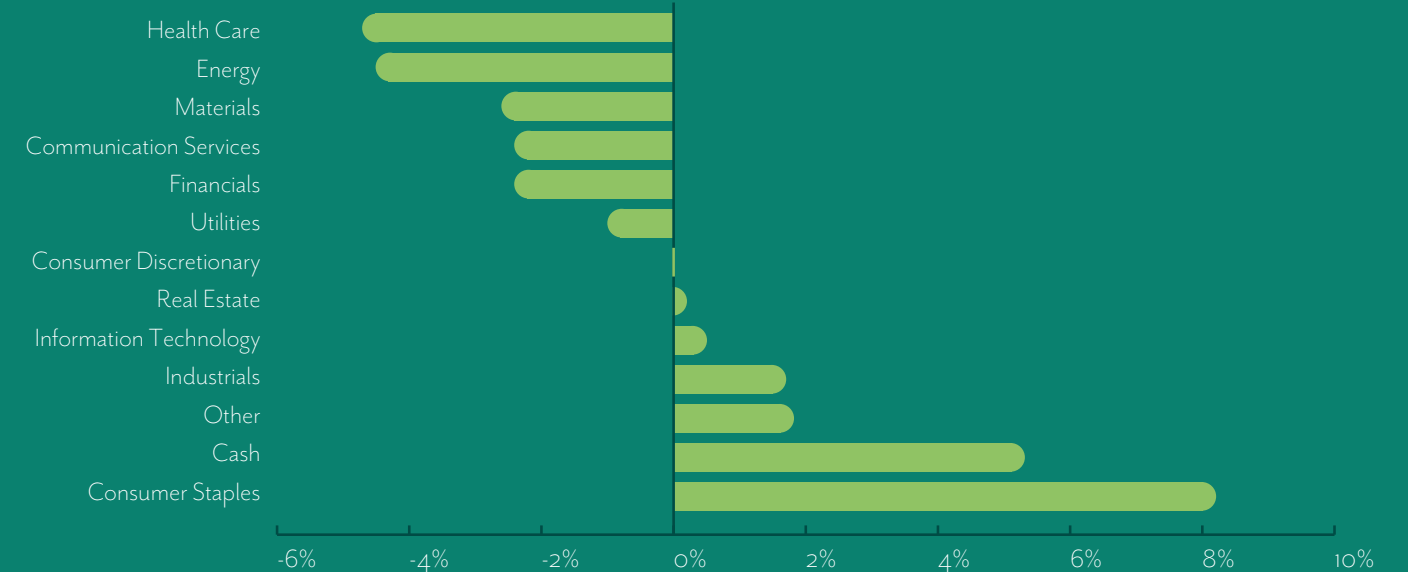
## GEF – factor exposure breakdown as at 31 March 2019



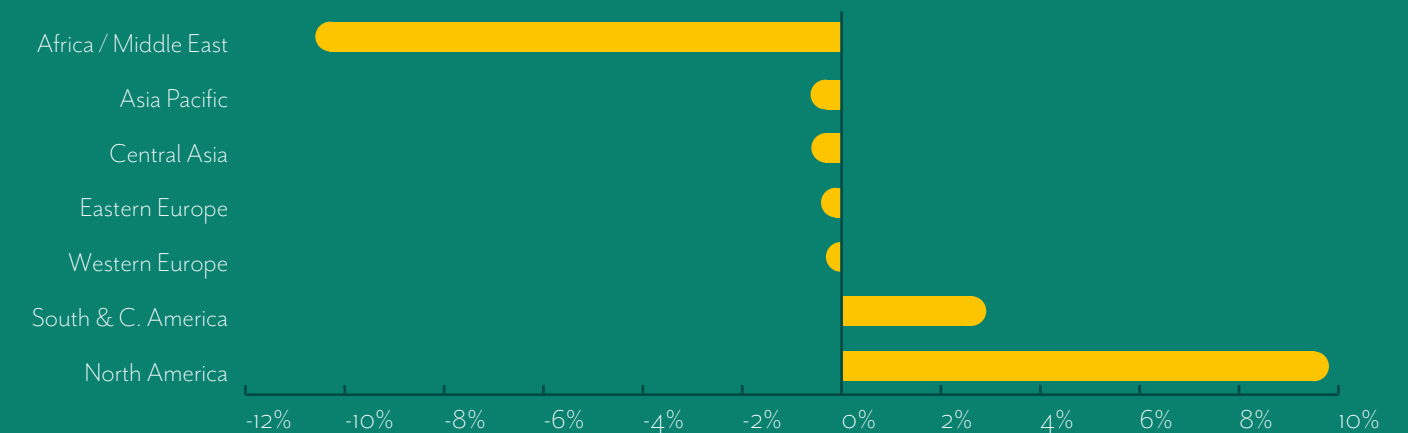
## GEF – ten largest equity holdings as at 31 March 2019

Company	GICS Industry	% of GEF
Visa Inc	IT Services	3.1%
Nestle SA	Food Products	3.1%
British American Tobacco Plc	Tobacco	2.6%
Accenture Plc	IT Services	2.5%
Colgate-Palmolive Co	Household Products	2.4%
Apple Inc	Technology Hardware, Storage % Peripherals	2.1%
Starbucks Corp	Hotels, Restaurants & Leisure	2.0%
Pepsico Inc	Beverages	1.7%
Waters Corp	Life Sciences Tools & Services	1.4%
Automatic Data Processing	IT Services	1.4%

## GEF – sector weights v MSCI ACWI as at 31 March 2019



## GEF–regional weights v MSCI ACWI as at 31 March 2019



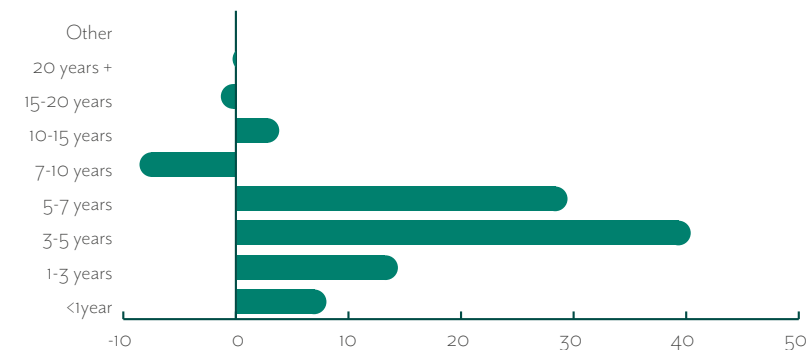


## Fixed Income

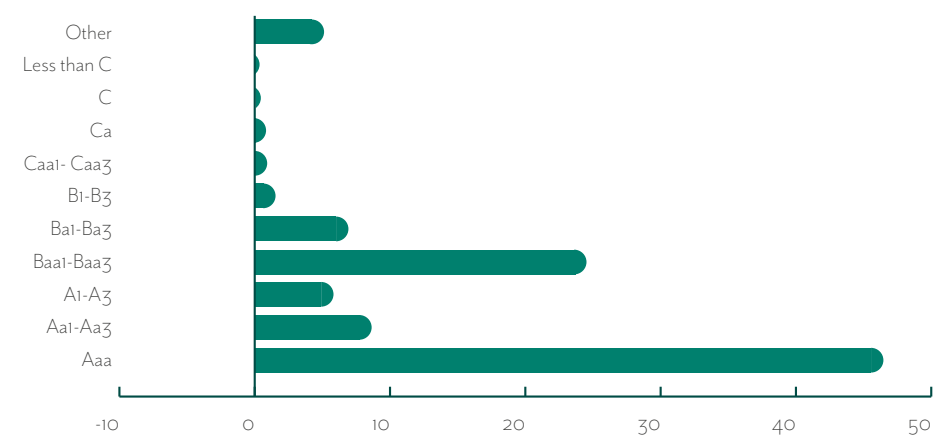
LPPI's Fixed Income Fund ("FIF") was launched in February 2018 and LCPF invested in it on launch day. The FIF currently consists of two complementary managers, one with a "top down" investment style and the other with a "bottom up" focus. The FIF's performance since launch has been positive, whilst also providing a "cushion" for LCPF's returns during the Q4 2018 market downturn.

Over a 1-year horizon, the FIF has underperformed its benchmark, the Bloomberg Barclays Global A benchmark. The lower duration profile of the fixed income fund is the result of a deliberate decision based on the liquidity needs of the Fund. Below are three charts, exhibiting the FIF's aggregate positioning as at 31 March 2019. Please note that individual exposures may not sum to 100% due to derivative contract positions.

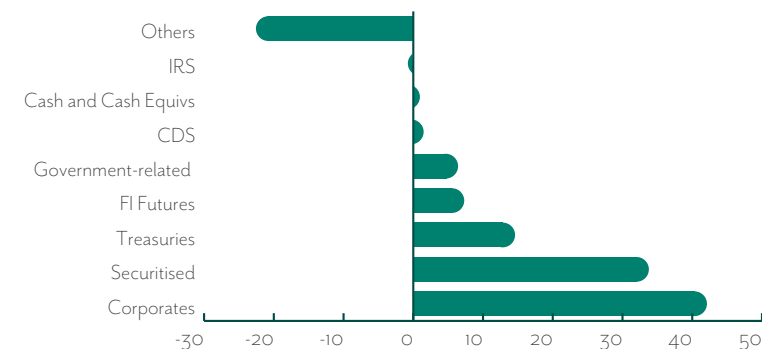
### FIF – holdings maturity as at 31 March 2019



### FIF – holdings by credit rating as at 31 March 2019



### FIF – holdings sector exposure as at 31 March 2019



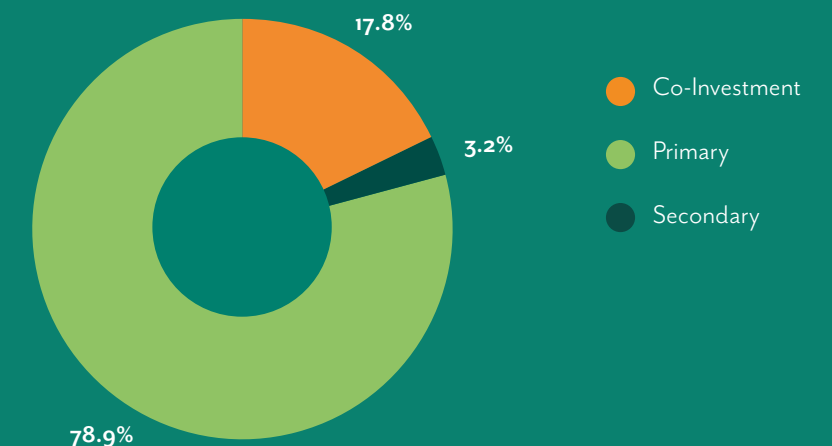
## Private Equity

Private Equity investments are held through a variety of closed-ended limited partnerships, spanning a wide range of vintages and managed by a diverse collection of different managers who, in turn, cover a variety of strategies and geographic areas. Compared to Public Equity, Private Equity offers a higher risk and higher return profile. This comes from generally investing in smaller companies with higher leverage. Private Equity also has reduced liquidity – a 10-year fund life is common.

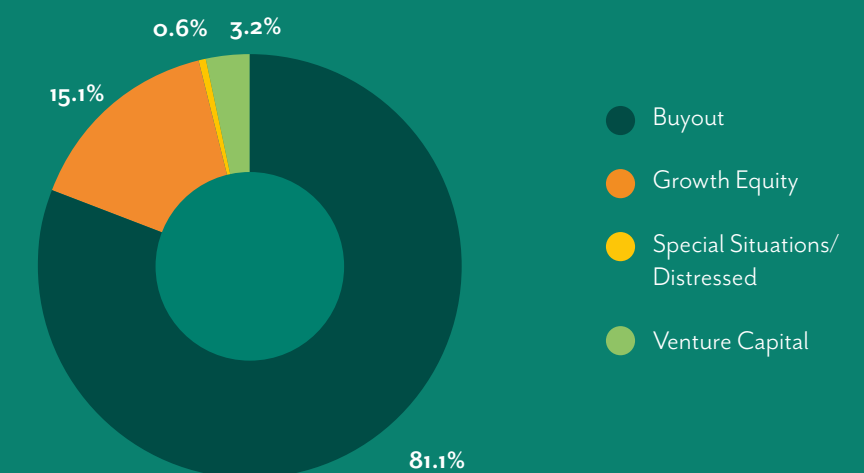
The last 10 years has seen favourable conditions for Private Equity, driven by a rise in valuation multiples, low interest rates and improvement in fundamentals. LCPF's Private Equity portfolio has performed particularly well, consistently outperforming the benchmark return due to well diversified exposure to many top quartile managers.

LCPF has reduced the rate of commitment to new private equity funds over the last 12 months in line with its aim of reducing its asset class exposure over the next few years, whilst ensuring that vintage diversification and manager relationships are maintained. A reduction in exposure to large buyouts, where valuations and leverage are currently at high levels has also been ongoing.

### LCPF private equity portfolio – investment strategy breakdown as at 31 March 2019



### LCPF private equity portfolio – investment type breakdown as at 31 March 2019



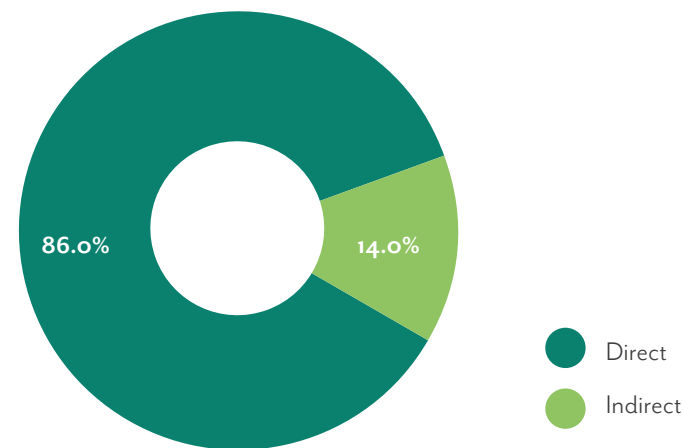
## LCPF private equity portfolio – investment type breakdown as at 31 March 2019

### Real Estate

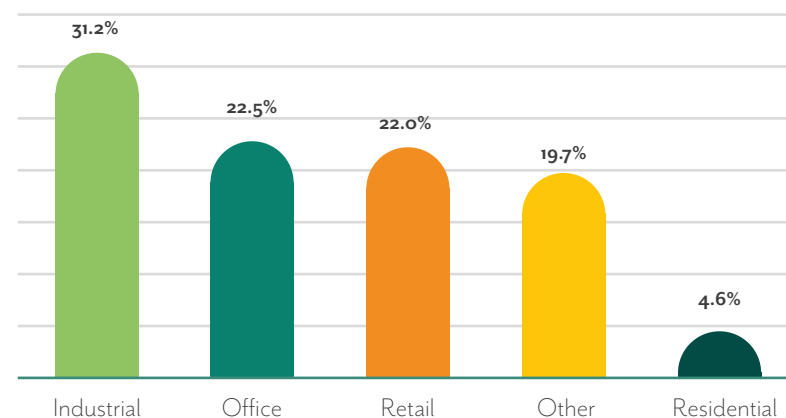
LCPF's real estate portfolio comprises two investment types: direct and indirect. The direct portion of the portfolio, which forms the majority of the real estate allocation, is managed by Knight Frank and consists of UK commercial property investments. It also comprises an allocation to local investment opportunities. The indirect portion of the portfolio includes allocations to a European real estate investment fund managed by M&G and a healthcare property fund managed by Kames.

Real estate plays a strategically important role within LCPF's overall investment portfolio, both because of its diversification benefits as well as the rental income generated that is used to fund member benefits without the need to liquidate other investments. Given the long term-nature of these investments, performance should be assessed over longer time horizons. LCPF's real estate portfolio has produced strong performance over a 3-year and 5-year horizon, comfortably outperforming its target return over these periods.

LCPF real estate portfolio – investment type breakdown as at 31 March 2019



LCPF real estate portfolio – sector exposure breakdown as at 31 March 2019

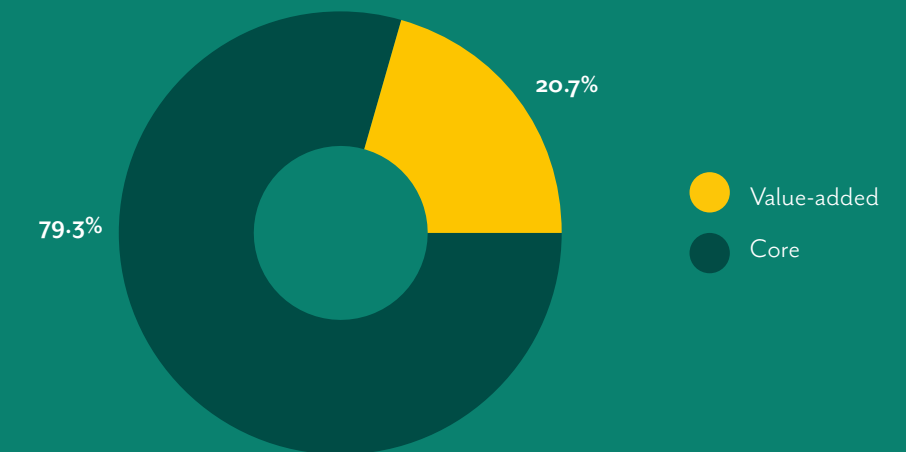


### Infrastructure

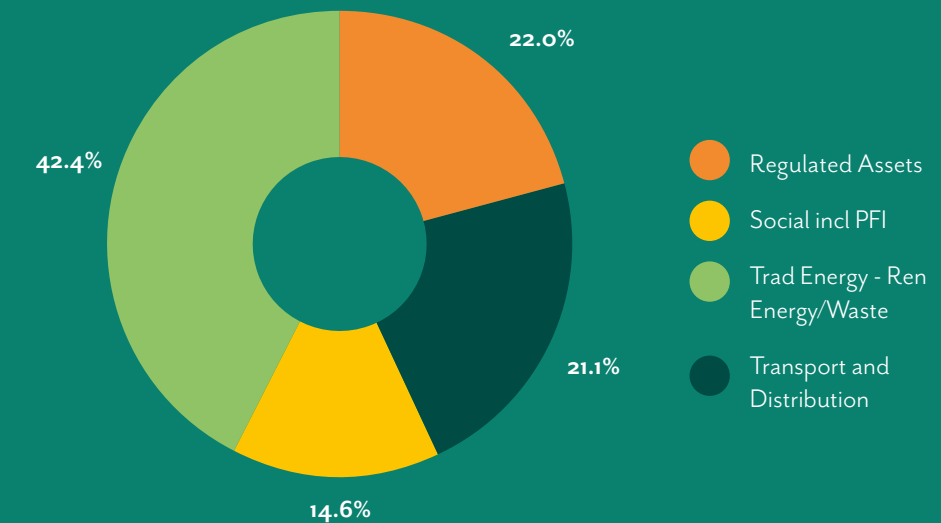
The majority of LCPF's infrastructure exposure is through LPPI's Global Infrastructure Fund ("GIF"). This comprises allocations to a variety of global infrastructure funds, and direct investment projects. A key component of the pool is GLIL. Through GLIL LCPF now owns interests in various core infrastructure assets in the UK, including investments in wind-powered electricity generation, water assets, rail rolling stock and ports. LPPI is the appointed Alternative Investment Fund Manager (AIFM) of GLIL.

Infrastructure as an asset class typically offers long-term returns that are aligned to the Fund's investment objectives whilst also providing a source of diversification from other asset classes within the portfolio. As well as investing in infrastructure funds, the GIF has made an increasing number of direct investments in global infrastructure with significant allocations in the renewable energy sector. The scale that the GIF brings enables investments to be made on favourable terms, which reduces fee costs over the investment horizon, and also provides stronger governance rights to protect LCPF's long-term interests. Like real estate, significant initial investment costs may be needed which could impact performance in the short-term. From a sector exposure the LCPF's infrastructure portfolio continues to be well diversified.

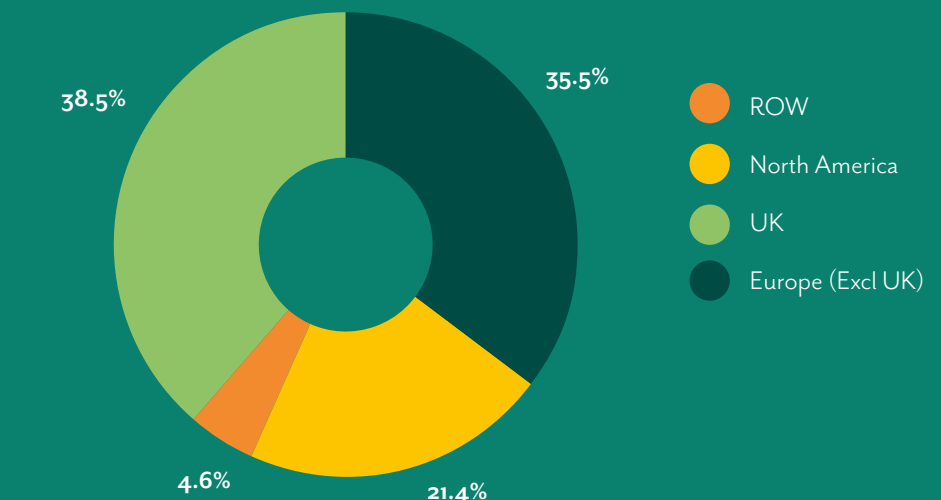
LCPF infrastructure portfolio – strategy breakdown as at 31 March 2019



LCPF infrastructure portfolio – sector breakdown as at 31 March 2019



LCPF infrastructure portfolio – geographical breakdown as at 31 March 2019



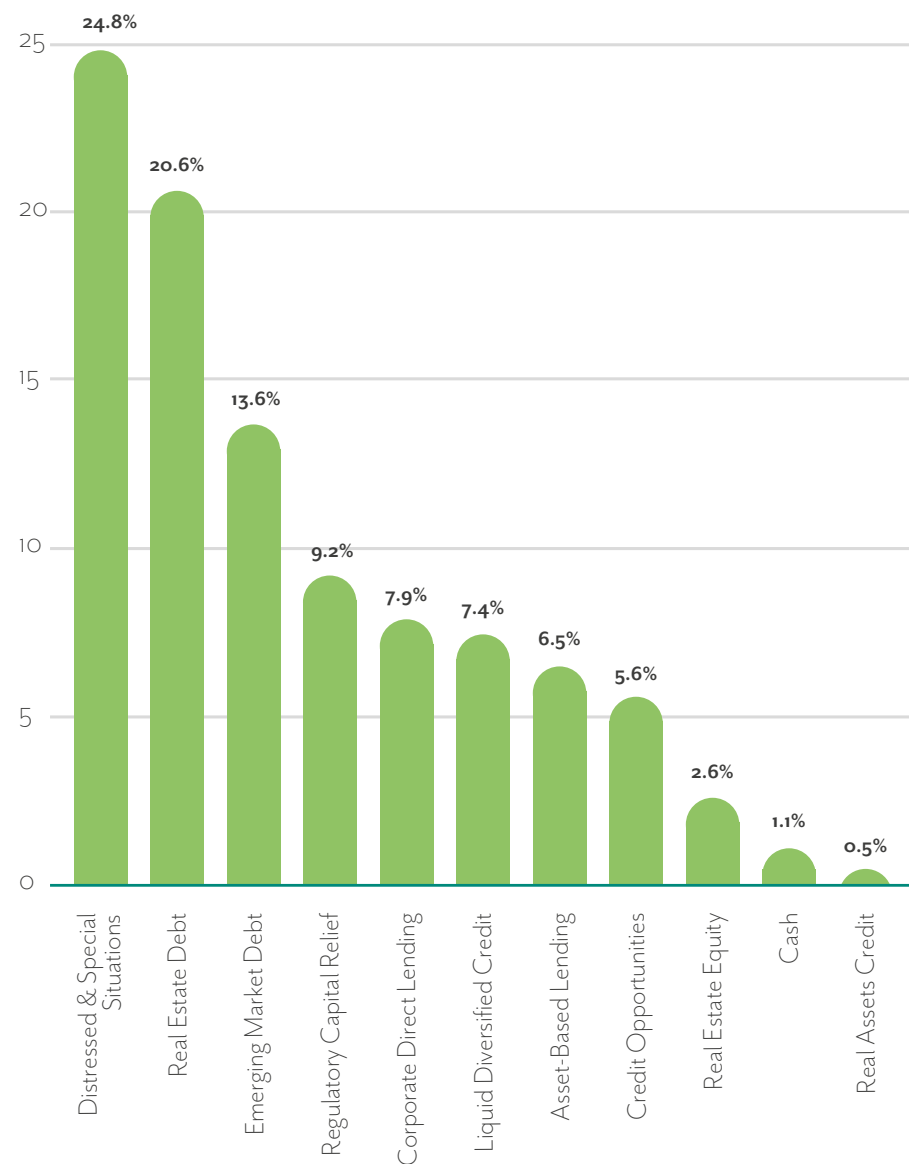


## Credit

The majority of LCPF's credit exposure is through LPPI's Global Credit Fund ("GCF"). The GCF invests in a range of credit-linked assets globally, predominantly in illiquid investments on a buy and hold basis, across the credit ratings spectrum. The income generated from the GCF is another useful source of cash to meet liability payments and this is incorporated into the cash flow modelling that LPPI conducts on behalf of the Fund.

2018 was a challenging year for credit markets. The GCF's return over one year lagged that of the benchmark set for the strategy. Over the longer-term performance remains strong, notably outperforming the benchmark over a three-year period. The broad types of the investments comprising the GCF at 31 March 2019 are included in the graph below.

**GCF credit portfolio – investment type breakdown as at 31 March 2019**



## Governance

There are four levels of responsibility for the investment management within Lancashire County Pension Fund:

- The County Council's Pension Fund Committee takes major policy decisions and monitors overall performance. The Pension Fund Committee comprises twelve County Councillors and seven voting co-optees representing other interested organisations;
- The Investment Panel ("Panel") provides expert professional advice to the Pension Fund Committee in relation to investment strategy. The Panel supports the Head of Fund with the specialist advice required by the Pension Fund Committee. The Investment Panel consists of two independent external investment advisors and the Head of Fund.
- The investment management team of Local Pensions Partnership Investments Ltd (LPP I) undertake day-to-day investment fund selection, monitoring and due-diligence;
- Where LPP I have chosen to make allocations to third party investment managers or to invest in third party unitised investment vehicles, those managers fix precise weightings and select the individual investments within their particular remit;

A more detailed description of the responsibilities of the Committee, its Sub-Committees and the Panel is found in the [Governance Policy Statement](#).

## Responsible investment

The Fund's responsible investment activities, with a focus on the main changes and developments over the past 12 months are highlighted below.

As a Fund we are committed to ensuring members' retirement savings are being managed responsibly through well-informed investment decisions and appropriate ownership oversight. Responsible Investment contributes to the delivery of the sustainable returns needed to pay pensions and its objective is to decrease investment risks and to improve risk-adjusted returns.

Our approach to RI begins at a strategic level with decisions about which asset classes the Fund will invest in and continues through the objectives and priorities we identify within our RI Policy. Whatever the asset class or the sector, it is a clear requirement for our asset managers to evaluate material influences which could affect the future value of our investments by incorporating Environmental, Social and Governance (ESG) considerations into their analysis. You can read more about our beliefs and approach to Responsible Investment including our commitment to ESG integration within our Investment Strategy Statement (ISS) which is available from our website <https://www.yourpensionservice.org.uk/media/1585/investment-strategy-statement-approved-march-2018.pdf>

The importance we place on Responsible Investment is reflected in the standards we hold ourselves and our asset managers accountable to, the policies

and arrangements that guide the practical implementation of our strategy and the actions we undertake (directly and through our asset managers) as an engaged asset owner.

We became a signatory to the Principles of Responsible Investment (PRI) in 2015 as a way to measure ourselves against a globally recognised standard of good practice and we have been reporting to the PRI in detail for the past two years. During this time our thinking and priorities have continued to evolve and have also adapted to accommodate practical changes connected with asset pooling. Bringing our investments under common management arrangements alongside partner pension Funds meant agreeing a range of delegations which place day to day asset selection and portfolio management responsibilities with LPPI. Objective standards, clear expectations and strong arrangements have been an important foundation for us delegating significant aspects of the practical delivery of RI.

During 2018/19 the main landmarks from our direct activity on RI include the following;

- undertaking a thorough review of our RI Policy;
- delisting as a signatory to the Principles of Responsible Investment (a condition of enabling LPP to become a PRI signatory);
- having two representatives appointed onto the Executive of the Local Authority Pension Fund Forum (LAPFF).

In light of changes introduced by asset pooling and a continually evolving wider landscape of stewardship good practice, it was timely to review the scope and focus of Fund's RI Policy. A sub-group of the Pension Fund Committee convened as a Responsible Investment Working Group to discuss and undertake a considered review which began in the early part of 2018. The group considered the approach and priorities for RI against good practice, latest guidance, and specific priority themes and recommended an updated RI Policy to the Pension Fund Committee which was adopted in November 2018.

The updated policy confirms the values and principles which underpin the Fund's approach to RI, identifies climate change and corporate governance standards as issues of primary concern and divides the implementation of RI into 5 activities

- Voting Globally
- Engagement through Partnerships
- Shareholder Litigation
- Active Investing
- Divestment

The Fund receives a quarterly report from LPP on the implementation of its RI Policy which includes detailed insights on each of these areas of activity. A copy of the Fund's RI Policy is publicly available from the Fund website <https://www.yourpensionservice.org.uk/media/1728/lcpf-responsible-investment-policy-nov-2018.pdf>

During 2018 LCPF considered the case and took the decision to support LPP becoming a signatory to the PRI in its own

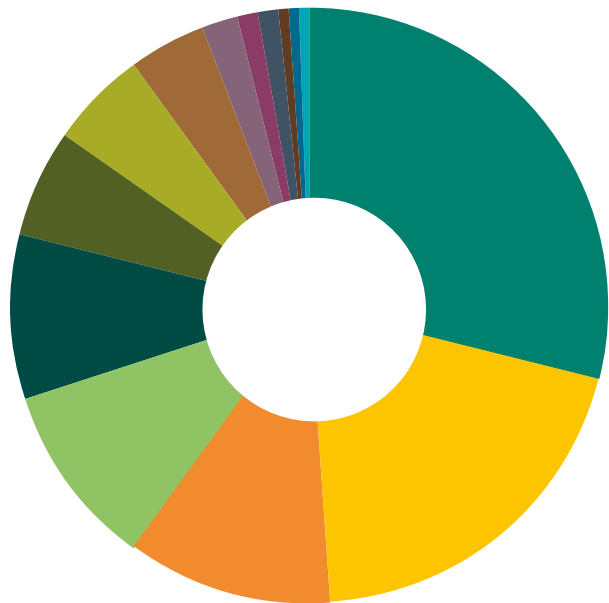
right. Guidance from the PRI confirmed the Fund would need to delist if LPP became a signatory to prevent duplicate reporting. We took the decision to go ahead on the basis that the practical implementation of our investment strategy and the activities which fulfil our commitment to integrate ESG are being undertaken by LPPI day to day. There are strong benefits from LPP making these same commitments, being networked directly with other practitioners and reporting on activities publicly.

LCPF delisted and LPP became a PRI signatory in July 2018. Subsequently LPP submitted a first set of detailed reporting against the PRI framework in spring 2019. A Transparency Report capturing LPP's disclosure is accessible from the PRI website. <https://www.unpri.org/signatories/local-pensions-partnership/3478.article>.

The Fund has identified collaboration with other investors and engagement through partnerships as important facets of its RI approach. We recognise that working collaboratively can achieve greater influence than acting unilaterally and we seek to align ourselves with likeminded investors through collective organisations such as the Local Authority Pension Fund Forum (LAPFF). LAPFF has long been LCPF's preferred engagement partner and the Fund has been represented at quarterly business meetings, conferences and events for a number of years. In 2018 we took the additional step of seeking nomination to the LAPFF Executive in order to contribute to strategic decision-making. Both the Chair of the Pension Fund Committee and the Head of Fund successfully gained seats on the Executive

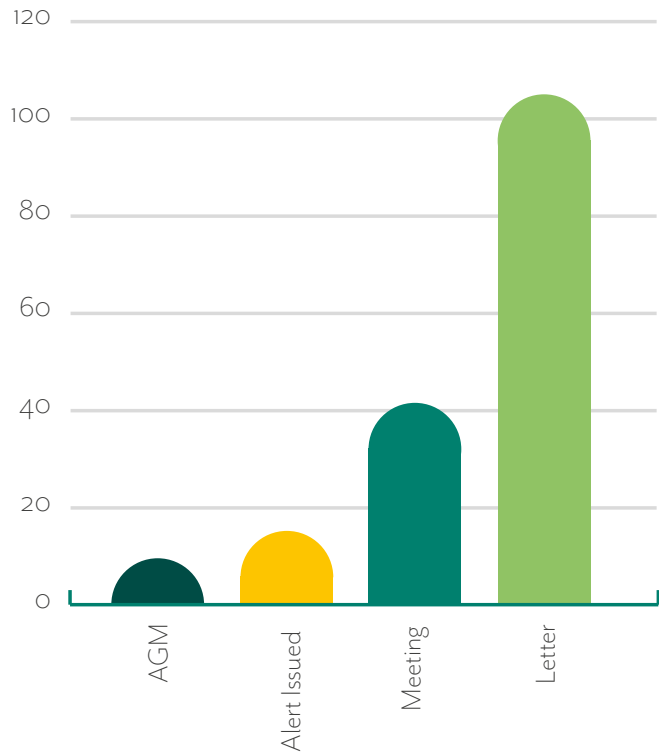
(as councillor and officer representatives respectively) at the Forum's AGM in 2018 and have been working productively to help LAPFF develop policy, plan activities and undertake engagement with companies on behalf of the 80 LGPS funds who are members. Further information on LAPFF and its activities are available from the Forum's website. <http://www.lapffforum.org/> LAPFF's Annual Report for 2018 provides details of the Forum's engagement work during the year and illustrates the range of issues and themes covered within 166 engagements across 98 individual companies.

### Theme of Engagement



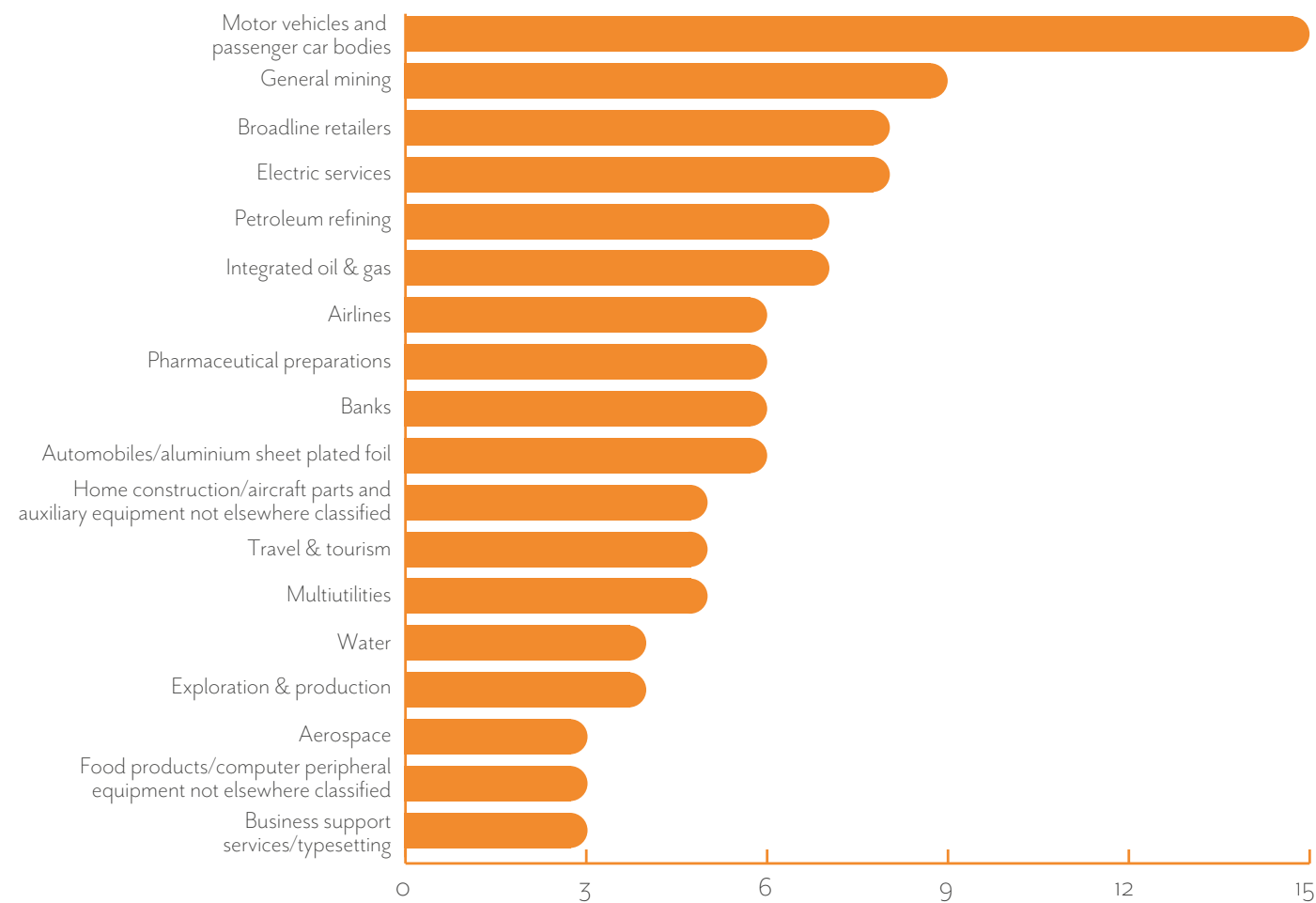
Climate change	55
Campaign (general)	38
Governance (general)	21
Other	19
Employment standards	17
Board composition	11
Renumeration	10
Human rights	8
Environment risk	4
Reputational risk	2
Audit practices	2
Supply chain management	1
Social risk	1
Finance and accounting	1

### Route of Engagement





## Engagements by Industry



One of the most direct routes for exerting ownership influence and sharing views with companies (to urge change or improvement) is through exercising the right of shareholders to vote at the annual meetings of listed companies. Since our investments were pooled LCPF hasn't owned shares in listed companies directly. Our interests in listed companies are now through holding units in the LPPI Global Equities Fund.

LPPI vote all shares in their Global Equities Fund centrally and publish quarterly reports containing information on all meetings voted, the individual resolutions tabled and whether voting supported or opposed proposals. During 2018/19 shareholder voting by LPPI encompassed 483 company meetings and a total of 6,206 resolutions.

## Risk Management

The Fund recognises the importance of managing risks effectively. To this end, the Fund has a risk officer to manage and monitor all risks through effective risk management processes. A central risk register is maintained to identify, record and mitigate all risks under the following four main group headings:

- Investment and funding risk – all financial risks associated with the Fund;
- Member risk – all risks which may impact on the high levels of service the fund members receive;
- Operational risk – risks which could negatively impact the smooth and effective running of all aspects of Fund operations and governance;
- Transition risk – the temporary risks associated with change. Once the change is embedded, the risk lies in one of the other categories above.

Risk management and monitoring is also supported by service level agreements with LPP, who provide analysis and reporting across the four main groups above.

Risk reporting is carried out every 6 months to the Lancashire Pension Fund Committee. Additional oversight is also undertaken by the Lancashire Local Pension Board. The Fund's local pension board plays a vital role in helping the Pension Fund Committee to hold LPP to account. Regular reports on performance across all aspects of pension fund management are provided and discussed. Neither the Local Pension Board, employers nor members play a formal role on the oversight structures of the LPP since the LPP is established as a group corporate structure, with statutory directors sitting on the LPP Boards. It is not a joint committee. However there are robust legal agreements in place which ensure the Fund is able to hold LPP to account.

## Compliance with Myners Principles

The Fund is compliant with the Myners Principles, details of which can be found in the Investment Strategy Statement.



# Asset pools

**In 2015, the Department for Housing, Communities and Local Government (DCLG, now MHCLG) issued LGPS: Investment Reform Criteria and Guidance which set out how the government expected funds to establish asset pooling arrangements.**

The objective was to deliver:

- Benefits of scale
- Strong governance and decision making
- Reduced costs and excellent value for money
- An improved capacity and capability to invest in infrastructure.

This led to the creation of eight asset pools, of which the partnership between the LPFA and LCPF is one. Responsibility for determining asset allocation and investment strategy remains with individual pension funds.

In 2016 CIPFA and AON published Investment Pooling Governance Principles, in order to support LGPS funds through the transition to asset pools and specifically to ensure they continued to operate strong governance arrangements.

There are a number of governance issues to consider with new pooling arrangements, specifically:

- the relationship between the pension fund and the asset pool
- the governance structure of the pool
- the role and involvement of administering authorities.

The market value and performance of pooled assets is set out in sections F (Investment Policy and Performance) and H (Accounts of the Fund) of this annual report. The implications of pooling for the governance and risks of the Fund have been considered and incorporated within this annual report and also within the updated policies and strategy statements of the Fund.

The following disclosures aim to provide further detail regarding the transition of assets into pools, pool set up and transition costs, cumulative savings from pooling and ongoing investment management costs.

## Pool set up and investment transition costs by type of expense

	Year ended 31 March 2019			Cumulative
	Direct costs	Indirect costs	Total	Total
	£m	£m	£m	£m
Legal fees	-	-	-	0.5
Professional fees	-	-	-	0.5
Other support costs	-	-	-	0.1
<b>Total</b>	-	-	-	<b>1.1</b>
Transition costs	-	-	-	2.3

## Pool set up and investment transition costs by year

	2014/15	2015/16	2016/17	2017/18	2018/19
	£m	£m	£m	£m	£m
Legal fees	-	0.1	0.1	0.3	-
Professional fees	-	0.1	0.1	0.3	-
Other support costs	-	-	-	0.1	-
<b>Total</b>	-	<b>0.2</b>	<b>0.2</b>	<b>0.7</b>	-
Transition costs	-	-	2.0	0.3	-

## Total expected costs and savings

The following table sets out the fee savings realised from the inception of pooling versus the years prior to the establishment of the Local Pensions Partnership.

	2014/15	2015/16	2016/17	2017/18	2018/19
	£m	£m	£m	£m	£m
Set up costs	-	0.2	0.2	0.7	
Transition costs	-	-	2.0	0.3	
Fee savings	-	-	(0.6)	0.4	(9.1)
<b>Net (savings)/costs realised</b>	-	<b>0.2</b>	<b>1.6</b>	<b>1.4</b>	<b>(9.1)</b>

## Ongoing investment management expenses 2018/19

	Investments held within Local Pensions Partnership pools			Investments held outside Local Pensions Partnership pools		
	Direct costs	Indirect costs	Total	Direct costs	Indirect costs	Total
	£m	£m	£m	£m	£m	£m
Fund value based fees	38.1	-	38.1	10.1	-	10.1
Performance fees	14.1	-	14.1	8.4	-	8.4
Transaction costs	1.0	-	1.0	-	-	-
Custody fees	-	-	-	-	-	-
	<b>53.2</b>	-	<b>53.2</b>	<b>18.5</b>	-	<b>18.5</b>



# Accounts of the Fund

## Responsibilities for the Statement of Accounts

### The responsibilities of the administering authority

#### The administering authority is required:

- To make arrangements for the proper administration of the financial affairs of the Lancashire County Pension Fund (Pension Fund), and to ensure that an officer has the responsibility for the administration of those affairs. For Lancashire County Council, the respective officer is the Chief Executive and Director of Resources, who is also the Section 151 Officer to the Pension Fund;
- To manage its affairs to secure economic, efficient and effective use of resources, and to safeguard its assets.

### The responsibilities of the Section 151 Officer to the Pension Fund

The Section 151 Officer to the Pension Fund is responsible for the preparation of the Pension Fund's statement of accounts. In accordance with the CIPFA Code of Practice on Local Authority Accounting in Great Britain (the Code), the statement is required to present fairly the financial position of the Pension Fund at the accounting date, and its income and expenditure for the year then ended.

In preparing this statement of accounts, the Section 151 Officer to the Pension Fund has:

- Selected suitable accounting policies and then applied them consistently;
- Made judgements and estimates that were reasonable and prudent;

- Complied with the Code.

In addition, the Section 151 Officer to the Pension Fund has:

- Kept proper accounting records which were up to date;
- Taken responsible steps for the prevention and detection of fraud and other irregularities.

The Statement of Accounts relate to the financial year ended 31 March 2019 and include the Fund Account and the Statement of Net Assets which are prepared in accordance with standard accounting practice as outlined in the notes to the accounts of the Pension Fund.

**Angie Ridgwell**

**Section 151 Officer**

**Lancashire County Pension Fund**

### Lancashire County Pension Fund – Annual Governance Statement 2018/19

#### Introduction

The Lancashire County Pension Fund is a Pension Fund within the Local Government Pension Scheme (LGPS) which is a funded pension scheme created under the terms of the Superannuation Act 1972. Lancashire County Council is the body appointed under statute to act as the Administering Authority for the Fund.

At 31 March 2019 the Lancashire County Pension Fund provides a means of pension saving and retirement security for 176,476 members across 300 organisations with active members and a range of other organisations with only deferred or pensioner members.

While the Fund is technically not a separate legal entity it does have its own specific governance arrangements and controls which sit within Lancashire County Council's overall governance framework. Given both the scale of the Pension Fund and the very different nature of its operations from those of Lancashire County Council more generally it is appropriate to conduct a separate annual review of the governance arrangements of the Pension Fund and this statement sets out that review.

#### The Pension Fund's Responsibilities

The Pension Fund is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that what is, in effect, pensioners' money provided in large part from the public purse is safeguarded and properly accounted for. The Fund has a responsibility under local government legislation to make arrangements which secure continuous improvement in the way in which its functions are delivered.

In discharging this overall responsibility the Pension Fund is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions including arrangements for the management of risk.

The Fund has adopted its own Governance Policy Statement in line with the relevant regulations concerning the governance of funds within the LGPS. This statement has regard to relevant standards such as the Myners' principles. The Governance Policy Statement is available through the following link <https://www.yourpensionservice.org.uk/media/1204/governance-policy-statement-updated-january-2018.pdf>

In addition the operation of the Fund is subject to Lancashire County Council's Code of Corporate Governance. The County Council's Annual Governance Statement is prepared in accordance with the Framework prepared by CIPFA/ Solace "Delivering Good Governance in Local Government" (2016 edition). The Framework defines the 7 core principles that should underpin the governance of each local authority namely:

- Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law;
- Ensuring openness and comprehensive stakeholder engagement;
- Defining outcomes in terms of sustainable economic, social and environmental benefits;
- Determining the interventions necessary to optimise the achievement of the intended outcomes;
- Developing the Fund's capacity, including the capability of its leadership and the individuals within it;

- Managing risks and performance through robust internal control and strong public financial management; and
- Implementing good practices in transparency, reporting and audit to deliver effective accountability.

This statement sets out both how the Pension Fund has complied with its own Governance Policy Statement and Lancashire County Council's Code of Corporate Governance

#### The Purpose of the Governance Framework

The governance framework comprises the systems and processes, culture and values by which the Pension Fund is directed and controlled and the activities through which it engages with and informs stakeholders, including both fund members and employers. It enables the Fund to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate and cost-effective outcomes.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot, particularly in the investment context, eliminate all risk and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise risks to the achievement of the Fund's objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

This statement reports on the annual review of the governance framework by officers which confirms that the framework has been in place within the Pension Fund for the year ended 31 March 2019.



## The Fund's Governance Framework

The key elements of the systems and processes that comprise the Fund's governance framework are:

### **The identification and communication of the Fund's purpose objectives and intended outcomes to Fund members and employers.**

The Fund has a clear objective as established by statute and it has an established planning process focussed around the triennial actuarial review. The Fund has a communication strategy which keeps both Members and employing bodies informed. This is supported by the role of the Local Pension Board.

### **Review of the Fund's objectives and intended outcomes and implications for the Fund's governance arrangements**

The Head of Fund reviews new and proposed legislation and the results of activities such as the triennial valuation on an ongoing basis and proposes any necessary changes either to objectives and outcomes or the governance arrangements to the Pension Fund Committee.

The Pension Fund Committee are responsible for establishing the strategic objectives of the Fund through a rolling 3 year Strategic Plan and for monitoring the progress on the delivery of the strategic objectives.

All reports considered by the Pension Fund Committee identify how the key risks involved in any proposed decision and the nature of mitigation, together with any legal or other issues that might arise.

### **Measurement of the quality of services provided to Fund members and employers, ensuring they are delivered in line with the Fund's objectives and ensuring that they represent the best use of resources and value for money.**

The Pension Fund Committee has approved a strategic plan for the Fund setting out specific objectives in relation to the four dimensions of the running of a pension fund. Many of these functions are now performed under contract by Local Pension Partnership (LPP). These functions and the overall strategic plan will continue to be monitored by the Head of Fund.

Reports on the performance against Investment Strategy are taken to each meeting of the Pension Fund Committee. This reporting focuses not just on the performance of investments but on the scale of the Fund's liabilities. Asset allocation strategies are as efficient as possible in providing the best returns (net of fees) for the appropriate amount of risk.

The administration service is undertaken by LPP. As part of its responsibility for the Governance of the Fund the Pension Fund Committee are responsible for overseeing the administration function. To do this the Committee receives a quarterly update report on the activities of LPP.

### **Definition and documentation of the roles and responsibilities of those involved in the management of the Fund with clear delegation arrangements and protocols for communication.**

Appropriate guidance documents and constitutional documents such as the Governance Policy Statement provide the basis on which the management of the Fund

is undertaken. Matters reserved for the Pension Fund Committee and the Head of Fund are defined in the Governance Policy Statement and more widely in the County Council's Constitution.

### **Development communication and embedding codes of conduct, definition of the standards of behaviour for members and staff.**

These matters are defined in law and the various codes of conduct and protocols contained within the County Council's constitution. Staff are reminded of the requirements of these codes on a regular basis, while specific training in relation to matters such as declarations of interest is provided to elected members following each set of County Council elections.

### **Review of the effectiveness of the Fund's decision making framework including delegation arrangements and robustness of data.**

The interaction between the Pension Fund Committee and the Investment Panel, meet the needs of the Fund in terms of effective delivery of the Investment Strategy. This is reflected in specific reporting arrangements in relation to investment activity.

### **Review and update of standing orders, standing financial instructions, a scheme of delegation and supporting procedure notes / manuals which define how decisions are taken and the processes and controls required to manage risks.**

At the top level these requirements are set out in the Governance Policy Statement and within the County Council's Constitution. These are reviewed on a regular basis and are supported by a range of detailed materials appropriate to specific activities.

The management of risk is central to the Fund's activities and the Fund has continued to develop and update its risk register. Key areas of risk include:

- Investment and Funding Risk – all financial risks associated with the fund;
- Member risk – all risks which may impact on the high levels of service the fund members receive;
- Operational risk – risks which could negatively impact the smooth and effective running of all aspects of Fund operations and governance;
- Transition risk – the temporary risks associated through pooling with LPP.

Through the use of a detailed Risk Management Framework, LCPF maintain a detailed risk register cover all the risks identified within the four main risk groups. Mitigating actions are carried out and reviewed quarterly to ensure that each risk is effectively managed or reduced.

### **Fulfilling the core functions of an Audit Committee**

The functions of an audit committee for the Fund are performed by Lancashire County Council's Audit, Risk and Governance Committee, which conducts an annual review of its effectiveness in undertaking this role.

### **Ensuring compliance with relevant laws and regulations, internal policies and procedure and that expenditure is lawful**

The various Local Government Pension Scheme Regulations, covering both the structure and benefits payable by the Fund and the investment of funds, are key from an operational point of view.

Compliance with the Scheme Regulations is ensured by a dedicated technical team and the use of a pension's administration system specifically designed for the LGPS.

The Fund's investments are managed in line with the relevant regulations with

independent assurance in relation to compliance provided by either the Fund's or LPP's custodian. LPP Investments Limited is a Financial Conduct Authority (FCA) registered company and therefore has to follow strict rules over compliance and has a compliance team which is independent from the investment management team.

The Fund and its officers must also comply with a range of other laws and regulations applicable either to local authorities generally or to any organisation. These are managed through the specific accountabilities of individual managers or through the wider County Council's business processes with the Monitoring Officer providing advice on the impact of legislative changes when necessary.







Assurance provided by internal audit

Assurance over the council’s governance and oversight of the Fund and the operational activity for which the council is responsible is provided by the county council’s internal audit service. Assurance over the Fund’s administration and investment activities is provided by Local Pensions Partnership Ltd’s own internal audit service.

A short programme of work has been completed in respect of the county council’s responsibilities, resulting in substantial assurance the controls are adequately designed and effectively operated. The longer programme of work addressing LPP’s activities has included seven audit engagements, the outcomes of which have been mixed. In particular the internal auditor has provided assurance that controls over benefits administration, cyber security, and investments’ legal & regulatory compliance, are currently ineffective. However, these are being reviewed again as part of the LPP internal audit work plan for 2019/20.

Whistle blowing and receiving and investigating complaints from the public

The Fund participates in the National Fraud Initiative, and actively investigates all data matches found as a result of this process. The results of this work are reported to the Audit, Risk and Governance Committee.

The Fund is covered by the County Council’s whistle blowing policy, the effectiveness of which is reported to the Audit, Risk and Governance Committee annually.

Complaint handling is carried out in line with either the Internal Dispute Resolution Procedure (in relation to complaints by members in relation to the level of benefit awarded) or the County Council’s complaints procedure (in relation to other matters). These policies are publicly available and the numbers and outcomes of complaints under the Internal Dispute

Resolution Procedure are reported annually in the Annual Administration Report.

Identifying the development needs of members and senior officers in relation to their roles and supporting them through appropriate training.

Elected members undertake training needs analysis linked to the Chartered Institute of Public Finance and Accountancy (CIPFA) Knowledge and Skills Framework. This has resulted in the provision of access to a range of specific reading material and the provision of a programme of learning opportunities targeted at areas of identified need. In addition prior to major decisions coming before the Pension Fund Committee topic based training relating to the decision at hand is provided.

All staff are subject to an annual appraisal process which identifies specific training requirements and any knowledge gaps relevant to their role. Staff who are members of professional bodies also have ethical obligations to undertake Continuing Professional Development relevant to their role.

Establishment of clear channels of communication with all stakeholders ensuring accountability and encouraging open consultation.

The Fund maintains a Communications Policy Statement as part of its policy framework which sets out the way in which the Fund will engage with specific audiences and on what issues. The key channels of communication are:

- Newsletters for active, deferred and pensioner members;
- Campaign materials focussed around scheme changes;
- Workshops, conferences and guidance materials provided to employers
- The Fund’s website, which contains transactional capability.

- An annual “brief” for Finance Directors of employer organisations providing information on the performance of the Fund and an update on specific issues of interest, such as the triennial valuation.
- The publication of committee papers, minutes and various annual reports and policy documents on the internet.

The incorporation of good governance arrangements in respect of partnerships and other group working and reflecting these in the Fund’s overall governance arrangements.

The Fund is bound by Lancashire County Council’s partnership protocol, which highlights the need for such arrangements to reflect good practice in terms of governance. The Fund itself has a number of “partnerships”, which are largely in the form of jointly procured contracts for the provision of services for which suitable governance arrangements are in place. The main arrangement which involves the pension fund is LPP. For all arrangements where there is a relationship between the Fund and another organisation the Fund seeks to spell out clearly the expectations and requirements on each party, whether in contractual form where appropriate or through a form of “service level agreement” where a contract is not appropriate.

The Fund seeks to comply with the principles set out in CIPFA’s Statement “The Role of the Chief Finance Officer in Local Government”, and the arrangements within Lancashire County Council comply with the principles of this statement. The Fund, is not a local authority in its own right and therefore the applicability of some elements of the statement within the context of the Fund is limited. The responsibility for fulfilling the County Council’s functions as administering authority rests with the Head of Fund.

Review of Effectiveness

The Pension Fund Committee is responsible for conducting, an annual review of the effectiveness of its governance framework. This is informed by the work of the Head of the Pension Fund, the Head of Internal Audit’s annual report, and also reports of the external auditor. The key planned activities of the Fund during 2018/19 were:

- Continued development of a socially responsible investment policy
- Monitor Pensions administration including impact of LPP’s administration transformation plan
- To review the compliance of employers and undertake an assessment of the risk they pose to the Fund.

Actions Planned for 2019/20

The following specific actions are proposed for during 2019/20.

- The triennial valuation of the Fund
- To monitor the administration service as changes continue to be made within LPP.
- To review the cost of LPP and estimated savings made.
- To revise the Funding Strategy Statement as necessary

Conclusion

Overall, the Pension Fund Committee has the appropriate systems and processes in place to ensure good governance is maintained over the Fund.

The Committee have noted the issues raised by the Head of Internal Audit in relation to the Local Pension Partnerships internal audit and will continue to ensure that they are held to account for any areas of concern and that the Head of Internal Audit performs extra work in these areas to provide further assurance.

County Councillor Eddie Pope	Abigail Leech
Chair of the Pension Fund Committee	Head of Fund Lancashire County Pension Fund

Date 31 July 2019



Independent auditor’s report to the members of Lancashire County Council on the consistency of the pension fund financial statements of Lancashire County Pension Fund included in the Pension Fund Annual Report

Opinion

The pension fund financial statements of Lancashire County Pension Fund (the ‘pension fund’) administered by Lancashire County Council (the “Authority”) for the year ended 31 March 2019 which comprise the Fund Account, the Net Assets Statement and the notes to the pension fund financial statements, including a summary of significant accounting policies are derived from the audited pension fund financial statements for the year ended 31 March 2019 included in the Authority’s Statement of Accounts (the “Statement of Accounts”).

In our opinion, the accompanying pension fund financial statements are consistent, in all material respects, with the audited financial statements in accordance with proper practices as defined in the CIPFA/ LASAAC code of practice on local authority accounting in the United Kingdom 2018/19 and applicable law.

Pension Fund Annual Report – Pension fund financial statements

The Pension Fund Annual Report and the pension fund financial statements do not reflect the effects of events that occurred subsequent to the date of our report on

the Statement of Accounts. Reading the pension fund financial statements and the auditor’s report thereon is not a substitute for reading the audited Statement of Accounts and the auditor’s report thereon.

The audited financial statements and our Report thereon

We expressed an unmodified audit opinion on the pension fund financial statements in the Statement of Accounts in our report dated 29 July 2019.

Section 151 Officer responsibilities for the pension fund financial statements in the Pension Fund Annual Report

Under the Local Government Pension Scheme Regulations 2013 the Section 151 Officer of the Authority is responsible for the preparation of the pension fund financial statements, which must include the Fund Account, the Net Asset Statement and supporting notes and disclosures prepared in accordance with proper practices. Proper practices for the pension fund financial statements in both the Statement of Accounts and the Pension Fund Annual Report are set out in the CIPFA/LASAAC code of practice on local authority accounting in the United Kingdom 2018/19.

Auditor’s responsibility

Our responsibility is to express an opinion on whether the pension fund financial statements in the Pension Fund Annual Report are consistent, in all material respects, with the audited pension fund financial statements in the Statement of Accounts based on our procedures, which were conducted in accordance with International Standard on Auditing 810 (Revised), Engagements to Report on Summary Financial Statements.

Use of our report

This report is made solely to the members of the Authority, as a body, in accordance with Part 5 paragraph 20(5) of the Local Audit and Accountability Act 2014 and as set out in paragraph 43 of the Statement of Responsibilities of Auditors and Audited Bodies published by Public Sector Audit Appointments Limited. Our audit work has been undertaken so that we might state to the Authority’s members those matters we are required to state to them in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Authority and the Authority’s members as a body, for our audit work, for this report, or for the opinions we have formed.

Robin Baker

Robin Baker, Key Audit Partner for and on behalf of Grant Thornton UK LLP, Local Auditor Liverpool  
29 July 2019

Fund account

2017/18		Note	2018/19
£m			£m
Dealing with members, employers and others directly involved in the Fund			
374.9	Contributions <sup>1</sup>	6	170.9
11.5	Transfers in from other pension funds	7	11.0
386.4			181.9
(254.8)	Benefits	8	(275.3)
(17.9)	Payments to and on account of leavers	9	(16.4)
(272.7)			(291.7)
113.7	Net (withdrawals)/additions from dealings with members		(109.8)
(62.4)	Management expenses	10	(76.3)
51.3	Net (withdrawals)/additions including fund management expenses		(186.1)
Returns on investments			
138.7	Investment income	11	193.5
221.9	Profit and losses on disposal of investments and changes in the value of investments	13	781.5
360.6	Net return on investments		975.0
411.9	Net increase in the net assets available for benefits during the year		788.9
7,209.3	Opening net assets of the scheme		7,621.2
7,621.2	Closing net assets of the scheme		8,410.1

<sup>1</sup> Following the actuarial valuation in 2016, the Fund gave some employers the option of paying their 3 year future service rate and deficit contributions up front. A number of employers opted to do this and as a result the normal and deficit recovery contributions from the County Council and scheduled bodies for the year ended 31 March 2018 include 3 years contributions from these employers, amounting to £218.0m.

Net assets statement as at 31 March 2019

31 March 2018		Note	31 March 2019
£m			£m
7,448.2	Investment assets	13	8,327.3
162.0	Cash deposits	13	67.1
7,610.2	Total net investments		8,394.4
23.4	Current assets	19	22.0
(12.4)	Current liabilities	20	(6.3)
7,621.2	Net assets of the fund available to fund benefits at the end of the reporting period		8,410.1

**Note:** The fund’s financial statements do not take account of liabilities to pay pensions and other benefits after the period end. The actuarial present value of promised retirement benefits is disclosed at note 24.

This statement of accounts is that upon which the auditor should enter his certificate and opinion. It presents fairly the position of the Lancashire County Pension Fund as at 31 March 2019 and its income and expenditure for the year then ended.



# Notes to the financial statements

## NOTE 1 - PENSION FUND OPERATIONS AND MEMBERSHIP

The Lancashire County Pension Fund is part of the Local Government Pension Scheme and is administered by Lancashire County Council. The County Council is the reporting entity for this Pension Fund.

An up-front contribution of £137.0m was received from employers during the year ended 31 March 2018, relating to the years ending 31 March 2019 and 2020. The upfront contribution was recognised in the year of receipt and therefore contribution income for the year ended 31 March 2019 is significantly reduced when compared to the prior year. Contribution income of £170.9m together with transfers in of £11.0m part funded the payment of £291.7m in respect of benefits and transfers out. The resulting net cash outflow from transactions with members for the year ended 31 March 2019, together with management expenses is funded from investment income.

The following description of the Fund is a summary only. For more detail, reference should be made to the Lancashire County Pension Fund Annual Report 2018/19 and the underlying statutory powers underpinning the scheme, namely the Public Service Pensions Act 2013 and the Local Government Pension Scheme (LGPS) Regulations.

**General**

The scheme is governed by the Public Service Pensions Act 2013. The Fund is administered in accordance with the following secondary legislation:

- the Local Government Pension Scheme (Amendment) Regulations 2018
- the Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014 (as amended)
- the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016.

It is a contributory defined benefit pension scheme administered by Lancashire County Council to provide pensions and other benefits for pensionable employees, whether active, deferred or retired members, of Lancashire County Council, the district councils in Lancashire and a range of other scheduled and admitted bodies within the geographic county of Lancashire. Teachers, police officers and fire-fighters are not included within the Fund as they come within other national pension schemes.

The Fund is overseen by the Lancashire Pension Fund Committee, which reports directly to Full Council. The Head of Fund is designated as the officer responsible for the management of the Fund.

The Pension Fund Committee comprises twelve County Councillors and seven voting co-optees representing the further and higher education sectors, the Lancashire borough, district and city councils, Blackburn with Darwen Council, Blackpool Council and trade unions.

The Committee meets at least quarterly, or otherwise as necessary, with the Investment Panel in attendance and is responsible for fulfilling the role of Scheme Manager (which includes the administration of benefits and strategic management of Fund investments and liabilities), the establishment of policies for investment management, the monitoring and review of investment activity and Fund performance and the presentation of an annual report to Full Council on the state of the Fund and investment activities for the year.

The Investment Panel provides professional expert advice and makes recommendations to the Committee in relation to investment strategy. The Panel comprises the Head of Fund as Chair and two independent advisers.

Full details of the responsibilities of the Panel and Committee are published in the Investment Strategy Statement which is available from the Fund website at [Lancashire Fund Information](#).

The Lancashire Local Pension Board, established in 2015, assists Lancashire County Council in its role as scheme manager and provides a scrutiny role to ensure effective and efficient governance and administration of the Fund. The Board comprises an independent chair together with representatives acting on behalf of employers and members. All members of the Board must be able to demonstrate the knowledge and skills set out in the terms of reference of the Board which are available to view on the Fund website at [Lancashire Fund Information](#).

The investments of the Fund are managed by the Local Pensions Partnership (LPP), a joint venture owned, in equal shares, by Lancashire County Council and the London Pension Fund Authority (LPFA). LPP manages the administration and investment functions on behalf of the two partner authorities.

### Membership

Membership of the LGPS is automatic although employees are free to opt out of the scheme, remain in the scheme or make their own personal arrangements outside the scheme. Employees are re-enrolled every 3 years under the government’s auto-enrolment regulations.

Organisations participating in the Lancashire County Pension Fund include:

- Scheduled bodies, which are local authorities and similar bodies whose staff are automatically entitled to be members of the Fund.

- Admitted bodies, which are other organisations that participate in the Fund under an admission agreement between the Fund and the relevant organisation. Admitted bodies include voluntary, charitable and similar bodies or private contractors undertaking a local authority function following outsourcing to the private sector.

There are 432 employer organisations (2017/18: 412) within Lancashire County Pension Fund including the County Council itself, of which 300 have active members (2017/18: 287) as detailed in the following table.

31 March 2018	Lancashire County Pension Fund	31 March 2019
412	Total number of employers	432
287	Number of employers with active members <sup>1</sup>	300
Number of active scheme members <sup>2</sup>		
25,126	County Council	25,721
26,220	Other employers	27,422
51,346	Total	53,143
Number of pensioners		
23,722	County Council	24,692
23,723	Other employers	24,651
47,445	Total	49,343
Number of deferred pensioners <sup>2</sup>		
37,410	County Council	37,691
35,873	Other employers	36,299
73,283	Total	73,990
172,074	Total membership	176,476

<sup>1</sup> Includes employers for whom admission to the Fund is in progress

<sup>2</sup> March 2018 membership numbers have been adjusted to transfer 5,330 pending leavers as at that date from active membership category to deferred membership category. An adjustment of 5,089 pending leavers has been made at 31 March 2019.

Funding

Benefits are funded by contributions and investment earnings. Employee contributions are made by active members of the Fund in accordance with the LGPS (Amendment) Regulations 2018 and range from 5.5 % to 12.5% of pensionable pay for the financial year ending 31 March 2019. Employer contributions are set based on triennial actuarial funding valuations. The last such valuation was at 31 March 2016 for the three years commencing 1 April 2017. Currently, employer contribution rates range from 0.0 % to 28.0 % of pensionable pay and are dependent on the assumptions applied by the actuary when carrying out the valuation. Examples of variables which may differ between employers are demographic assumptions regarding the age profile and life expectancy of employees, probability of dependant’s pensions becoming payable and the likelihood of ill health retirements.

Benefits

Prior to 1 April 2014, pension benefits under the LGPS were based on final pensionable pay and length of pensionable service. From 1 April 2014, the scheme became a career average scheme, whereby members accrue benefits based on their pensionable pay in that year. Accrued pension is updated annually in line with the consumer prices index. A range of other benefits are also provided including early retirement, disability pensions and death benefits.

The scheme benefits are summarised in the following table.

	Service Pre 1 April 2008	Service post 1 April 2008 and pre 1 April 2014	Service post 1 April 2014
Pension	Each year worked is worth 1/80th x final pensionable salary.	Each year worked is worth 1/60th x final pensionable salary.	Each year worked is worth 1/49th x the pensionable pay for that year (or 1/98th of pensionable pay if member opts for the 50/50 section of the scheme).
Lump sum	Automatic lump sum of 3 x salary. In addition, part of the annual pension can be exchanged for a one-off tax free cash payment. A lump sum of £12 is paid for each £1 of pension given up.	No automatic lump sum. Part of the annual pension can be exchanged for a one-off tax free cash payment. A lump sum of £12 is paid for each £1 of pension given up.	No automatic lump sum. Part of the annual pension can be exchanged for a one-off tax free cash payment. A lump sum of £12 is paid for each £1 of pension given up.

NOTE 2 - BASIS OF PREPARATION

The Statement of Accounts summarises the Fund’s transactions for the financial year and its position as at 31 March 2019. The accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting in United Kingdom 2018/19 which is based on International Financial Reporting Standards (IFRS), as amended for the UK public sector.

The accounts summarise the transactions of the Fund and report the net assets available to pay pension benefits. They do not take account of obligations to pay pensions and benefits which fall due after the end of the financial year nor do they take into account the actuarial present value of promised retirement benefits The actuarial present value of promised retirement benefits, valued on an International Accounting Standard (IAS) 19 basis, is disclosed in note 24 to these accounts. The accounts have been prepared on a going concern basis.

Accounting standards issued but not yet adopted

Under the Code of Practice on Local Authority Accounting in the United Kingdom 2018/19, the Fund is required to disclose information setting out the impact of an accounting change required by a new accounting standard that has been issued on or before 1 January 2019 but not yet adopted by the Code. It is anticipated that the 2019/20 code will introduce amendments in respect of:

- Amendments to IAS 40 Investment Property: Transfers of Investment Property
- Annual Improvements to IFRS Standards 2014 - 2016 Cycle
- IFRIC 22 Foreign Currency Transactions and Advance Consideration
- IFRIC 23 Uncertainty over Income Tax Treatments
- Amendments to IFRS 9 Financial Instruments: Prepayment Features with Negative Compensation

The amendments noted above are not considered likely to have a significant impact on the accounts of the Fund.





## NOTE 3 - ACCOUNTING POLICIES

### Fund account - revenue recognition

#### Contribution income

Normal contributions, both from the members and from the employer, are accounted for on an accruals basis. Member contributions are made in accordance with the LGPS (Amendment) Regulations 2018 using common percentage rates for all schemes which rise according to pensionable pay. Employer contributions are set at the percentage rate recommended by the fund actuary, in the payroll period to which they relate.

Employer deficit funding contributions are accounted for on the due dates on which they are payable under the schedule of contributions set by the scheme actuary or on receipt if earlier than the due date.

Employers' augmentation contributions and pension strain contributions are accounted for in the period in which the liability arises. Any amount due in the year but unpaid will be classed as a current financial asset. Amounts not due until future years are classed as long term financial assets.

#### Transfers to and from other schemes

Transfer values represent amounts received and paid during the period for individual members who have either joined or left the Fund during the financial year and are calculated in accordance with Local Government Pension Scheme (Amendment) Regulations 2018.

Individual transfers in or out are accounted for when received or paid, which is when the member liability is accepted or discharged.

Transfers in from members wishing to use the proceeds of their additional voluntary contributions to purchase scheme benefits are accounted for on a receipts basis and are included in transfers in.

#### Investment income

##### Interest income

Interest income is recognised in the fund account as it accrues, using the effective interest rate of the financial instrument as at the date of acquisition or origination. Income includes the amortisation of any discount or premium, transaction costs or other differences between the initial carrying amount of the instrument and its amount at maturity calculated on an effective interest rate basis.

##### Dividend income

Dividend income is recognised on the date the shares are quoted ex-dividend and is included within distributions from pooled funds.

##### Distribution from pooled funds

Distributions from pooled funds are recognised at the date of issue.

Dividend income arising on equities which are now held within pooled funds is included within distributions from pooled funds.

##### Property related income

Property-related income consists primarily of rental income.

Rental income from operating leases on properties owned by the Fund is recognised on a straight line basis over the term of the lease. Any lease incentives granted are recognised as an integral part of the total rental income, over the term of the lease.

Any property income not received by the end of the reporting period is disclosed in the net assets statement as a current financial asset.

##### Movement in the net market value of investments

Changes in the value of investments (including investment properties) are recognised as income and comprise all realised and unrealised profits or losses during the year.

### Fund account – expense items

#### Benefits payable

Pensions and lump sum benefits payable include all amounts known to be due as at the end of the financial year. Any amounts due but unpaid are disclosed on the net assets statement as current liabilities.

#### Taxation

The Fund is a registered public service scheme under section 1(1) of Schedule 36 of the Finance Act 2004 and as such is exempt from UK income tax on interest received and from capital gains tax on the proceeds of investments sold. Income from overseas investments suffers withholding tax in the country of origin, unless exemption is permitted. Irrecoverable tax is accounted for as a fund expense as it arises.

#### Management expenses

The Fund discloses its pension fund management expenses in accordance with the CIPFA guidance "Accounting for Local Government Pension Scheme Management Expenses (2016)".

- Administrative expenses
- Oversight and governance costs
- Investment management expenses

### Administrative expenses

#### Administrative expenses consist of the following:

- Expenses related to LGPS members and pensioners. These include all activities the pension scheme must perform to administer entitlements and provide members with scheme and benefit entitlement information. Examples of this include pension allocations, benefit estimates, payment of benefits, processing of the transfer of assets, commutation, communications with members and pensioners, and annual benefit statements;
- Expenses related to interaction with scheme employers e.g. data collection and verification, contributions collection and reconciliation, the employer's help desk or other employer support, and communications with employers; and
- Associated project expenses.

All administrative expenses are accounted for on an accruals basis.

### Oversight and governance costs

#### Oversight and governance expenses include the following costs:

- Investment advisory services (strategic allocation, manager monitoring etc.);
- Independent advisors to the pension fund;
- Operation and support of the pension fund committee (i.e. those charged with governance of the pension fund), local pensions board, or any other oversight body;
- Governance and voting services;
- Costs of compliance with statutory or non-statutory internal or external reporting (annual reports and accounts, etc.);
- Legal, actuarial and tax advisory services;
- Non-custodian accountancy and banking services; and
- Internal and external audit.

All oversight and governance expenses are accounted for on an accruals basis. All staff costs associated with governance and oversight are charged direct to the Fund. Associated management, accommodation and other overheads are apportioned to this activity and charged as expenses to the Fund.

### Investment management expenses

Investment management expenses are defined as any expenses incurred in relation to the management of pension fund assets and financial instruments entered into in relation to the management of fund assets. This includes expenses directly invoiced by investment

managers, custody fees and any fees payable to fund managers which are deducted from fund assets. Transaction costs for all categories of investment, other than directly held property, are included within investment management expenses. All investment management expenses are accounted for on an accruals basis.

Fees of the external investment managers, including the Local Pensions Partnership and custodian are agreed in the respective mandates governing their appointments. Broadly, these are based on the market value of investments under their management and therefore increase or reduce as the value of these investments change.

The fund has negotiated with a number of managers that an element of their fee be performance related.

Where an investment manager's fee note has not been received by the net assets statement date, an estimate based upon the market value of their mandate as at the end of the year is used for the inclusion in the fund account. In 2018/19, £0.7m of fees is based on such estimates (2017/18: £11.5m).

### Net assets statement

#### Financial assets

Financial assets are included in the net assets statement on a fair value basis as at the reporting date. A financial asset is recognised in the net assets statement on the date the Fund becomes party to the contractual acquisition of the asset. From this date any gains or losses arising from changes in the fair value of the asset are recognised in the fund account.

The values of investments as shown in the net assets statement have been determined at fair value in accordance with the requirements of the code and IFRS13. For the purpose of disclosing levels of fair value hierarchy, the Fund has adopted the classification guidelines recommended in Practical Guidance on Investment Disclosures (PRAG/Investment Association, 2016).

The investments of the Fund are managed by the Local Pensions Partnership and, other than direct property holdings and a number of legacy assets, the investments have been transitioned into pools within the partnership. Lancashire County Council is a shareholder of the Local Pensions Partnership. The Fund does not have a direct investment in the partnership itself and no investment balance is included on the net asset statement of the Fund. The pooled investments are disclosed in more detail in note 13 and note 22 provides information on the transactions between the Fund and the partnership.

### Freehold and leasehold properties

The properties were valued at open market value at 31 March 2019 by independent property valuers Avison Young in accordance with the Royal Institute of Chartered Surveyors' Valuation Global Standards 2017 (the Red Book). The valuer's opinion of market value and existing use value was primarily derived using comparable recent market transactions on arms-length terms.

### Foreign currency transactions

Dividends, interest and purchases and sales of investments in foreign currencies have been accounted for at the spot market rates at the date of transaction. End-of-year spot market exchange rates are used to value cash balances held in foreign currency bank accounts, overseas investments and purchases and sales outstanding at the end of the reporting period. Any gains or losses are treated as part of a change in market value of investments.

### Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

The Fund's loans and receivables comprise of trade and other receivables and cash deposits and are recognised in the net asset statement at amortised cost

### Cash and cash equivalents

Cash comprises cash in hand and on demand deposits and includes amounts held by the Fund's external managers.

Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and that are subject to minimal risk of changes in value.

### Financial liabilities

The Fund recognises financial liabilities at fair value at the reporting date. A financial liability is recognised in the net assets statement on the date the Fund becomes party to a liability. From this date any gains or losses arising from changes in the fair value of the liability are recognised in the fund account as part of the change in value of investments.

### Actuarial present value of promised retirement benefits

The actuarial present value of promised retirement benefits is assessed on a triennial basis by the scheme actuary in accordance with the requirements of International Accounting Standard (IAS) 19 and relevant actuarial standards.

As permitted under the Code, the Fund has opted to disclose the actuarial present value of promised retirement benefits by way of a note to the net assets statement (note 24).

### Additional voluntary contributions

Lancashire County Pension Fund provides an additional voluntary contributions (AVC) scheme for its members, the assets of which are invested separately from those of the Fund. The AVC providers to the Pension Fund are Equitable Life and Prudential. AVCs are paid to the AVC provider by employers and are specifically for providing additional benefits for individual contributors. Each AVC contributor receives an annual statement showing the amount held in their account and the movements in the year.

AVCs are not included in the Pension Fund accounts in accordance with section 4(1) (b) of the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016 but are disclosed for information in note 18.

## NOTE 4 - CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES

### Pension Fund liability

The net pension fund liability is calculated every three years by the appointed actuary, with annual updates in the intervening years. The methodology used is in line with accepted guidelines and in accordance with IAS19. Assumptions underpinning the valuations are agreed with the actuary and are summarised in note 24. This estimate is subject to significant variances based on changes to the underlying assumptions.

### Unquoted private equity and infrastructure investments

It is important to recognise the highly subjective nature of determining the fair value of private equity and infrastructure investments. They are inherently based on forward looking estimates and it is necessary to apply judgement to the valuation. Unquoted private equities and infrastructure investments are valued by the investment managers using the International Private Equity and Venture Capital Valuation Guidelines 2012.

### Directly held property

The Fund's property portfolio includes directly owned properties which are leased commercially to various tenants. Under the classifications permitted by IAS7 and the Code, the Fund has determined that the tenant leases are operating leases. The risks and rewards of ownership of the properties remain with the Fund and therefore the properties are retained on the net asset statement at fair value. Rental income is recognised in the fund account on a straight line basis over the life of the lease.



## NOTE 5 - ASSUMPTIONS MADE ABOUT THE FUTURE AND OTHER MAJOR SOURCES OF ESTIMATION UNCERTAINTY

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts. Estimates and assumptions are made taking into account historical experience, current trends and future expectations. The nature of estimation means that actual outcomes could be materially different from the assumptions and estimates.

The items in the net assets statement at 31 March 2019 for which there is a significant risk of material adjustment in the forthcoming year are set out in the following table.

Item	Uncertainties	Impact if actual results differ from assumptions
<b>Private equity and infrastructure investments</b>	Private equity and infrastructure investments are valued at fair value in accordance with the International Private Equity and Venture Capital Valuation Guidelines 2012 or equivalent. These investments are not publicly listed and as such there is a degree of estimation involved in the valuation.	<p>The market value of private equity and infrastructure investments in the financial statements totals £1,796.5 m.</p> <p>There is a risk that these investments might be under or overstated in the accounts.</p> <p>Note 17 provides information on the sensitivity of the value of these investments to currency fluctuations, market and other price risks.</p>
<b>Long-term credit investments</b>	Long-term credit investments are valued as the Fund's percentage share of the independently audited Net Asset Value of each individual strategy as provided by the relevant manager. In some cases the underlying investments will be classified as level 3 investments, defined in note 16 as those investments for which valuation involves at least one input which is not based on observable market data.	<p>The market value of long-term credit investments in the financial statements (excluding the investment in Heylo Housing Trust listed separately below) totals £1,134.1m.</p> <p>There is a risk that these investments might be under or overstated in the accounts. Note 17 provides information on the sensitivity of the value of these investments to currency fluctuations, market and other price risks.</p>
<b>Loans secured on real assets</b>	The Heylo Housing Trust loans are held at the best estimate of market value. The value is based on long term expectations of interest rates, inflation and credit spreads in the housing association sector. Exact market benchmarks for these estimates may not be easily observable.	<p>The market value of housing authority loans to Heylo Housing Trust totals £352.0m in the financial statements. There is a risk that this may be under or overstated. Note 17 provides information on the sensitivity of the value of these investments to currency fluctuations, market and other price risks.</p>
<b>Indirect property valuations</b>	Indirect properties are valued at the current open market value as defined by the RICS Appraisal and Valuation Standards. These investments are not publicly listed and as such there is a degree of estimation involved in the valuation.	<p>Indirect property investments in the financial statements total £124.0m. There is a risk that these investments may be under or overstated in the accounts. Note 17 provides information on the sensitivity of the value of these investments to currency fluctuations, market and other price risks.</p>
<b>Actuarial present value of promised retirement benefits</b>	Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries (Mercer) is engaged to provide the authority with expert advice about the assumptions to be applied.	<p>The effects on the net pension liability of changes in individual assumptions can be measured. For instance, a 0.25% reduction in the discount rate assumption would increase the value of the liabilities by approximately £500m. A 0.5% increase in assumed earnings inflation would increase the value of the liabilities by approximately £185m and a 1 year increase in assumed life expectancy would increase the liabilities by approximately £220m.</p>





## NOTE 6 - CONTRIBUTIONS RECEIVABLE

2017/18 £m	By category	2018/19 £m
<b>56.5</b>	<b>Members</b>	<b>58.7</b>
	Employers:	
221.3	Normal contributions <sup>1</sup>	96.8
89.9	Deficit recovery contributions <sup>1</sup>	11.4
7.2	Augmentation contributions <sup>2</sup>	4.0
<b>318.4</b>	<b>Total employers contributions</b>	<b>112.2</b>
<b>374.9</b>	<b>Total contributions receivable</b>	<b>170.9</b>
	<b>By type of employer</b>	
174.9	County Council 1	57.8
176.5	Scheduled bodies 1	93.1
23.5	Admitted bodies	20.0
<b>374.9</b>		<b>170.9</b>

<sup>1</sup> Following the actuarial valuation in 2016, the Fund gave some employers the option of paying their 3 year future service rate and deficit contributions up front. A number of employers opted to do this and as a result the normal and deficit recovery contributions from the County Council and scheduled bodies for the year ended 31 March 2018 include 3 years contributions from these employers, amounting to £218.0m

<sup>2</sup> Augmentation contributions comprise additional pension benefits awarded by employers to scheme members in line with the general conditions of employment.

Within the employee contributions figure for 2018/19, £0.3m is voluntary and additional regular contributions (2017/18: £0.4m).

## NOTE 7 - TRANSFERS IN FROM OTHER PENSION FUNDS

2017/18		2018/19
£m		£m
11.5	Individual transfers in from other schemes	11.0
<b>11.5</b>		<b>11.0</b>

## NOTE 8 - BENEFITS PAYABLE

2017/18 £m	By category	2018/19 £m
213.6	Pensions	226.5
35.1	Commutation and lump sum retirement benefits	43.0
6.1	Lump sum death benefits	5.8
<b>254.8</b>		<b>275.3</b>
	<b>By type of employer</b>	
107.1	County Council	116.4
126.5	Scheduled bodies	137.5
21.2	Admitted bodies	21.4
<b>254.8</b>		<b>275.3</b>

## NOTE 9 - PAYMENTS TO AND ON ACCOUNT OF LEAVERS

2017/18		2018/19
£m		£m
0.6	Refunds to members leaving service	0.6
17.3	Individual transfers	15.8
<b>17.9</b>		<b>16.4</b>

## NOTE 10 - MANAGEMENT EXPENSES

2017/18		2018/19
£m		£m
3.8	Fund administrative costs	3.7
57.3	Investment management expenses <sup>1</sup>	71.7
1.3	Oversight and governance costs <sup>1,2</sup>	0.9
62.4		76.3

<sup>1</sup> £3.2m investment property management expenses have been reclassified from oversight and governance costs to investment management expenses in the 2017/18 comparatives.

<sup>2</sup> Oversight and governance costs above include external audit fees which amounted to £34,169 (2017/18: £34,169). Additional fees of £10,500 were paid to the external auditor for IAS19 assurance work on behalf of Fund employers within the PSAA regime.

## Investment management expenses

2017/18		2018/19
£m		£m
0.4	Transaction costs <sup>1</sup>	1.0
45.0	Fund value based management fees <sup>2</sup>	48.3
0.3	Transition fees	-
11.5	Performance related fees <sup>3</sup>	22.4
0.1	Custody fees	-
57.3		71.7

<sup>1</sup> Transaction costs are not directly invoiced to the Fund and are included within the net asset value of investments by investment managers. In accordance with CIPFA guidance these fees are identified and reported through the Fund account.

<sup>2</sup> Fund value based management fees include costs invoiced directly to the Fund by investment managers and fees accounted for by investment managers within net asset value and recognised in the fund account in accordance with CIPFA guidance. Fees are charged as a percentage of the value of assets held by each manager. In addition to these costs, indirect costs are incurred through the bid-offer spread on investments sales and purchases. These are reflected in the cost of investment acquisitions and in the proceeds from the sales of investments.

<sup>3</sup> Performance related fees in the year ended 31 March 2018 included a non-recurring fee on global equities of £2.3m.

## NOTE 11 - INVESTMENT INCOME

2017/18		2018/19
£m		£m
3.3	Fixed interest securities	2.1
0.8	Index linked securities	-
103.4	Pooled investment vehicles	157.2
2.2	Pooled property investments	1.7
28.9	Net rents from properties	32.0
0.1	Interest on cash deposits	0.5
138.7	Total investment income	193.5

## NOTE 12 - PROPERTY INCOME

2017/18		2018/19
£m		£m
32.2	Rental income	36.7
(3.3)	Direct operating expenses	(4.7)
<b>28.9</b>	<b>Net income</b>	<b>32.0</b>

## NOTE 13 - RECONCILIATION OF MOVEMENTS IN INVESTMENTS AND DERIVATIVES

	Market value as at 1 April 2018	Purchases during the year and derivative payments	Sales during the year and derivative receipts	Change in value during the year 1	Market value as at 31 March 2019
	£m	£m	£m	£m	£m
Fixed interest securities	116.8	321.3	(329.1)	1.7	110.7
Index linked securities	178.0	122.2	(3.1)	(13.5)	283.6
Pooled investment vehicles	6,321.5	507.0	(496.3)	711.0	7,043.2
Pooled property investments	113.3	8.3		2.4	124.0
Direct property	715.5	34.8		11.6	761.9
	<b>7,445.1</b>	<b>993.6</b>	<b>(828.5)</b>	<b>713.2</b>	<b>8,323.4</b>
Other investment balances:					
Cash deposits	162.0				67.1
Investment income due	3.1				3.9
<b>Net investment assets</b>	<b>7,610.2</b>				<b>8,394.4</b>

<sup>1</sup> £781.5m on the face of the Fund account includes the change in market value of investments disclosed above (£713.2), plus profits and losses on disposals and changes in the market value of investments held within the pools.

	Market value as at April 2017	Purchases at cost and derivative payments	Sales proceeds and derivative receipts	Change in market value 1	Market value as at 31 March 2018
	£m	£m	£m	£m	£m
Fixed interest securities	132.2	341.8	(351.3)	(5.9)	116.8
Index linked securities	127.1	1,940.4	(1,889.4)	(0.1)	178.0
Pooled investment vehicles	6,136.7	1,956.1	(1,879.5)	108.2	6,321.5
Pooled property investments	99.4	-	(0.1)	14.0	113.3
Direct property	637.0	43.0	(17.9)	53.4	715.5
	<b>7,132.4</b>	<b>4,281.3</b>	<b>(4,138.2)</b>	<b>169.6</b>	<b>7,445.1</b>
Other investment balances:					
Cash deposits	56.3				162.0
Investment accruals	2.7				3.1
<b>Net investment assets</b>	<b>7,191.4</b>				<b>7,610.2</b>

<sup>1</sup> £221.9m on the face of the Fund account includes the change in market value of investments disclosed above (£169.6m), plus profits and losses on disposals and changes in the market value of derivatives held within the pools.

## Investments analysed by fund manager

31 March 2018			31 March 2019	
£m	% of net investment assets		£m	% of net investment assets
<b>Investments managed by LPPI Private Equity Fund</b>				
83.5	1.1%	Capital Dynamics	75.9	0.9%
37.1	0.5%	HGGC	67.6	0.8%
22.1	0.3%	Hermes GPE	38.5	0.5%
26.1	0.3%	Insight Venture Partners	38.0	0.5%
30.0	0.4%	Permira	35.3	0.4%
32.1	0.4%	Genstar Capital	33.6	0.4%
10.0	0.1%	Adveq TMC	25.7	0.3%
13.1	0.2%	Colbeck Capital Management	23.4	0.3%
17.4	0.2%	BV Investment Partners	22.3	0.3%
15.1	0.2%	Waterland	20.4	0.2%
14.1	0.2%	ECI Partners	18.8	0.2%
14.4	0.2%	Mid Europa Partners	17.6	0.2%
15.1	0.2%	CVC Capital Partners	17.2	0.2%
21.4	0.3%	Nordic Capital	16.8	0.2%
15.2	0.2%	Thoma Bravo	15.4	0.2%
9.6	0.1%	CBPE Capital	14.8	0.2%
10.0	0.1%	Advent Life Sciences	14.0	0.2%
16.5	0.2%	Apax Partners	14.0	0.2%
16.1	0.2%	Hg Capital	13.2	0.2%
10.8	0.1%	Rutland Fund Management	12.5	0.2%
7.5	0.1%	Endeavour Vision	12.0	0.1%
14.1	0.2%	Ironbridge Equity Partners	11.3	0.1%
13.2	0.2%	SL Capital Partners	10.9	0.1%
6.3	0.1%	NorthEdge Capital	9.9	0.1%
6.0	0.1%	Advent Venture Partners	9.8	0.1%
9.9	0.1%	Alpha Group	7.9	0.1%
6.1	0.1%	Littlejohn & Co	6.5	0.1%
6.0	0.1%	Advent International	5.7	0.1%
6.3	0.1%	Triton Partners	5.7	0.1%
7.0	0.1%	LPP internal managers	4.5	0.1%
6.5	0.1%	Chequers Capital	3.6	-



31 March 2018			31 March 2019	
£m	% of net investment assets		£m	% of net investment assets
Investments managed by LPPI Private Equity Fund				
3.5	0.1%	Charterhouse Capital Partners	3.4	-
4.4	0.1%	Accent	3.0	-
-	-	True Capital	1.8	-
-	-	MCP	1.6	-
1.8	-	Abingworth Management	1.0	-
0.8	-	Private Equity Partners	0.8	-
1.8	-	EQT Partners	0.5	-
0.1	-	Italian Capital Management	0.1	-
531.0	7.0%		635.0	7.6%
Private equity investments managed outside of LPPI Private Equity Fund				
16.7	0.2%	Trilantic Capital Partners	15.4	0.2%
16.7	0.2%		15.4	0.2%
Investments managed by LPPI Credit Investments Fund				
200.4	2.6%	Prima Mortgage Investment Trust LLC	180.6	2.2%
114.8	1.5%	Bluebay	96.1	1.2%
-	-	Robeco	87.4	1.0%
73.8	1.0%	White Oak	78.8	0.9%
-	-	Primerica	70.3	0.8%
84.3	1.1%	Apollo	67.1	0.8%
61.9	0.8%	Venn Commercial Real Estate	66.7	0.8%
67.2	0.9%	King Street	59.2	0.7%
64.5	0.9%	Permira	49.3	0.6%
51.7	0.7%	Monarch	47.1	0.6%
38.5	0.5%	M&G	32.3	0.4%
37.2	0.5%	MFO King Street	29.3	0.3%
35.7	0.5%	Kreos	26.7	0.3%
10.4	0.1%	Muzinich Private Debt Fund	13.5	0.1%
14.4	0.2%	Blackrock	6.6	0.1%
8.5	0.1%	Westmill	6.6	0.1%
79.7	1.0%	LPPI internal managers	5.4	0.1%
128.1	1.7%	Pictet	-	-
1,071.1	14.1%		923.0	11.0%

31 March 2018			31 March 2019	
£m	% of net investment assets		£m	% of net investment assets
Credit investments managed outside of LPPI Credit Investments Fund				
198.3	2.6%	Heylo Housing Trust	352.0	4.2%
138.0	1.8%	CRC	111.5	1.3%
56.6	0.7%	Neuberger Berman	52.1	0.6%
48.3	0.6%	Pimco Bravo	31.8	0.4%
31.2	0.4%	EQT	10.1	0.1%
18.8	0.3%	Hayfin	5.6	0.1%
491.2	6.4%		563.1	6.7%
Investments managed by LPPI Fixed Income Fund				
92.0	1.2%	PIMCO	157.6	1.9%
91.8	1.2%	Wellington	155.9	1.8%
-	-	LPPI internal managers	1.2	-
183.8	2.4%		314.7	3.7%
Liquid credit investments managed outside of LPPI Fixed Income Fund				
282.0	3.7%	LPPI internal and LCC Treasury Management	181.6	2.1%
282.0	3.7%		181.6	2.1%
Investments managed by LPPI Global Equities Fund				
1,306.2	17.2%	LPPI internal managers	1,531.8	18.3%
482.5	6.3%	Magellan	551.1	6.6%
469.0	6.2%	Robeco	548.8	6.5%
466.7	6.1%	First Eagle	540.4	6.4%
315.1	4.1%	Wellington	368.6	4.4%
174.9	2.3%	Baron	188.2	2.2%
-	-	MFS	0.5	-
-	-	Macquarie	0.2	-
3,214.4	42.2%		3,729.6	44.4%
Investments managed by LPPI Infrastructure Investments Fund				
84.2	1.1%	GLIL Infrastructure LLP	266.9	3.2%
95.0	1.2%	Guild Investments Limited	105.4	1.3%
111.4	1.5%	Elisandra Spain	102.1	1.2%
79.5	1.0%	Semperian PPP	93.6	1.1%
44.8	0.6%	ISquared Global Infrastructure	56.7	0.7%

31 March 2018			31 March 2019	
£m	% of net investment assets		£m	% of net investment assets
Investments managed by LPPI Infrastructure Investments Fund				
47.2	0.6%	Global Infrastructure Partners	54.3	0.5%
61.6	0.8%	Cape Byron Infrastructure	41.6	0.5%
34.2	0.5%	Meridiam Infrastructure	41.6	0.5%
30.8	0.4%	ISQ Viridian	34.6	0.4%
32.7	0.4%	EQT Infrastructure	31.8	0.4%
35.6	0.5%	LPPI internal managers	29.9	0.4%
24.9	0.3%	Capital Dynamics	27.8	0.4%
20.7	0.3%	Stonepeak Infrastructure	24.2	0.3%
15.5	0.2%	Glennmont	9.0	0.1%
6.3	0.1%	Icon Infrastructure Partners	6.9	0.1%
3.0	0.1%	Stonepeak Claremont	3.9	-
727.4	9.6%		930.3	11.1%
Infrastructure investments managed outside of LPPI Infrastructure Investments Fund				
104.6	1.4%	Arclight Energy	103.2	1.2%
77.1	1.0%	Icon Infrastructure Partners	55.6	0.7%
49.4	0.7%	Highstar Capital	31.5	0.4%
32.7	0.4%	Capital Dynamics Red Rose	25.5	0.3%
263.8	3.5%		215.8	2.6%
Property				
715.5	9.4%	Knight Frank	761.9	9.1%
46.0	0.6%	M&G Europe fund	47.9	0.6%
39.0	0.5%	Gatefold Hayes	40.3	0.5%
28.3	0.4%	Kames Target	28.3	0.3%
-	-	BaseCamp Real Estate Partners Ltd	7.4	0.1%
828.8	10.9%		885.9	10.6%
7,610.2	100.0%		8,394.4	100.0%





The following individual investments represent over 5% of the net assets of the fund.

31 March 2018			31 March 2019		
£m	% of total fund		£m	% of total fund	
3,214.4	42.2%	LPPI Global Equity Fund	3,729.6	44.4%	
727.4	9.6%	LPPI Infrastructure Fund	930.3	11.1%	
1,071.1	14.1%	LPPI Credit Strategies Fund	923.0	11.0%	
531.0	7.0%	LPPI Private Equity Fund	635.0	7.6%	

Fixed interest securities

31 March 2018		31 March 2019
£m		£m
32.5	UK corporate bonds quoted	63.8
14.2	Overseas public sector	12.0
70.1	Overseas corporate bonds quoted	34.9
116.8		110.7

Index linked securities

31 March 2018		31 March 2019
£m		£m
178.0	UK quoted	283.6
178.0		283.6

Pooled investment vehicles

31 March 2018		31 March 2019
£m	UK funds:	£m
183.8	Fixed income funds	314.7
108.2	Private equity	137.0
760.1	Infrastructure	955.8
1,110.3	Long term credit investments	997.0
67.3	Property funds	68.6
Overseas funds:		
242.8	Fixed income funds	195.3
439.5	Private equity	513.4
231.1	Infrastructure	190.3
31.2	Long term credit investments	10.1
3,214.4	Equity funds <sup>1</sup>	3,729.6
46.0	Property funds	55.4
6,434.7		7,167.2

<sup>1</sup> Equity funds are held in the LPPI Global Equity Fund which includes UK equities.

Direct property investments

31 March 2018		31 March 2019
£m		£m
601.8	UK – freehold	624.8
113.7	UK – long leasehold	137.1
715.5		761.9

Property holdings

The Fund’s investment in property comprises of investments in pooled property funds along with a number of directly owned properties which are leased commercially to various tenants. Details of these directly owned properties are shown in the table.

31 March 2018		31 March 2019
£m		£m
637.0	Opening balance	715.5
Additions:		
18.3	• Purchases	3.4
15.5	• New construction	31.2
9.2	• Subsequent expenditure	0.9
(17.9)	Disposals	-
53.4	Net increase in market value	10.9
715.5	Closing balance	761.9

Operating leases

The Fund leases out property under operating leases. The table shows the future minimum lease payments receivable under non-cancellable leases in future years.

2017/18		2018/19
£m		£m
29.3	Leases expiring within one year	36.3
81.1	Leases expiring between one and five years	109.8
126.1	Leases expiring later than five years	112.2
236.5	Total future minimum lease payments receivable under existing non-cancellable leases	258.3

The above disclosures have been reduced by a credit loss allowance of 2.1 % per annum reflecting the Fund’s expected loss from late or non-recovery of rents from tenants. This has been based on the Fund’s own historic experience but also information on similar properties received from the Fund’s property management agents. There are no contingent rents as all rents are fixed until the next rent review (generally on 5 year review patterns) and then are either reviewed to market rent, a fixed uplift or in line with an index. The income is contractually secured against a wide range of tenants who in turn operate in a range of market sectors. Income is generally reviewed to market rent five yearly, and there is also an element of the portfolio income that is indexed or has fixed uplifts (generally being in the range of 2-4% per annum). The portfolio also features a number of vacant properties for which the future income depends on the terms agreed by tenants, and the investment manager is working with property managers to fill these voids.

Cash deposits

31 March 2018		31 March 2019
£m		£m
109.1	Sterling	43.5
52.9	Foreign currency	23.6
162.0		67.1

## NOTE 14 - FINANCIAL INSTRUMENTS CLASSIFICATION

The following table analyses the carrying amounts of financial assets and liabilities by category and net asset statement heading. Directly held property is excluded from this note.

### 31 March 2019

	Fair value through profit or loss	Loans and receivables at amortised cost	Financial liabilities at amortised cost
	£m	£m	£m
<b>Financial assets</b>			
Fixed interest securities	110.7		
Index linked securities	283.6		
Pooled investment vehicles	7,043.2		
Pooled property investments	124.0		
Cash deposits		67.1	
Investment accruals	3.9		
Debtors		22.0	
<b>Total financial assets</b>	<b>7,565.4</b>	<b>89.1</b>	
<b>Financial liabilities</b>			
Creditors			6.3
<b>Total financial liabilities</b>			<b>6.3</b>

## NOTE 15 - NET GAINS AND LOSSES ON FINANCIAL INSTRUMENTS

The net gain on financial assets at fair value through profit and loss was £781.5m (2017/18: £221.9m) after adjusting for directly owned property.

### 31 March 2018

	Fair value through profit or loss	Loans and receivables at amortised cost	Financial liabilities at amortised cost
	£m	£m	£m
<b>Financial assets</b>			
Fixed interest securities	116.8		
Index linked securities	178.0		
Pooled investment vehicles	6,321.5		
Pooled property investments	113.3		
Cash deposits		162.0	
Investment accruals	3.1		
Debtors		23.5	
<b>Total financial assets</b>	<b>6,732.7</b>	<b>185.5</b>	
<b>Financial liabilities</b>			
Creditors			12.4
<b>Total financial liabilities</b>			<b>12.4</b>





## NOTE 16 - FINANCIAL INSTRUMENTS – FAIR VALUE HIERARCHY

### Valuation of financial instruments carried at fair value

The valuation of financial instruments has been classified into three levels according to the quality and reliability of information used to determine fair values. Transfers between levels are recognised in the year in which they occur.

#### Level 1

Level 1 fair value measurements are those derived from unadjusted quoted prices in active markets for identical assets or liabilities. Examples include quoted equity investments, including those held in the LPPI Global Equity Fund, unit trusts, UK pooled fixed income funds, overseas pooled fixed income funds, UK and overseas quoted fixed interest securities. Listed investments are shown at bid prices. The bid value of the investment is based on the bid market quotation of the relevant stock exchange.

#### Level 2

Level 2 investments are those where quoted market prices are not available, for example where an instrument is traded in a market that is not considered to be active or valuation techniques are used to determine fair value and where these techniques use inputs that are based significantly on observable market data. Such instruments include bonds secured on affordable housing assets. The technique for valuing these assets is independently verified.

The bonds secured on affordable housing assets are based on long term expectations of interest rates, inflation and credit spreads in the housing association sector.

#### Level 3

Level 3 portfolios are those where at least one input which could have a significant effect on the instrument's valuation is not based on observable market data. Such instruments include overseas quoted fixed income investments, pooled UK fixed income investments, private equity, infrastructure and indirect overseas property investments, which are valued using various valuation techniques that require significant management judgement in determining appropriate assumptions, including earnings, public market comparatives and estimated future cash flows.

The values of the investment in private equity and infrastructure are based on valuations provided to the private equity and infrastructure funds in which Lancashire County Pension Fund has invested. These valuations are prepared in accordance with the International Private Equity and Venture Capital Valuation Guidelines or equivalent, which follow the valuation principles of IFRS and US GAAP. Valuations are performed annually mainly, and at the end of December. Cash flow adjustments are used to roll forward the valuations to 31 March as appropriate.

The value of the overseas indirect property fund investment is based on valuations provided to the overseas indirect property fund in which Lancashire County Pension Fund has invested. These valuations are at the current open market value, as defined by the RICS Appraisal and Valuation Standards. These valuations are performed monthly.

### Fair value hierarchy

The following table provides an analysis of the financial assets and liabilities of the Fund grouped into level 1 to 3 based on the level of which the fair value is observable. Loans and receivables are excluded from this table as they are held at amortised cost.

#### 31 March 2019

	Quoted market price Level 1 £m	Using observable inputs Level 2 £m	With significant unobservable inputs Level 3 £m	Total £m
Financial assets at fair value through profit and loss	4,155.9	-	3,409.5	7,565.4
Loans and receivables	67.1	-	-	67.1
Non-financial assets at fair value through profit and loss (property holdings)	-	761.9	-	761.9
<b>Net investment assets</b>	<b>4,223.0</b>	<b>761.9</b>	<b>3,409.5</b>	<b>8,394.4</b>

#### 31 March 2018

	Quoted market price Level 1 £m	Using observable inputs Level 2 £m	With significant unobservable inputs Level 3 £m	Total £m
Financial assets at fair value through profit and loss	3,399.4	116.9	3,216.4	6,732.7
Loans and receivables	162.0	-	-	162.0
Non-financial assets at fair value through profit and loss (property holdings)	-	715.5	-	715.5
<b>Net investment assets</b>	<b>3,561.4</b>	<b>832.4</b>	<b>3,216.4</b>	<b>7,610.2</b>

Basis of valuation

Description of asset	Valuation hierarchy	Basis of valuation	Observable and unobservable inputs	Key sensitivities affecting the valuations provided
Pooled global equities	Level 1	Unadjusted quoted bid market prices.	Not required.	Not required.
Fixed income funds	Level 1	Unadjusted market values based on current yields.	Not required.	Not required.
Corporate and overseas government bonds	Level 2	Market approach – active ‘over the counter’ markets	Corroborative indicative quotes, interest rates, inflation.	Not required.
Direct property holdings	Level 2	Valuation performed by independent professional valuers Avison Young in accordance with Royal Institute of Chartered Surveyor’s (RICS) Valuation Standards (9th edition).	Comparable recent market transactions on arm’s length terms; general changes in property market prices; rental growth; vacant properties ;existing lease terms; nature of tenancies,	Not required.
Pooled property investments	Level 3	Current open market value in accordance with RICS Appraisal and Valuation Standards.	Unobservable fund net asset value.	Ability to exit fund; market opinion; general market movements.
Private equity, long term credit and infrastructure investments	Level 3	Annually at fair value in accordance with International Private Equity and Venture Capital Valuation Guidelines 2012 or equivalent.	Discount rates, cash flow projections.	Material events occurring between the date of the financial statements provided and the pension fund’s own reporting date; changes to expected cash flows; differences between audited and unaudited accounts

Sensitivity of assets valued at level 3

Having consulted with the Fund’s independent investment advisors, the Fund has determined that the valuation methods described above are likely to be accurate to within the following ranges, and has

set out below the consequent potential impact on the closing value of investments held at 31 March 2019.

Description of asset	Assessed valuation range1 (+/-)	Value at 31 March 2019 £m	Value on increase £m	Value on decrease £m
Fixed income funds	-	198.2	198.2	198.2
Private equity funds	7.7%	650.3	700.4	600.2
Infrastructure funds	7.7%	1,146.1	1,234.3	1,057.9
Long term credit excluding index linked	7.7%	1,007.3	1,084.9	929.7
Index linked long term credit	-	283.6	283.6	283.6
Pooled property investments	4.0%	124.0	129.0	119.0
Level 3 investments		3,409.5	3,630.4	3,188.6

1 All movements in the assessed valuation range derive from changes in the underlying profitability of component companies and investments.

Reconciliation of fair value measurements within level 3

	Fixed income funds	Private equity	Infrastructure funds	Long term credit investments	Property funds	Total level 3 investments
	£m	£m	£m	£m	£m	£m
Market value 1 April 2018	244.8	547.7	991.2	1,319.4	113.3	3,216.4
Purchases during the year and derivative payments	-	125.4	191.4	122.7	8.3	447.8
Sales during the year and derivative receipts	(62.8)	(124.9)	(90.7)	(221.0)	-	(499.4)
Unrealised gains / losses	3.1	40.9	4.0	41.3	2.4	91.7
Realised gains / losses	13.1	61.2	50.2	28.5	-	153.0
Market value 31 March 2019	198.2	650.3	1,146.1	1,290.9	124.0	3,409.5

## NOTE 17 - NATURE AND EXTENT OF RISKS ARISING FROM FINANCIAL INSTRUMENTS

### Risk and risk management

The Fund's primary long-term risk is that the Fund's assets will fall short of its liabilities (i.e. promised benefits payable to members). The aim of investment risk management is to balance the minimisation of the risk of an overall reduction in the value of the Fund with maximising the opportunity for gains across the whole Fund portfolio. The Fund achieves this through asset diversification to reduce exposure to market risk (price risk, currency risk and interest rate risk) and keep credit risk to an acceptable level. In addition, the Fund manages its liquidity risk to ensure there is sufficient liquidity to meet the Fund's forecast cash flow.

Responsibility for the Fund's risk management strategy rests with the Pension Fund Committee. Risk management policies are established to identify and analyse the risks faced by the Fund's operations. Policies are reviewed regularly to reflect change in activity and in market conditions.

### Market risk

Market risk is risk of loss from fluctuations in equity and commodity prices, interest and foreign exchange rates and credit spreads. The Fund is exposed to market risk from its investment activities, particularly through its equity holdings.

The objective of the Fund's risk management strategy is to identify, manage and keep market risk exposure within acceptable parameters, whilst optimising the return on risk.

In general, excessive volatility in market risk is managed through the diversification of the portfolio in terms of geographical and industry sectors and individual securities. To mitigate market risk, the Fund and its investment advisors undertake appropriate monitoring of market conditions and benchmarking analysis.

### Other price risk

Other price risk represents the risk that the value of a financial instrument will fluctuate as a result of changes in market prices (other than those arising from interest rate risk or foreign exchange risk), whether those changes are caused by factors specific to the individual instrument or its issuer or factors affecting all such instruments in the market.

The Fund is exposed to share and derivatives price risk. This arises from investments held by the Fund for which the future price is uncertain. All securities investments present a risk of loss of capital.

The Fund's investment managers mitigate this price risk through diversification. The selection of securities and other financial instruments is monitored by the Fund to ensure it is within limits specified in the fund investment strategy.

### Other price risk – sensitivity analysis

Following analysis of historical data and expected investment return movement during the financial year, in consultation with the Fund's investment advisors, the Fund has determined that the following movements in market price risks are reasonably possible for the 2018/19 reporting period.

The sensitivities are consistent with the assumption contained in the investment advisors' most recent review. This analysis assumes that all other variables, in particular foreign currency exchange rates and interest rates, remain the same. Had the market of the Fund's investments increased/decreased in line with the above, the change in the net assets available to pay benefits in the market place would have been as follows (the prior year comparator is also shown):

Asset type	Potential market movements (+/-)
Total bonds (including index linked)	6.7%
Total equities	9.8%
Alternatives	7.7%
Total property	4.0%

Asset type	31 March 2019	Potential market movements (+/-)	Potential value on increase	Potential value on decrease
	£m	%	£m	£m
Investment portfolio assets:				
Total equities	4,380.0	9.8%	4,807.4	3,952.5
Alternatives	2,946.8	7.7%	3,173.7	2,720.0
Total property	886.0	4.0%	921.5	850.6
Total bonds (including index linked)	110.6	6.7%	118.0	103.2
<b>Total assets available to pay benefits</b>	<b>8,323.4</b>		<b>9,020.6</b>	<b>7,626.3</b>

Asset type	31 March 2018	Potential market movements (+/-)	Potential value on increase	Potential value on decrease
	£m	%	£m	£m
Investment portfolio assets:				
Total bonds (including index linked)	132.7	7.2%	142.3	123.1
Total equities	3,762.1	9.6%	4,123.3	3,400.9
Alternatives	2,721.5	7.4%	2,922.9	2,520.1
Total property	828.8	3.9%	861.1	796.5
<b>Total assets available to pay benefits</b>	<b>7,445.1</b>		<b>8,049.6</b>	<b>6,840.6</b>



Interest rate risk

The Fund invests in financial assets for the primary purpose of obtaining a return on investments. These investments are subject to interest rate risks, which represent the risks that the fair value of future cash flow of a financial instrument will fluctuate because of changes in market interest rates.

The Fund's interest rate risk is routinely monitored by the Investment Panel and its investment advisors. The Fund's direct exposure to interest rate movements as at 31 March 2019 and 31 March 2018 is set out below. These disclosures present interest rate risk based on the underlying financial assets at fair value.

The Fund has recognised that interest rates can vary and can affect both income to the Fund and the value of the net assets available to pay benefits. A 100 basis point (BPS) movement in interest rates is consistent with the level of sensitivity applied as part of the Fund's risk management strategy (1BPS = 0.01%). The Fund's investment advisor has advised that long-term average rates are expected to move less than 100 basis points for one year to the next and experience suggests that such movements are likely.

The analysis that follows assumes that all other variables, in particular exchange rates, remain constant, and shows the effect in the year on the net assets available to pay benefits of a +/- 1% change in interest rates:

31 March 2018	Asset type	31 March 2019
£m		£m
162.0	Cash and cash equivalents	67.1
162.0	Total	67.1

Asset type	Impact of		
	31 March 2019	1% increase	1% decrease
£m	£m	£m	£m
Cash and cash equivalents	67.1	0.7	(0.7)
Total change in assets available		0.7	(0.7)

Asset type	Impact of		
	31 March 2018	1% increase	1% decrease
£m	£m	£m	£m
Cash and cash equivalents	162.0	1.6	(1.6)
Total change in assets available		1.6	(1.6)

Currency risk

Currency risk represents the risk that the fair value cash flow of a financial instrument will fluctuate because of changes in foreign exchange rates. The Fund is exposed to currency risk on financial instruments that are denominated in any currency other than the functional currency of the Fund (£). The Fund holds both monetary and non-monetary assets denominated in currencies other than £.

The Fund's currency rate risk is routinely monitored by the Fund and its investment advisors in accordance with the Fund's risk management strategy.

Currency risk - sensitivity analysis

Following analysis of historical data in consultation with the Fund's investment advisors, the Fund considers the likely volatility associated with foreign exchange rate movement to be 8.0%.

An 8.0% fluctuation in the currency is considered reasonable based on the Fund advisor's analysis of long-term historical movements in the month-end exchange rates over a rolling 36-month period. This analysis assumes that all other variables, in particular interest rates, remain constant (2017/18: 8.5%).

An 8.0% strengthening/weakening of the pound against the various currencies in which the Fund holds investments would increase/decrease the net assets available to pay benefits as follows:

The following table summarises the Fund's currency exposure as at 31 March 2019 and as at the previous year end.

31 March 2018	Currency exposure – asset type	31 March 2019
£m		£m
3,653.8	Overseas equities	4,243.0
505.2	Overseas alternatives	395.7
46.0	Overseas property	55.4
84.3	Overseas bonds (including index linked)	46.9
4,289.3	Total overseas assets	4,741.0

Currency exposure - asset type	Asset value at 31 March 2019	Potential market movement +/- 8.0%	Value on increase	Value on decrease
	£m	£m	£m	£m
Overseas equities	4,243.0	341.1	4,584.1	3,901.9
Overseas alternatives	395.7	31.8	427.5	363.9
Overseas property	55.4	4.5	59.9	50.9
Overseas bonds (including index linked)	46.9	3.8	50.7	43.1
Total assets available to pay benefits	4,741.0	381.2	5,122.2	4,359.8

Currency exposure - asset type	Asset value at 31 March 2018	Potential market movement +/- 8.5%	Value on increase	Value on decrease
	£m	£m	£m	£m
Overseas bonds (including index linked)	84.3	7.2	91.5	77.1
Overseas equities	3,653.8	310.6	3,964.4	3,343.2
Overseas alternatives	505.2	42.9	548.1	462.3
Overseas property	46.0	3.9	49.9	42.1
Total assets available to pay benefits	4,289.3	364.6	4,653.9	3,924.7

Credit risk

Credit risk represents the risk that the counterparty to a transaction or a financial instrument will fail to discharge an obligation and cause the Fund to incur financial loss. The market values of investments generally reflect an assessment of credit in their pricing and consequently the risk of loss is implicitly provided for in the carrying value of the Fund’s financial asset and liabilities. In essence the Fund’s entire investment portfolio is exposed to some form of credit risk, with the exception of the derivatives positions, where the risk equates to the net market value of a positive derivative position. However, the selection of high quality counterparties, brokers and financial institutions minimise the credit risk that may occur through the failure to settle a transaction in a timely manner.

Contractual credit risk is represented by the net payment or receipts that remain outstanding, and the cost of replacing the derivatives position in the event of a

counterparty default. The residual risk is minimal due to the various insurance policies held by the exchanges to cover defaulting counterparties. Credit risk on over-the-counter derivatives contracts is minimised as counterparties are recognised financial intermediaries with acceptable credit ratings determined by a recognised rating agency.

Deposits are not made with banks and financial institutions unless they are rated independent and meet the Fund’s credit criteria. The Fund has also set limits as to the maximum percentage of the deposits placed with any class of financial institution.

The Fund’s cash holding under its treasury management arrangements at 31 March 2019 was £67.1m (31 March 2018: £162.0m) and was held with the following institutions:

31 March 2018	Summary	Rating	31 March 2019
£m			£m
Bank deposit accounts			
154.5	Northern Trust	A+	58.3
7.5	Svenska Handelsbanken	A+	7.6
Cash float with property manager			
-	Barclays Bank Plc	A-	1.2
162.0	Total		67.1

Liquidity risk

Liquidity risk represents the risk that the Fund will not be able to meet its financial obligations as they fall due. The Fund therefore takes steps to ensure that there are adequate cash resources to meet its commitments. The Fund has immediate access to its cash holdings.

Management prepares periodic cash flow forecasts to understand and manage the timing of the Fund’s cash flow. The appropriate strategic level of cash balances to be held forms part of the Funds investment strategy.

The Fund has financial liabilities of £6.3m at 31 March 2019, all of which is due within one year.

NOTE 18 - ADDITIONAL VOLUNTARY CONTRIBUTIONS (AVC)

	Equitable Life	Prudential	Total
	£m	£m	£m
Value at start of the year	0.7	27.3	28.0
Income (incl. contributions, bonuses, interest and transfers in)	0.0	5.9	5.9
Expenditure (incl. benefits, transfers out and change in market value)	(0.1)	(4.2)	(4.3)
Value at the end of the year	0.6	29.0	29.6

NOTE 19 - CURRENT ASSETS

31 March 2018		31 March 2019	
£m		£m	
7.7	Contributions due – employers	8.0	
6.3	Contributions due – members	4.9	
9.4	Sundry debtors	9.1	
23.4		22.0	

Members participating in AVC arrangements each receive an annual statement confirming the amounts held in their account and the movements during the year. A summary of the information provided by Equitable Life and Prudential is shown below. (This summary has not been subject to Audit and the Pension Fund relies on the individual contributors to check deductions made on their behalf are accurately reflected in the statements provided by the AVC providers). The figures relate to the financial year 1 April 2018 to 31 March 2019 for Prudential and 1 September 2017 to 31 August 2018 for Equitable Life and are not included in the Pension Fund accounts in accordance with Regulation 4(1) (b) of the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016

NOTE 20 – CURRENT LIABILITIES

31 March 2018		31 March 2019	
£m		£m	
1.6	Unpaid benefits	0.8	
10.8	Accrued expenses	5.5	
12.4		6.3	

NOTE 21 - CONTRACTUAL COMMITMENTS

As at 31 March 2019 the commitments relating to outstanding call payments due to unquoted limited partnership funds held in the private equity and infrastructure part of the portfolio totalled £566.2m (2018: £546.6m). The amounts ‘called’ by these funds are irregular in both size and timing and commitments to these partnerships are drawn down over a number of years. The term of a fund investment is typically 10 years. Realisation of these investments in the form of distributions normally occurs in the second half of the fund life, when portfolio companies have built value and can be sold.

Commitments to outstanding call payments for credit strategies stood at £190.9m (2018: £462.4m). The majority of these amounts are expected to be called over the coming two years and relate to various different investments including direct lending and distressed credit opportunities which are expected to begin repaying capital after 5 years. In order to maintain a steady level of investment in the long term, the Fund will enter into further commitments to fund this type of strategy over the coming years.

The commitments on direct property development contracts relating to properties under construction held in the direct property part of the portfolio totalled £21.9m (2018: £47.3m). These amounts are expected to be drawn down over the next 6 months based on valuation certificates.

During the year, the Fund has invested in an indirect real estate fund with an outstanding commitment of £22.0m as at 31 March 2019(2018: £0m).

NOTE 22 - RELATED PARTY TRANSACTIONS

In accordance with IFRS, the financial statements must contain the disclosures necessary to draw attention to the possibility that the reported financial position of the Pension Fund may have been affected by the existence of related parties and associated material transactions.

There are three groups of related parties; transactions between Lancashire County Council as administering authority and the Fund; between employers within the Fund and the Fund; and between members and senior officers and the Fund.

Lancashire County Council

The Lancashire County Pension Fund is administered by Lancashire County Council.

The Council incurred costs of £0.5m (2017/18: £0.6m) in relation to the administration of the Fund. This includes a proportion of relevant officers’ salaries in respect of time allocated to pension and investment issues. The Council was subsequently reimbursed by the Fund for these expenses.

The Council is also the single largest employer of the members of the Pension Fund and contributed £32.6m to the Fund in 2018/19. A contribution prepayment of £118m was received in 2017/18 for the years ending 31 March 2018, 2019 and 2020. Total employer contributions from the Council in 2017/18 amounted to £152m. All monies owing to and due from the Fund were paid in year.

Lancashire County Council is a shareholder in the Local Pensions Partnership (LPP), having an ownership in the company equal to that of the London Pension Fund Authority. LPP manages the investment and administration functions of the Fund and the Fund makes regular payments to LPP

to cover investment management charges, scheme administration expenses, employer risk services and liability modelling. Payments made for the year to 31 March 2019 amount to £5.5m (2017/18: £6.8m).

Employers within the Fund

Employers are related parties in so far as they pay contributions to the Fund in accordance with the appropriate Local Government Pension Scheme Regulations (LGPS). Contributions for the year are shown in note 6 and in respect of March 2019 payroll, are included within the debtors figure in note 19.

Pension Fund Committee, Pensions Board and Senior Officers.

The Pension Fund Committee, Pensions Board members and senior officers of the Pension Fund were asked to complete a related party declaration for 2018/19 regarding membership of, and transactions with such persons or their related parties. No related party transactions were identified during the year to 31 March 2019.

Each member of the Pension Fund Committee and Pension Board formally considers conflicts of interest at each meeting.

NOTE 23 - KEY MANAGEMENT PERSONNEL

The key management personnel of the Fund are the Lancashire County Council Chief Executive and Director of Resources, the Lancashire County Council Director of Finance and the Head of Fund.

Total remuneration payable to key management personnel is set out below:

2018/19

	Employment period	Salary <sup>1</sup>	Employer Pension contributions <sup>1</sup>	Total including pension contributions <sup>1</sup>
		£	£	£
Head of Fund	01/04/18 – 31/03/19	56,667	8,557	65,224
Director of Finance	01/04/18 – 31/03/19	1,938	293	2,231
Chief Executive and Director of Resources	01/04/18 – 31/03/19	4,029	-	4,029

<sup>1</sup> The remuneration amount has been apportioned to the Fund on the basis of time spent on Fund work.

2017/18

	Employment period	Salary <sup>1</sup>	Employer Pension contributions <sup>1</sup>	Total including pension contributions <sup>1</sup>
		£	£	£
Head of Fund	01/04/17 – 31/03/18	54,699	8,228	62,927
Director of Financial Resources / Finance <sup>3</sup>	01/04/17 – 31/03/18	4,653	703	5,356
Chief Executive and Director of Resources <sup>2</sup>	03/01/18 – 31/03/18	874	-	874

<sup>1</sup> The remuneration amount has been apportioned to the Fund on the basis of time spent on Fund work.

<sup>2</sup> The Chief Executive and Director of Resources was a new post and was appointed on 3 January 2018.

<sup>3</sup> Following a restructure the role of Director of Financial Resources was replaced with Director of Finance during the year ended 31 March 2018.



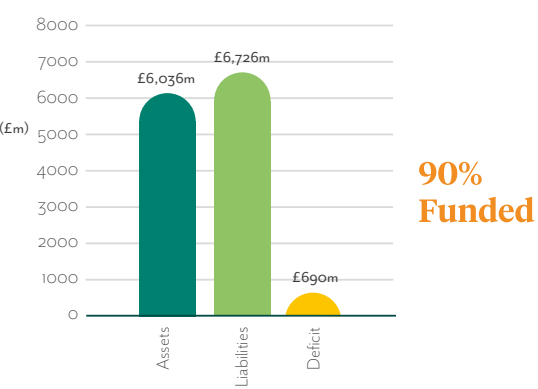
NOTE 24 - FUNDING ARRANGEMENTS

Accounts for the year ended 31 March 2019 - Statement by the Consulting Actuary

This statement has been provided to meet the requirements under Regulation 57(1)(d) of The Local Government Pension Scheme Regulations 2013.

An actuarial valuation of the Lancashire County Pension Fund was carried out as at 31 March 2016 to determine the contribution rates with effect from 1 April 2017 to 31 March 2020.

On the basis of the assumptions adopted, the Fund’s assets of £6,036 million represented 90% of the Fund’s past service liabilities of £6,726 million (the “Funding Target”) at the valuation date. The deficit at the valuation was therefore £690 million.



The valuation also showed that a Primary contribution rate of 14.9% of pensionable pay per annum was required from employers. The Primary rate is calculated as being sufficient, together with contributions paid by members, to meet all liabilities arising in respect of service after the valuation date.

The funding objective as set out in the Funding Strategy Statement (FSS) is to achieve and then maintain a solvency funding level of 100% of liabilities (the solvency funding target). In line with the FSS, where a shortfall exists at the effective date of the valuation a deficit recovery plan will be put in place which requires additional contributions to correct the shortfall (or contribution reductions to refund any surplus).

The FSS sets out the process for determining the recovery plan in respect of each employer. At this actuarial valuation the average deficit recovery period is 16 years, and the total initial recovery payment (the “Secondary rate”) for 2019/20 is approximately £46 million. The Secondary rate of the employer’s contribution is an adjustment to the Primary rate to arrive at the overall rate the employers are required to pay. For most employers, the Secondary

rate will increase at 3.7% per annum. Finally, some employers have opted to prepay their contributions, either on an annual basis each April or by paying all 3 years’ contributions in April 2017. In each case, that contribution is reduced to reflect its earlier payment.

Further details regarding the results of the valuation are contained in the formal report on the actuarial valuation dated 31 March 2017.

In practice, each individual employer’s position is assessed separately and the contributions required are set out in the report. In addition to the certified contribution rates, payments to cover additional liabilities arising from early retirements (other than ill-health retirements) will be made to the Fund by the employers.

The funding plan adopted in assessing the contributions for each individual employer is in accordance with the Funding Strategy Statement (FSS). Any different approaches adopted, e.g. with regard to the implementation of contribution increases and deficit recovery periods, are as determined through the FSS consultation process.

The valuation was carried out using the projected unit actuarial method and the main actuarial assumptions used for assessing the Funding Target and the Primary rate of contribution were as follows:

	For past service liabilities (Funding Target)	For future service liabilities (Primary rate of contribution)
Rate of return on investments (discount rate)	4.4% per annum	4.95% per annum
Rate of pay increases (long term)*	3.7% per annum	3.7% per annum
Rate of increases in pensions in payment (in excess of Guaranteed Minimum Pension)	2.2% per annum	2.2% per annum

\* allowance was also made for short-term public sector pay restraint over a 4-year period.

The assets were assessed at market value.

The next triennial actuarial valuation of the Fund is due as at 31 March 2019. Based on the results of this valuation, the contribution rates payable by the individual employers will be revised with effect from 1 April 2020.

Actuarial Present Value of Promised Retirement Benefits for the Purposes of IAS 26

IAS 26 requires the present value of the Fund’s promised retirement benefits to be disclosed, and for this purpose the actuarial assumptions and methodology used should be based on IAS 19 rather than the assumptions and methodology used for funding purposes.

To assess the value of the benefits on this basis, we have used the following financial assumptions as at 31 March 2019 (the 31 March 2018 assumptions are included for comparison):

	31 March 2018	31 March 2019
Rate of return on investments (discount rate)	2.6% per annum	2.4% per annum
Rate of CPI Inflation / CARE Benefit revaluation	2.1% per annum	2.2% per annum
Rate of pay increases*	3.6% per annum	3.7% per annum
Rate of increases in pensions in payment (in excess of Guaranteed Minimum Pension) / Deferred revaluation	2.2% per annum	2.3% per annum

\* includes a corresponding allowance to that made in the latest formal actuarial valuation for short-term public sector pay restraint.

The demographic assumptions are the same as those used for funding purposes. Full details of these assumptions are set out in the formal report on the actuarial valuation dated March 2017. During the year, corporate bond yields decreased slightly, resulting in a lower discount rate being used for IAS 26 purposes at the year-end than at the beginning of the year (2.4% p.a. versus 2.6% p.a.). The expected rate of long-term rate of CPI inflation increased during the year, from 2.1% p.a. to 2.2%. Both of these factors served to increase the liabilities over the year.

The value of the Fund’s promised retirement benefits for the purposes of IAS 26 as at 31 March 2018 was estimated as £10,022 million. Interest over the year increased the liabilities by c£261 million, and allowing for net benefits accrued/paid over the period

also increased the liabilities by c£72 million (after allowing for any increase in liabilities arising as a result of early retirements/ augmentations). We have also included an amount of £64 million by way of an estimate of the effect of the McCloud judgement (see note below for further details). There was an increase in liabilities of £568 million due to “actuarial losses” (i.e. the effect of changes in the actuarial assumptions used, referred to above).

The net effect of all the above is that the estimated total value of the Fund’s promised retirement benefits as at 31 March 2019 is therefore £10,987 million.

The McCloud Case

In December 2018 the Court of Appeal ruled against the Government in the two linked cases of Sargeant and McCloud (which for the purposes of the LGPS has generally been shortened to “McCloud”), relating to the Firefighter unfunded pension schemes and the Judicial pension arrangements. In essence, the Court held that the transitional protections, which were afforded to older members when the reformed schemes were introduced in 2015, constituted unlawful age discrimination. The Government attempted to appeal the cases, but it was announced on 27 June 2019 that the appeal had been refused by the Supreme Court. Remedial action in the form of increases in benefits for some members of the Firefighter and Judicial arrangements will almost certainly be required. There may well also be knock-on effects for the other public service schemes, and the LGPS might therefore also be required to take some action. At this stage it is uncertain whether remedial action will be required, nor is it clear what the extent of any potential remedial action might be.

We have carried out some costings of the potential effect of McCloud as at 31 March 2019, based on the individual member data as supplied to us for the 2016 actuarial valuation, and this results in an additional liability of £64 million using the IAS26 assumptions outlined above. The approach to the calculations is as instructed by the administering authority after consideration of the categories of members potentially affected, but in very broad terms calculates the cost of applying a “final salary underpin” (on a member by member basis) to those active members who joined the Fund before 1 April 2012 and who would not otherwise have benefited from the underpin.

### GMP Equalisation

UK and European law requires pension schemes to provide equal benefits to men and women in respect of service after 17 May 1990 (the date of the “Barber” judgement) and this includes providing equal benefits accrued from that date to reflect the differences in GMPs. Previously, there was no consensus or legislative guidance as to how this might be achieved in practice for ongoing schemes, but the 26 October 2018 Lloyds Bank court judgement has now provided further clarity in this area. However, in response to this judgement HM Treasury stated that “public sector schemes already have a method to equalise guaranteed minimum pension benefits, which is why we will not have to change our method as a result of this judgment”, clearly implying that the Government (who have the overall power to determine benefits provision) believe the judgement itself will not affect the benefits. Therefore, the natural conclusion for the main public service pension schemes including the Local Government Pension Scheme is that it is not appropriate for any provision to be included for the effect of the Lloyds Bank judgment, at least at the present time, and so we have not made any allowance for any additional liabilities within the above figures at this stage. However, in due course there may be a further cost to the LGPS in connection with equalisation/indexation, when the Government confirms the overall approach which it wishes to adopt in this area following its consultation.

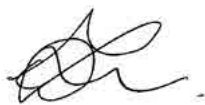


John Livesey

Fellow of the Institute and  
Faculty of Actuaries

Mercer Limited

July 2019



Mark Wilson

Fellow of the Institute and  
Faculty of Actuaries

Mercer Limited

July 2019





# Lancashire Local Pension Board Annual Report – 2018/19

The Lancashire County Pension Fund's Local Pension Board (LPB) has now been up and running for nearly four years. As a reminder to readers, our legal duty is to assist the Pension Fund Committee (PFC). Because LPB members explicitly represent either employers or members, we also have a representative role in the Fund's governance structure.

When they were set up in 2015, LPBs were new bodies and it has taken time to establish how we should fulfil our duties without duplicating the PFC's role. There is a wide variation in the effectiveness of LPBs across the country and the national Scheme Advisory Board will be conducting a survey into the operation of LPBs in 2019. Your LPB is seen as one of the leading models and I shall be contributing a response in order to spread what I regard as good practice.

We create an annual work plan to ensure that we are methodical in our activities. The core of our work is to review the reports and compliance assurances which support the

Fund's activities and comment on them to the PFC. If we believe something requires particular attention, we may make a formal recommendation to them which requires a response. However, we are always aware that our role is to assist the PFC and a good relationship between the two bodies is absolutely essential.

In this report, I will start by reminding readers of the mechanics of the LPB; cover the training we undertake; and finally comment on our activities in the past twelve months, noting where we expect to focus our efforts in the next year.

## Membership of the Pension Board

The LPB has nine members, four Employer representatives, four Scheme Member representatives and I act as the Independent Chair. Members serve an eight year term, except for the Chair who serves four. Apart from the Chair, none are remunerated other than for expenses incurred in attending meetings or training.

During the year we welcomed Keith Wallbank, who was appointed to fill a vacancy for a Scheme Member representative which had arisen in June 2018 and I have been reappointed by the County Council to serve as Chair for up to a further four years.

The LPB meets four times a year and we additionally create informal groups if we feel they are needed. Members attend training events both in Preston and elsewhere. In my capacity as Chair I am also invited to attend meetings of the Pension Fund Committee to present reports and advise on the work of the Board. I have attended three out of the four Committees held over the past year.

## Attendance of Board members at meetings of the Pension Board

Details of individual members' attendance at Board meetings (between 1 May 2018 and 30 April 2019), together with changes to the membership of the Board, are set out below.

Name	Representing	3rd July 2018	16th October 2018	29th January 2019	30th April 2019
W Bourne	Chair	✓	✓	✓	✓
T Pounder	Employer rep - LCC	apologies	✓	✓	✓
County Councillor C Wakeford	Employer rep - LCC	✓	✓	✓	✓
S Thompson	Employer – Unitary, City, Borough, Police & Fire	✓	✓	✓	✓
C Gibson	Employer rep - Others	apologies	✓	apologies	✓
K Haigh	Scheme Member rep	✓	✓	✓	✓
R Harvey	Scheme Member rep	✓	✓	apologies	
Y Moulton	Scheme Member rep	apologies	✓	✓	✓
K Wallbank	Scheme Member rep	N/A	✓	✓	✓

### Change to the membership of the Board

K Wallbank appointed in October 2018 to fill a scheme member representative vacancy which arose in June 2018.

## Training

The Board has a small internal budget, which is used primarily for Members' attendance at training events or conferences. During the year £10,474.66 was spent running the Board and training.

The LPB is under a legal obligation to maintain its levels of knowledge and understanding through regular training. We conduct a gap analysis of training needs once a year as part of our own annual appraisal, which becomes an agenda item at our next meeting and have all committed to completing the online training modules from The Pension Regulator's Public Service toolkit. Members are actively encouraged to join internal training sessions held jointly with the members of the Pension Fund Committee. During the year, internal training workshops were held on a number of topics including cyber resilience, infrastructure, property, the triennial fund valuation and responsible investment. Members are also notified of and encouraged to attend external training conferences/event to extend their knowledge and meet LPB members from other funds.

The table below shows the number of training events which individual Board members attended during the period 1 May 2018 to 30 April 2019, and those who have completed online modules from The Pension Regulators Public Service Toolkit.

Further information about the Board, including minutes and public papers, can be viewed on the [Your Pension Service website](#).

Name	Internal events	External events	Online modules
W Bourne	0	2	7
County Councillor C Wakeford	0	0	0
T Pounder	2	1	0
S Thompson	1	1	0
C Gibson	0	1	0
K Haigh	6	1	3
R Harvey	4	0	0
Y Moulton	3	2	7
K Wallbank	4	0	0
D Owen	1	0	0



## Activities during the year

A year ago I expected the focus to be largely on the LPB's core scrutinising role. In particular I said we would monitor improvements expected from the Administration Transformation Plan, as well as the governance processes over LPP (Local Pensions Partnership, the entity created with the London Pension Fund Authority to perform the Fund's investment and administration activities). The Fund's ability to fulfil its fiduciary duty and thereby pay pensions in full and on time depends critically on LPP providing an effective service to it.

In practice, we have spent more time than we had envisaged on the changes to the administration service. The LPB was fully supportive of the concept behind the plan but did, in 2017, recommend a risk assessment ahead of its implementation date. With hindsight, had this been done and acted on it might have prevented many of the problems the service encountered in the first half of this year.

We have consequently been actively involved in engaging LPP, both through recommendations to the PFC and on occasion directly, to ensure that client service quality is given priority. We have also been carefully monitoring the recovery of service levels since the implementation of the Administration Plan. At our January 2019 meeting, we set up an informal advisory group together with LPP and officers to assist by providing feedback from the employers' and members' perspectives. We are aware that there is more work to be done to improve the client experience but at the same time remain firmly behind LPP's ambition to use the combination of the two administration services as an opportunity to change things for the better.

I noted last year an external review of LPP's effectiveness, which had been commissioned after two years' operation

to provide third-party assurance that it is indeed cost-effective for both funds. The report by PwC was duly delivered but was perhaps too early in LPP's life to provide a definitive answer to the question. The LPB will remain vigilant on this front because LPP's role is so important to the smooth running of the Fund.

With the next valuation due as of 31 March 2019, communication and engagement will remain at the forefront of our work in the next year. Valuations almost always involve changes to employer contributions and effective communication to manage expectations is essential.

I comment next on some of our more routine scrutinising work. At every meeting, we look at any breaches of the regulations and at the key performance indicators in detail. One of our objectives for next year is to review the KPIs to ensure they properly reflect the experience of Fund members. This will help us in our aim of assisting the PFC in monitoring LPP's performance effectively.

During the year we also reviewed and commented on a wide range of documents. These included statutory documents such as the Administration, Investment and Governance Strategy statements, as well as policies such as that on responsible investment and climate change. We also looked for assurance that the Fund is compliant with The Pension Regulator's Code 14 and CIPFA's guidance, as well as internal and external audit requirements. Looking forward to the next year, we expect to be able to spend more of our time on this basic scrutiny. The regulations governing the LGPS are complex and varied, and the LPB's second pair of eyes provides the PFC with a valuable check to ensure that the Fund is fully compliant.

Your Fund is, in my view, currently in a good position. The funding level at 31 March 2019 is likely to be not too far off 100%

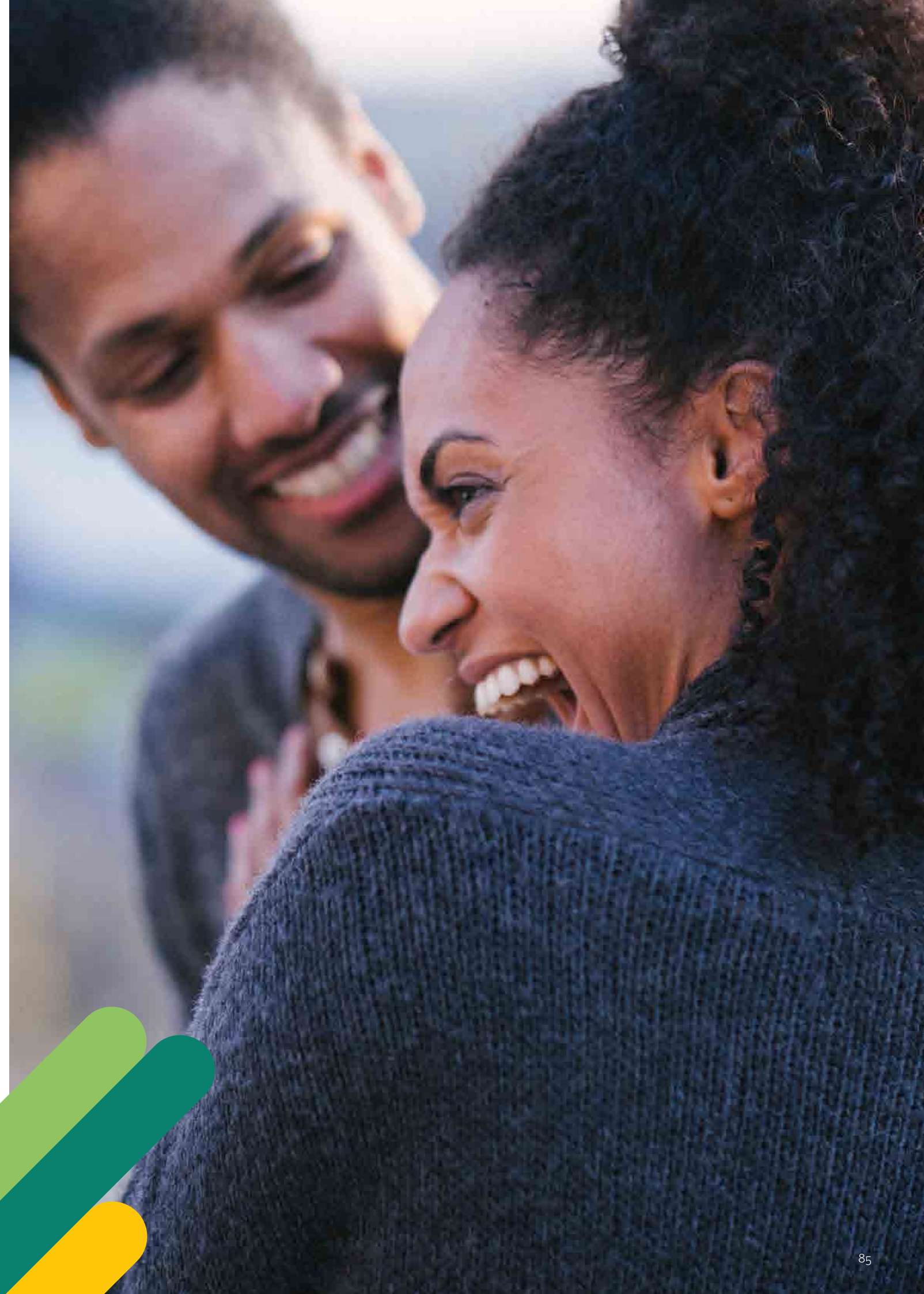
and fund governance, which is the LPB's major concern, is seen as a market leader in many respects within the LGPS. This can be expected to result in a good outcome for stakeholders i.e. that all pensions are paid in full and on time while employers' contributions are kept no higher than they need be. The LPB is looking forward to being part of the process of continuing to seek improvements, particularly as regards administration service quality.

I would like once again to thank the officers at LCPF who support us in our duties. As part of our annual Board appraisal I speak individually to each member, and I can again record unanimous agreement that we are ably and effectively supported by the team at LCPF. In my view it is important that we recognise that publicly in this report.

### William Bourne

Independent Chair of the Lancashire Local Pension Board

April 2019



# Actuarial Valuation

**An actuarial valuation of the Fund is carried out every three years by the Fund's actuary Mercer. The most recent valuation carried out was at 31 March 2016 which determines contribution rates effective from 1 April 2017 to 31 March 2020.**

The Funding objective is to achieve and then maintain assets equal to the Funding Target. The Funding Target is the present value of 100% of projective accrued liabilities, including allowance for projected final pay. This is to comply with the requirements of the LGPS regulations to secure the solvency of the Fund and is in accordance with the Funding Strategy Statement (FSS). The methodology and assumptions by which the Funding Targets and contribution rates are calculated have also been determined in accordance with the FSS.

The FSS specifies an average period for achieving full funding of 16 years. The FSS sets out the circumstances in which this may vary from one employer to another. Where a shortfall exists at the effective date of the valuation a deficit recovery plan will be put into place which requires additional contributions to correct the shortfall.

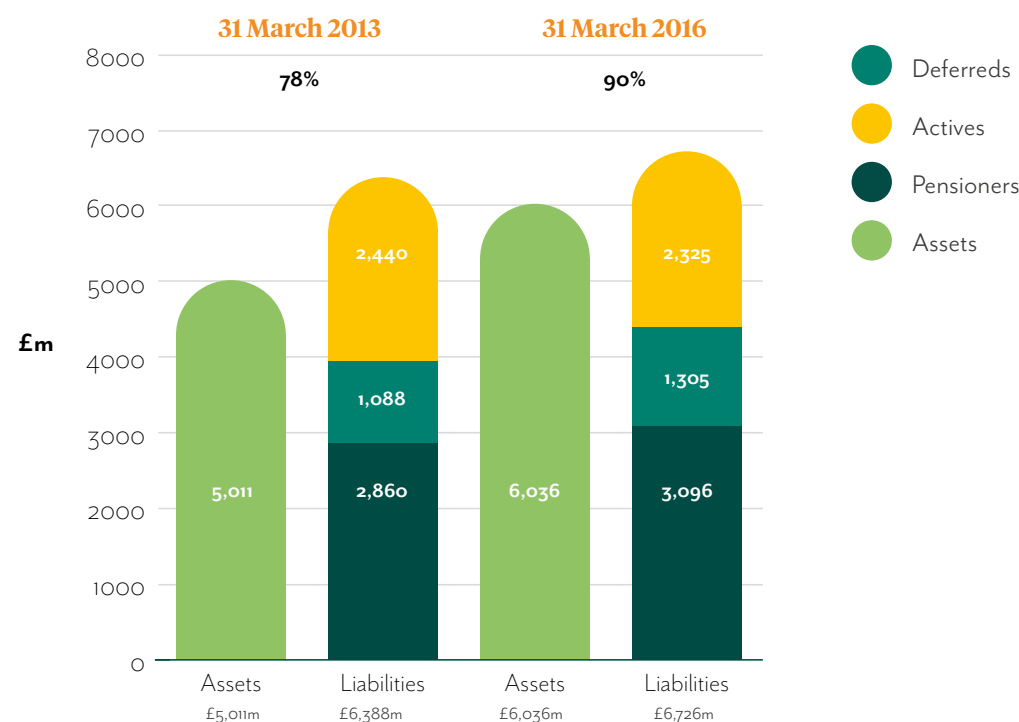
The valuation (effective from 1 April 2017) revealed a funding level of 90% and an average employer's contribution rate of 14.9% plus a deficit contribution in 2017/18 of £41.5m. For most employers the deficit contribution will increase at 3.7% per annum for 16 years.

The chart below, taken from the certified actuarial valuation as at 31 March 2016, compares the assets and liabilities of the Fund at 31 March 2016. Figures are also shown for the last valuation as at 31 March 2013 for comparison.

The employer contributions for 2017/18 are based on the 2016 valuation and the recommended employer contributions for the period 1 April 2017 to 31 March 2020 are set out in the Schedule to the Rates and Adjustments of this report.

The projected unit method of valuation was used for the valuation and is in common use for funding Pension Funds in the United Kingdom. The Valuation results depend on financial and demographic assumptions and these are detailed in full in the Actuarial Valuation and at Appendix A of the Funding Strategy Statement. [Your Pension Service - Lancashire Fund Information](#)

## Solvency Funding Level



## The Rates and adjustments certified and accompanying schedule extracted from the actuarial valuation are as follows:

RATES AND ADJUSTMENTS CERTIFICATE ISSUED IN ACCORDANCE WITH REGULATION 62

NAME OF FUND Lancashire County Pension Fund

### PRIMARY CONTRIBUTION RATE

I hereby certify that, in my opinion, the primary rate of the employers' contribution for the whole Fund for each of the three years beginning 1 April 2017 is 14.9% of pensionable pay.

The primary rate of contribution for each employer for the three year period beginning 1 April 2017 is set out in the attached schedule.

### SECONDARY CONTRIBUTION RATE

I hereby certify that, in my opinion, the secondary rate of the employer's contribution for the whole Fund for each of the three years beginning 1 April 2017 is as follows:

2017/18 £36.0 million plus 0.6% of pensionable pay

2018/19 £37.1 million plus 0.7% of pensionable pay

2019/20 £38.1 million plus 0.9% of pensionable pay

The secondary rate of contribution for each employer for each of the three years beginning 1 April 2017 is set out in the attached schedule.

### CONTRIBUTION AMOUNTS PAYABLE

The total contribution payable for each employer is the total of the primary and secondary rates as detailed in the attached schedule. Contributions will be paid monthly in arrears with each payment normally being due by the 19th of the following month (or the 22nd if paid electronically) unless otherwise noted in the schedule.

### FURTHER ADJUSTMENTS

A further individual adjustment shall be applied in respect of each non-ill health early retirement occurring in the period of three years covered by this certificate. This further individual adjustment will be calculated in accordance with methods agreed from time to time between the Fund's Actuary and the Administering Authority.

The contributions set out in the attached schedule represent the minimum contribution which may be paid by each employer in total

over the 3 years covered by the certificate. Additional contributions or a different pattern of contributions may be paid if requested by the employer concerned at the sole discretion of the Administering Authority as agreed with the Actuary. The total contributions payable by each employer will be subject to a minimum of zero.

The individual employer contributions may be varied as agreed by the Actuary and Administering Authority to reflect any changes in contribution requirements as a result of any benefit costs being insured with a third party or parties including where the third party or parties participate in the Fund.

In cases where an element of an existing Scheme employer's deficit is transferred to a new employer on its inception, the Scheme employer's deficit recovery contributions, as shown on the schedule to this Certificate in Appendix H, may be reallocated between the Scheme employer and the new employer to reflect this, on advice of the Actuary and as agreed with the Administering Authority so that the total payments remain the same overall.

The Administering Authority and employer with advice from the Fund's Actuary can agree that contributions payable under this certificate can be sourced under an alternative financing arrangement which provides the Fund with equivalent cash contributions.

### REGULATION 62(8)

No allowance for non-ill health early retirements has been made in determining the results of the valuation, on the basis that the costs arising will be met by additional contributions. Allowance for ill health retirements has been included in each employer's contribution rate, on the basis of the method and assumptions set out in the report.

Signature:

Name: John Livesey

Qualification:

Fellow of the Institute and Faculty of Actuaries

Date of signing: 31 March 2017

Signature:

Name: Mark Wilson

Qualification:

Fellow of the Institute and Faculty of Actuaries



## Schedule to the rates and adjustments certificate dated 31 march 2017

Employer	Primary rate 2017/18 to 2019/20		Secondary rates		Total Contribution rates		
	2017/18		2018/19	2019/20	2017/18	2018/19	2019/20
Major authorities							
Blackburn with Darwen Borough Council	14.8%	-2.4% plus £4,773,000	-1.4% plus £4,773,000	£4,857,500	12.4% plus £4,773,000	13.4% plus £4,773,000	14.8% plus £4,857,500
Blackpool Borough Council	14.8%	*£3,315,200	*£4,087,500	*£4,501,400	14.8% plus *£3,315,200	14.8% plus *£4,087,500	14.8% plus *£4,501,400
Burnley Borough Council	15.4%	*£1,379,800	*£1,370,600	*£1,361,400	15.4% plus *£1,379,800	15.4% plus *£1,370,600	15.4% plus *£1,361,400
Chorley Borough Council	14.4%	£790,500	£840,500	£966,300	14.4% plus £790,500	14.4% plus £840,500	14.4% plus £966,300
Fylde Borough Council	15.2%	*£583,800	*£579,900	*£576,000	15.2% plus *£583,800	15.2% plus *£579,900	15.2% plus *£576,000
Hyndburn Borough Council	15.3%	12.7%	12.7%	12.7%	28%	28%	28%
Lancashire Chief Constable	14.0%	**£1,791,700	**£1,858,000	**£1,926,700	14% plus **£1,791,700	14% plus **£1,858,000	14% plus **£1,926,700
Lancashire County Council - excluding schools	15.1%	*£9,534,200	*£9,470,300	*£9,406,900	15.1% plus *£9,534,200	15.1% plus *£9,470,300	15.1% plus *£9,406,900
Lancashire County Council schools	15.1%	4.7%	4.8%	4.9%	19.8%	19.9%	20.0%
Lancashire Fire & Rescue Service	14.7%	*** (£312,700)	*** (£324,300)	*** (£336,300)	14.7% less *** £312,700	14.7% less *** £324,300	14.7% less *** £336,300
Lancaster City Council	15.5%	*£945,900	*£939,600	*£933,300	15.5% plus *£945,900	15.5% plus *£939,600	15.5% plus *£933,300
Pendle Borough Council	15.5%	*£1,219,900	*£1,211,700	*£1,203,600	15.5% plus *£1,219,900	15.5% plus *£1,211,700	15.5% plus *£1,203,600
Preston City Council	15.4%	*£1,409,100	*£1,399,700	*£1,390,300	15.4% plus *£1,409,100	15.4% plus *£1,399,700	15.4% plus *£1,390,300
Ribble Valley Borough Council	16.5%	**£173,500	**£179,900	**£186,500	16.5% plus **£173,500	16.5% plus **£179,900	16.5% plus **£186,500
Rossendale Borough Council	15.6%	*£996,900	*£990,200	*£983,600	15.6% plus *£996,900	15.6% plus *£990,200	15.6% plus *£983,600
South Ribble Borough Council	14.9%	**£547,200	**£567,500	**£588,400	14.9% plus **£547,200	14.9% plus **£567,500	14.9% plus **£588,400
West Lancashire District Council	16.3%	*£985,600	*£979,000	*£972,400	16.3% plus *£985,600	16.3% plus *£979,000	16.3% plus *£972,400
Wyre Borough Council	15.8%	*£707,700	*£702,900	*£698,200	15.8% plus *£707,700	15.8% plus *£702,900	15.8% plus *£698,200

Employer	Primary rate 2017/18 to 2019/20		Secondary rates		Total Contribution rates		
	2017/18		2018/19	2019/20	2017/18	2018/19	2019/20
Other scheme employers							
Accrington & Rossendale College	15.1%	£269,300	£279,200	£289,600	15.1% plus £269,300	15.1% plus £279,200	15.1% plus £289,600
Blackburn College	14.2%	£82,800	£85,900	£89,000	14.2% plus £82,800	14.2% plus £85,900	14.2% plus £89,000
Blackburn St Mary's College	14.6%	£9,100	£9,400	£9,800	14.6% plus £9,100	14.6% plus £9,400	14.6% plus £9,800
Blackpool & The Fylde College	14.4%	£192,600	£199,700	£207,100	14.4% plus £192,600	14.4% plus £199,700	14.4% plus £207,100
Blackpool Coastal Housing	13.9%	-1.9%	-1.9%	-1.9%	12%	12%	12%
Blackpool Housing Company Ltd	13.4%	-0.1%	-0.1%	-0.1%	13.3%	13.3%	13.3%
Blackpool Sixth Form College	12.1%	-0.3%	-0.3%	-0.3%	11.8%	11.8%	11.8%
Burnley College	13.2%	£124,900	£129,500	£134,300	13.2% plus £124,900	13.2% plus £129,500	13.2% plus £134,300
Cardinal Newman College	13.9%	£49,400	£51,200	£53,100	13.9% plus £49,400	13.9% plus £51,200	13.9% plus £53,100
County Councils Network	5.2%	£700	£700	£800	5.2% plus £700	5.2% plus £700	5.2% plus £800
Edge Hill University	14.3%	£780,300	£809,200	£839,100	14.3% plus £780,300	14.3% plus £809,200	14.3% plus £839,100
Lancaster & Morecambe College	15.3%	£121,300	£125,800	£130,400	15.3% plus £121,300	15.3% plus £125,800	15.3% plus £130,400
Myerscough College	14.2%	£165,800	£171,900	£178,300	14.2% plus £165,800	14.2% plus £171,900	14.2% plus £178,300
Nelson and Colne College	14.0%	£50,700	£52,500	£54,500	14% plus £50,700	14% plus £52,500	14% plus £54,500
Police & Crime Commissioner	13.9%	£3,800	£3,900	£4,100	13.9% plus £3,800	13.9% plus £3,900	13.9% plus £4,100
Preston College	13.3%	£259,900	£269,500	£279,500	13.3% plus £259,900	13.3% plus £269,500	13.3% plus £279,500
Runshaw College	15.7%	£86,000	£89,200	£92,500	15.7% plus £86,000	15.7% plus £89,200	15.7% plus £92,500
University of Central Lancashire	14.3%	£949,800	£984,900	£1,021,400	14.3% plus £949,800	14.3% plus £984,900	14.3% plus £1,021,400



Employer	Primary rate 2017/18 to 2019/20		Secondary rates		Total Contribution rates		
	2017/18		2018/19	2019/20	2017/18	2018/19	2019/20
Designated / Resolution body							
Blackpool Transport Services Ltd	23.1%	-23.1%	-23.1%	-23.1%	0%	0%	0%
Catterall Parish Council	25.3%	Nil	Nil	Nil	25.3%	25.3%	25.3%
Darwen Town Council	15.9%	Nil	Nil	Nil	15.9%	15.9%	15.9%
Garstang Town Council	17.5%	Nil	Nil	Nil	17.5%	17.5%	17.5%
Habergham Eaves Parish Council	15.8%	Nil	Nil	Nil	15.8%	15.8%	15.8%
Kirkland Parish Council	25.2%	-0.7%	-0.7%	-0.7%	24.5%	24.5%	24.5%
Lancs Sports Partnership Ltd	10.9%	-0.6%	-0.6%	-0.6%	10.3%	10.3%	10.3%
Marketing Lancashire Ltd	12.6%	-1.1%	-1.1%	-1.1%	11.5%	11.5%	11.5%
Morecambe Town Council	19.2%	-1.2%	-1.2%	-1.2%	18%	18%	18%
Old Laund Booth Parish Council	15.9%	Nil	Nil	Nil	15.9%	15.9%	15.9%
Penwortham Town Council	15.8%	-3.4%	-3.4%	-3.4%	12.4%	12.4%	12.4%
Pilling Parish Council	27.6%	£100	£100	£100	27.6% plus £100	27.6% plus £100	27.6% plus £100
Preesall Town Council	23.2%	£100	£100	£100	23.2% plus £100	23.2% plus £100	23.2% plus £100
Rosendale Transport Ltd.	25.6%	Nil	Nil	Nil	25.6%	25.6%	25.6%
St Anne's on Sea Town Council	17.0%	£1,100	£1,100	£1,200	17% plus £1,100	17% plus £1,100	17% plus £1,200
The Lancashire Colleges Ltd	17.8%	-3.7%	-3.7%	-3.7%	14.1%	14.1%	14.1%
Whittle-le-woods Parish Council	17.0%	Nil	Nil	Nil	17%	17%	17%
Whitworth Town Council	12.8%	£2,200	£2,200	£2,300	12.8% plus £2,200	12.8% plus £2,200	12.8% plus £2,300

Employer	Primary rate 2017/18 to 2019/20		Secondary rates		Total Contribution rates		
	2017/18		2018/19	2019/20	2017/18	2018/19	2019/20
Academies / schools							
Academy at Worden	14.6%	£13,400	£13,900	£14,400	14.6% plus £13,400	14.6% plus £13,900	14.6% plus £14,400
Accrington Academy	14.3%	-2.9%	-2.9%	-2.9%	11.4%	11.4%	11.4%
Albany Science College (Academy)	16.2%	£23,800	£24,700	£25,600	16.2% plus £23,800	16.2% plus £24,700	16.2% plus £25,600
All Saints CE Primary School (Academy)	14.1%	£16,200	£16,800	£17,400	14.1% plus £16,200	14.1% plus £16,800	14.1% plus £17,400
Anchorsholme Academy	16.0%	£34,900	£36,200	£37,500	16% plus £34,900	16% plus £36,200	16% plus £37,500
ANWET - Darwen Aldridge Community Academy	14.3%	-2%	-2%	-2%	12.3%	12.3%	12.3%
ANWET - Darwen Vale Academy	15.1%	£64,600	£67,000	£69,500	15.1% plus £64,600	15.1% plus £67,000	15.1% plus £69,500
ANWET - Sudell PS Academy	19.1%	£18,300	£19,000	£19,700	19.1% plus £18,300	19.1% plus £19,000	19.1% plus £19,700
Bacup and Rawtenstall Grammar School (Academy)	14.8%	£22,600	£23,400	£24,300	14.8% plus £22,600	14.8% plus £23,400	14.8% plus £24,300
Belthorn Primary Academy	18.6%	£7,300	£7,600	£7,900	18.6% plus £7,300	18.6% plus £7,600	18.6% plus £7,900
BFET (Marton Primary Academy)	16.3%	£22,800	£23,600	£24,500	16.3% plus £22,800	16.3% plus £23,600	16.3% plus £24,500
BFET (South Shore Academy)	14.9%	£48,200	£50,000	£51,800	14.9% plus £48,200	14.9% plus £50,000	14.9% plus £51,800
Bishop Rawstorne C of E High Academy	17.5%	£28,500	£29,600	£30,600	17.5% plus £28,500	17.5% plus £29,600	17.5% plus £30,600
Blackpool MAT (Revoe)	14.6%	£47,500	£49,300	£51,100	14.6% plus £47,500	14.6% plus £49,300	14.6% plus £51,100
Blessed Edward MAT (Christ)	16.3%	£11,900	£12,300	£12,800	16.3% plus £11,900	16.3% plus £12,300	16.3% plus £12,800
Blessed Edward MAT (St Cuthbert)	15.3%	£24,900	£25,800	£26,800	15.3% plus £24,900	15.3% plus £25,800	15.3% plus £26,800
Blessed Edward MAT (St Mary's)	15.5%	£46,500	£48,200	£50,000	15.5% plus £46,500	15.5% plus £48,200	15.5% plus £50,000
Bowland High Academy Trust	17.6%	£29,000	£30,100	£31,200	17.6% plus £29,000	17.6% plus £30,100	17.6% plus £31,200
Cidari Ed Ltd (Marsden St John)	17.0%	£9,600	£10,000	£10,400	17% plus £9,600	17% plus £10,000	17% plus £10,400

Employer	Primary rate 2017/18 to 2019/20		Secondary rates		Total Contribution rates		
	2017/18		2018/19	2019/20	2017/18	2018/19	2019/20
Academies / schools							
Cidari Edu Ltd (Baines Endowed)	12.7%	£39,300	£40,800	£42,300	12.7% plus £39,300	12.7% plus £40,800	12.7% plus £42,300
Cidari Education Trust	8.8%	£2,400	Nil	Nil	8.8% plus £2,400	8.8%	8.8%
Cidari Education Ltd (St Aidans)	14.0%	£17,100	£17,700	£18,400	14% plus £17,100	14% plus £17,700	14% plus £18,400
Cidari Education Ltd (St Barnabas)	16.2%	£20,100	£20,800	£21,600	16.2% plus £20,100	16.2% plus £20,800	16.2% plus £21,600
Cidari Education Ltd (St James)	13.8%	£17,300	£17,900	£18,600	13.8% plus £17,300	13.8% plus £17,900	13.8% plus £18,600
Clitheroe Royal Grammar School (Academy)	16.7%	£58,000	£60,100	£62,400	16.7% plus £58,000	16.7% plus £60,100	16.7% plus £62,400
CSCST (Burnley High Free School)	13.6%	£300	£300	£300	13.6% plus £300	13.6% plus £300	13.6% plus £300
Devonshire Academy	15.7%	£36,900	£38,300	£39,700	15.7% plus £36,900	15.7% plus £38,300	15.7% plus £39,700
Education Partnership Trust (Coal Clough)	17.6%	£20,000	£20,700	£21,500	17.6% plus £20,000	17.6% plus £20,700	17.6% plus £21,500
Education Partnership Trust (Eden School)	10.7%	£1,400	£1,500	£1,600	10.7% plus £1,400	10.7% plus £1,500	10.7% plus £1,600
Education Partnership Trust (Pleckgate HS)	15.9%	£66,200	£68,600	£71,200	15.9% plus £66,200	15.9% plus £68,600	15.9% plus £71,200
FACT (Unity Academy)	13.5%	£59,500	£61,700	£64,000	13.5% plus £59,500	13.5% plus £61,700	13.5% plus £64,000
FCAT (Aspire Academy)	17.1%	£48,500	£50,300	£52,200	17.1% plus £48,500	17.1% plus £50,300	17.1% plus £52,200
FCAT (Montgomery HS Academy)	14.3%	£55,000	£57,000	£59,100	14.3% plus £55,000	14.3% plus £57,000	14.3% plus £59,100
Fulwood Academy	15.2%	-3.9%	-3.9%	-3.9%	11.3%	11.3%	11.3%

Employer	Primary rate 2017/18 to 2019/20		Secondary rates		Total Contribution rates		
	2017/18		2018/19	2019/20	2017/18	2018/19	2019/20
Academies / schools							
Fylde Coast Academy Trust	13.4%	£1,500	£1,600	£1,600	13.4% plus £1,500	13.4% plus £1,600	13.4% plus £1,600
Garstang Community Academy	17.9%	£27,900	£28,900	£30,000	17.9% plus £27,900	17.9% plus £28,900	17.9% plus £30,000
Hambleton Primary Academy	13.6%	£6,800	£7,100	£7,300	13.6% plus £6,800	13.6% plus £7,100	13.6% plus £7,300
Hawe Side Primary School	15.6%	£17,500	£18,100	£18,800	15.6% plus £17,500	15.6% plus £18,100	15.6% plus £18,800
Hodgson Academy	17.5%	£43,400	£45,000	£46,700	17.5% plus £43,400	17.5% plus £45,000	17.5% plus £46,700
Lancashire Care Foundation	20.1%	-5%	-5%	-5%	15.1%	15.1%	15.1%
Lancaster Girls Grammar School (Academy)	15.5%	£41,900	£43,400	£45,000	15.5% plus £41,900	15.5% plus £43,400	15.5% plus £45,000
Lancaster Royal Grammar School (Academy)	17.9%	£66,500	£69,000	£71,500	17.9% plus £66,500	17.9% plus £69,000	17.9% plus £71,500
Langdale Free School	15.4%	Nil	Nil	Nil	15.4%	15.4%	15.4%
Lostock Hall Academy Trust	17.2%	£30,100	£31,200	£32,400	17.2% plus £30,100	17.2% plus £31,200	17.2% plus £32,400
Maharishi School (Free School)	18.4%	-0.1%	-0.1%	-0.1%	18.3%	18.3%	18.3%
Moorside Community PS Academy	14.8%	£10,800	£11,200	£11,600	14.8% plus £10,800	14.8% plus £11,200	14.8% plus £11,600
Norbreck Primary Academy	15.0%	£18,400	£19,100	£19,800	15% plus £18,400	15% plus £19,100	15% plus £19,800
Parbold Douglas CE Academy	16.1%	£9,700	£10,100	£10,400	16.1% plus £9,700	16.1% plus £10,100	16.1% plus £10,400
Park Academy	13.2%	£55,300	£57,300	£59,500	13.2% plus £55,300	13.2% plus £57,300	13.2% plus £59,500
Parklands High School (Academy)	14.6%	£25,900	£26,800	£27,800	14.6% plus £25,900	14.6% plus £26,800	14.6% plus £27,800
Pendle Education Trust (Colne Primet)	17.5%	£14,200	£14,700	£15,300	17.5% plus £14,200	17.5% plus £14,700	17.5% plus £15,300
Pendle Education Trust (Castercliff)	17.2%	£24,900	£25,800	£26,800	17.2% plus £24,900	17.2% plus £25,800	17.2% plus £26,800
Pendle Education Trust (Walter Street Primary School)	15.5%	£14,700	£15,200	£15,800	15.5% plus £14,700	15.5% plus £15,200	15.5% plus £15,800
Penwortham Priory Academy	15.4%	£17,100	£17,700	£18,300	15.4% plus £17,100	15.4% plus £17,700	15.4% plus £18,300

Employer	Primary rate 2017/18 to 2019/20		Secondary rates			Total Contribution rates		
	2017/18		2018/19	2019/20		2017/18	2018/19	2019/20
<b>Academies / schools</b>								
Queen Elizabeth's Grammar School	16.1%	£67,100	£69,600	£72,200	16.1% plus £67,100	16.1% plus £69,600	16.1% plus £72,200	
Ripley St Thomas C of E Academy	17.6%	£43,000	£44,600	£46,200	17.6% plus £43,000	17.6% plus £44,600	17.6% plus £46,200	
Roseacre Primary Academy	15.3%	£23,100	£24,000	£24,800	15.3% plus £23,100	15.3% plus £24,000	15.3% plus £24,800	
St Christopher's C of E high School (Academy)	16.1%	£88,000	£91,300	£94,600	16.1% plus £88,000	16.1% plus £91,300	16.1% plus £94,600	
St Georges Academy	15.1%	£39,200	£40,700	£42,200	15.1% plus £39,200	15.1% plus £40,700	15.1% plus £42,200	
St Luke and St Philip (Academy)	14.7%	£28,100	£29,100	£30,200	14.7% plus £28,100	14.7% plus £29,100	14.7% plus £30,200	
St Michael's C of E High School (Academy)	16.5%	£45,600	£47,200	£49,000	16.5% plus £45,600	16.5% plus £47,200	16.5% plus £49,000	
St Wilfrid's C of E Academy	13.9%	£91,900	£95,300	£98,800	13.9% plus £91,900	13.9% plus £95,300	13.9% plus £98,800	
Tarleton Academy	14.9%	£29,400	£30,500	£31,600	14.9% plus £29,400	14.9% plus £30,500	14.9% plus £31,600	
Tauheedul Education Trust	11.2%	-1.1%	-1.1%	-1.1%	10.1%	10.1%	10.1%	
Tauheedul ET (Eden BS Preston)	10.8%	£900	Nil	Nil	10.8% plus £900	10.8%	10.8%	
Tauheedul ET (Eden GS Birmingham)	10.1%	Nil	Nil	Nil	10.1%	10.1%	10.1%	
Tauheedul ET (Eden GS Slough)	12.2%	£100	Nil	Nil	12.2% plus £100	12.2%	12.2%	
Tauheedul ET (Olive Blackburn)	8.5%	-1%	-1%	-1%	7.5%	7.5%	7.5%	
Tauheedul ET (Olive London)	8.3%	-1.1%	-1.1%	-1.1%	7.2%	7.2%	7.2%	
Tauheedul ET Eden BS Bolton FS	14.2%	£100	£100	£100	14.2% plus £100	14.2% plus £100	14.2% plus £100	
Tauheedul ET Eden GS Coventry	8.6%	-0.3%	-0.3%	-0.3%	8.3%	8.3%	8.3%	
Tauheedul ET Eden GS Waltham	11.6%	£1,300	£1,300	£1,400	11.6% plus £1,300	11.6% plus £1,300	11.6% plus £1,400	
Tauheedul ET Islam Girls HS	16.1%	£17,900	£18,600	£19,200	16.1% plus £17,900	16.1% plus £18,600	16.1% plus £19,200	

Employer	Primary rate 2017/18 to 2019/20		Secondary rates			Total Contribution rates		
	2017/18		2018/19	2019/20		2017/18	2018/19	2019/20
<b>Academies / schools</b>								
Tauheedul Islam Boys High School (Free School)	10.5%	£900	£900	£1,000	10.5% plus £900	10.5% plus £900	10.5% plus £1,000	
Thames Primary Academy	14.2%	£29,100	£30,200	£31,300	14.2% plus £29,100	14.2% plus £30,200	14.2% plus £31,300	
The Heights Free School	14.0%	£22,600	£23,400	£24,300	14% plus £22,600	14% plus £23,400	14% plus £24,300	
Tower MAT (Blackpool Gateway Academy)	12.0%	£4,400	£4,600	£4,700	12% plus £4,400	12% plus £4,600	12% plus £4,700	
Waterloo Primary School (Academy)	14.2%	£30,900	£32,000	£33,200	14.2% plus £30,900	14.2% plus £32,000	14.2% plus £33,200	
Wensley Fold CE Primary Academy	14.1%	£29,900	£31,000	£32,200	14.1% plus £29,900	14.1% plus £31,000	14.1% plus £32,200	
Westcliff Primary School (Academy)	15.3%	£12,600	£13,100	£13,500	15.3% plus £12,600	15.3% plus £13,100	15.3% plus £13,500	
Witton Park Academy Trust	15.8%	£55,900	£58,000	£60,100	15.8% plus £55,900	15.8% plus £58,000	15.8% plus £60,100	
Westcliff Primary School (Academy)	15.3%	£12,600	£13,100	£13,500	15.3% plus £12,600	15.3% plus £13,100	15.3% plus £13,500	
Witton Park Academy Trust	15.8%	£55,900	£58,000	£60,100	15.8% plus £55,900	15.8% plus £58,000	15.8% plus £60,100	



Employer	Primary rate 2017/18 to 2019/20	Secondary rates			Total Contribution rates		
		2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
<b>Admitted bodies (community)</b>							
Arnold Schools Ltd.	19.4%	£26,200	£27,100	£28,100	19.4% plus £26,200	19.4% plus £27,100	19.4% plus £28,100
Blackpool Fylde Wyre Blind Society	21.6%	-20.6%	-20.6%	-20.6%	1%	1%	1%
Blackpool Zoo	19.6%	-4.4%	-4.4%	-4.4%	15.2%	15.2%	15.2%
Blackpool, Fylde and Wyre Credit Union	21.2%	-1.6%	-1.6%	-1.6%	19.6%	19.6%	19.6%
Calico Housing Limited	13.8%	£209,200	£216,900	£224,900	13.8% plus £209,200	13.8% plus £216,900	13.8% plus £224,900
Catholic Caring Services	16.6%	£65,500	£67,900	£70,400	16.6% plus £65,500	16.6% plus £67,900	16.6% plus £70,400
Chorley Community Housing	16.4%	-3.9%	-3.9%	-3.9%	12.5%	12.5%	12.5%
Community and Business Partners CIC	14.8%	-2%	-2%	-2%	12.8%	12.8%	12.8%
Community Council of Lancashire	19.5%	£26,000	£27,500	£28,500	19.5% plus £26,000	19.5% plus £27,500	19.5% plus £28,500
Community Gateway Association	16.1%	-1.5%	-1.5%	-1.5%	14.6%	14.6%	14.6%
Contour Housing Group	22.2%	-22.2%	-22.2%	-22.2%	0%	0%	0%
Fylde Community Link	16.8%	£11,200	£11,700	£12,100	16.8% plus £11,200	16.8% plus £11,700	16.8% plus £12,100
Galloways Society for Blind	20.2%	£16,600	£17,200	£17,800	20.2% plus £16,600	20.2% plus £17,200	20.2% plus £17,800
Hyndburn Homes Ltd	18.4%	-2.8%	-2.8%	-2.8%	15.6%	15.6%	15.6%
Kirkham Grammar School (Independent)	19.9%	£29,300	£30,400	£31,500	19.9% plus £29,300	19.9% plus £30,400	19.9% plus £31,500
Lancashire County Branch Unison	18.2%	-18.2%	-18.2%	-18.2%	0%	0%	0%
Lancaster University	13.4%	£504,700	£523,400	£542,700	13.4% plus £504,700	13.4% plus £523,400	13.4% plus £542,700
Leisure in Hyndburn	13.0%	£47,800	£49,600	£51,400	13% plus £47,800	13% plus £49,600	13% plus £51,400
Local Pensions Partnership Ltd	12.4%	Nil	Nil	Nil	12.4%	12.4%	12.4%
Lytham Schools Foundation	18.0%	-4.4%	-4.4%	-4.4%	13.6%	13.6%	13.6%
North West & North Wales Sea Fisheries Committee	16.6%	£25,500	£26,500	£27,500	16.6% plus £25,500	16.6% plus £26,500	16.6% plus £27,500
Pendle Leisure Trust	12.6%	£20,600	£21,400	£22,200	12.6% plus £20,600	12.6% plus £21,400	12.6% plus £22,200
Preston Care and Repair	13.7%	£3,600	Nil	Nil	13.7% plus £3,600	13.7%	13.7%
Progress Housing Group Ltd	17.9%	-2.3%	-2.3%	-2.3%	15.6%	15.6%	15.6%
QEGS Blackburn Ltd	16.5%	-0.3%	-0.3%	-0.3%	16.2%	16.2%	16.2%

Employer	Primary rate 2017/18 to 2019/20	Secondary rates			Total Contribution rates		
		2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
<b>Admitted bodies (community)</b>							
Ribble Valley Homes Ltd	18.9%	-10.2%	-10.2%	-10.2%	8.7%	8.7%	8.7%
Rossendale Leisure Trust	13.6%	-2.1%	-2.1%	-2.1%	11.5%	11.5%	11.5%
Surestart Hyndburn	13.8%	£22,400	£23,200	£24,100	13.8% plus £22,400	13.8% plus £23,200	13.8% plus £24,100
The Ormerod Home Trust Ltd.	21.2%	£145,100	£150,400	£156,000	21.2% plus £145,100	21.2% plus £150,400	21.2% plus £156,000
Together Housing	14.7%	£87,700	£90,900	£94,300	14.7% plus £87,700	14.7% plus £90,900	14.7% plus £94,300
University of Cumbria	14.0%	£608,700	£631,200	£654,600	14% plus £608,700	14% plus £631,200	14% plus £654,600
Wyre Housing Association	19.3%	£257,600	£267,100	£277,000	19.3% plus £257,600	19.3% plus £267,100	19.3% plus £277,000
<b>Admitted bodies (contractor)</b>							
Alternative Futures Group Ltd	22.2%	-22.2%	-22.2%	-22.2%	0%	0%	0%
Andron (formerly Solar)	21.3%	-21.3%	-21.3%	-21.3%	0%	0%	0%
Bootstrap Enterprises Ltd	18.8%	-17.9%	-17.9%	-17.9%	0.9%	0.9%	0.9%
Bulloughs (Carr Head PS)	25.6%	£500	Nil	Nil	25.6% plus £500	25.6%	25.6%
Bulloughs (Lytham Hall)	21.0%	Nil	Nil	Nil	21%	21%	21%
Bulloughs (Our Lady)	16.8%	-7.3%	-7.3%	-7.3%	9.5%	9.5%	9.5%
Burnley Leisure	13.6%	-2%	-2%	-2%	11.6%	11.6%	11.6%
Capita (Rossendale BC Transfer)	20.7%	-20.7%	-20.7%	-20.7%	0%	0%	0%
Catering Academy Ltd	20.1%	-20.1%	-20.1%	-20.1%	0%	0%	0%
Caterlink (Mount Pleasant School)	16.8%	-1.9%	-1.9%	-1.9%	14.9%	14.9%	14.9%
CG Cleaning (Kennington Rd)	22.7%	-17.4%	Nil	Nil	5.3%	22.7%	22.7%
CG Cleaning (St Augustine)	22.1%	-3%	Nil	Nil	19.1%	22.1%	22.1%
Churchill (Holy Family)	21.4%	-16%	Nil	Nil	5.4%	21.4%	21.4%
Churchill (St Anne St Joseph)	18.5%	-2.8%	Nil	Nil	15.7%	18.5%	18.5%
Cofely FM Ltd (Blake/Cross)	26.7%	-26.7%	-26.7%	-26.7%	0%	0%	0%
Cofely FM Ltd (Lend Lease)	21.9%	-5.4%	-5.4%	-5.4%	16.5%	16.5%	16.5%
Cofely FM Ltd (Pleckgate)	18.8%	-10.8%	-10.8%	-10.8%	8%	8%	8%
Cofely FM Ltd (Witton Park)	23.2%	-3.2%	-3.2%	-3.2%	20%	20%	20%
Compass Contract Services	23.4%	-0.4%	-0.4%	-0.4%	23%	23%	23%
Compass Contract Services (UK) Ltd (Preston College)	20.9%	-0.9%	-0.9%	-0.9%	20%	20%	20%

Employer	Primary rate 2017/18 to 2019/20	Secondary rates			Total Contribution rates		
		2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
Admitted bodies (community)							
Consultant Caterers Ltd	22.5%	-17.8%	-17.8%	-17.8%	4.7%	4.7%	4.7%
Creative Support Limited (Midway Mental health)	18.2%	-4.2%	-4.2%	-4.2%	14%	14%	14%
Creative Support Ltd	21.0%	-21%	-21%	-21%	0%	0%	0%
Elite CES Ltd (Fulwood Cadley)	19.9%	Nil	Nil	Nil	19.9%	19.9%	19.9%
Elite CES Ltd (Moor Nook PS)	23.1%	Nil	Nil	Nil	23.1%	23.1%	23.1%
Elite Cleaning and Environmental Services Ltd	16.7%	-9.8%	-9.8%	-9.8%	6.9%	6.9%	6.9%
Eric Wright Facilities Management Ltd (Highfield High School)	20.2%	-19.5%	-19.5%	-19.5%	0.7%	0.7%	0.7%
FCC Environment	20.6%	Nil	Nil	Nil	20.6%	20.6%	20.6%
Fylde YMCA	16.5%	-16.5%	-16.5%	-16.5%	0%	0%	0%
I CARE	26.1%	-26.1%	-26.1%	-26.1%	0%	0%	0%
Ind Living Fund (Blackpool BC)	19.7%	-2%	Nil	Nil	17.7%	19.7%	19.7%
Lend Lease Cons.(EMEA) ICT	18.8%	-5.3%	-5.3%	-5.3%	13.5%	13.5%	13.5%
Lend Lease Cons.(EMEA) ph3	13.9%	-3%	-3%	-3%	10.9%	10.9%	10.9%
Lend Lease Construction (EMEA) Limited (Fulwood Academy)	16.9%	-1.9%	-1.9%	-1.9%	15%	15%	15%
Liberata (UK) Ltd (Burnley)	18.7%	-1.4%	-1.4%	-1.4%	17.3%	17.3%	17.3%
Liberata UK Ltd (Pendle)	19.2%	-6.5%	-6.5%	-6.5%	12.7%	12.7%	12.7%
Mack Trading Int. (Ltd)	21.1%	-21.1%	-21.1%	-21.1%	0%	0%	0%
May Gurney Fleet and Passenger Services Limited	21.7%	-21.7%	-21.7%	-21.7%	0%	0%	0%
Mellor's (Bishop Rawstorne)	21.2%	-6%	-6%	-6%	15.2%	15.2%	15.2%
Mellors (Brinscall St John)	18.9%	-0.1%	-0.1%	-0.1%	18.8%	18.8%	18.8%
Mellor's (Hambleton PS)	27.6%	-1.7%	-1.7%	-1.7%	25.9%	25.9%	25.9%
Mellors (Queens Drive)	20.5%	Nil	Nil	Nil	20.5%	20.5%	20.5%
Mellors (Trinity, St Michael)	24.7%	Nil	Nil	Nil	24.7%	24.7%	24.7%
Mellor's (Worden SC)	28.8%	-28.8%	-28.8%	-28.8%	0%	0%	0%
Mellor's Catering (Belthorn Academy)	21.1%	Nil	Nil	Nil	21.1%	21.1%	21.1%
NCP Services Ltd	23.6%	-23.6%	-23.6%	-23.6%	0%	0%	0%
RCCN (Basnett Nursery)	22.2%	Nil	Nil	Nil	22.2%	22.2%	22.2%
Ridge Crest Clean Nrth Sacred	28.8%	-28.8%	-28.8%	-28.8%	0%	0%	0%

Employer	Primary rate 2017/18 to 2019/20		Secondary rates			Total Contribution rates		
		2017/18	2018/19	2019/20	2017/18	2018/19	2019/20	
Admitted bodies (community)								
Service Alliance (Barnoldswick)	21.3%	Nil	Nil	Nil	21.3%	21.3%	21.3%	
Service Alliance (Whalley PS)	22.2%	Nil	Nil	Nil	22.2%	22.2%	22.2%	
Service Alliance Ltd (Altham)	25.7%	-3.1%	Nil	Nil	22.6%	25.7%	25.7%	
Service Alliance Ltd (RCC)	26.6%	£500	Nil	Nil	26.6% plus £500	26.6%	26.6%	
South Ribble Community Leisure (Serco)	13.5%	£80,400	£83,400	£86,500	13.5% plus £80,400	13.5% plus £83,400	13.5% plus £86,500	
Urbaser Ltd	23.9%	£400	£400	£400	23.9% plus £400	23.9% plus £400	23.9% plus £400	
West Lancashire Community Leisure (Serco)	14.9%	-14.9%	-14.9%	-14.9%	0%	0%	0%	
Other employers confirmed post valuation								
Freckleton Parish Council	18.6%	Nil	Nil	Nil	18.6%	18.6%	18.6%	
PET (West Craven)	17.2%	£18,100	£18,800	£19,500	17.2% plus £18,100	17.2% plus £18,800	17.2% plus £19,500	
Andron Heyhouses	23.3%	Nil	Nil	Nil	23.3%	23.3%	23.3%	
Blessed Edward Trust	10.7%	Nil	Nil	Nil	10.7%	10.7%	10.7%	
Churchill Moorside	25.1%	-4.3%	-4.3%	-4.3%	20.8%	20.8%	20.8%	
Clayton-le-Woods Parish Council	17.8%	-0.9%	-0.9%	-0.9%	16.9%	16.9%	16.9%	
Cliviger Parish Council	15.9%	Nil	Nil	Nil	15.9%	15.9%	15.9%	
Compass HHC	21.6%	Nil	Nil	Nil	21.6%	21.6%	21.6%	
Education Partnership Trust	11.2%	-0.4%	-0.4%	-0.4%	10.8%	10.8%	10.8%	
FCAT Mereside Primary Academy	16.3%	£27,600	£28,600	£29,700	16.3% plus £27,600	16.3% plus £28,600	16.3% plus £29,700	
Mellors Lostock	21.9%	Nil	Nil	Nil	21.9%	21.9%	21.9%	
PET	15.5%	£700	£700	£700	15.5% plus £700	15.5% plus £700	15.5% plus £700	
Tauheedul Highfield Humanities	16.4%	£57,700	£59,800	£62,000	16.4% plus £57,700	16.4% plus £59,800	16.4% plus £62,000	
Tauheedul Olive Birmingham	7.6%	Nil	Nil	Nil	7.6%	7.6%	7.6%	
Tauheedul Olive Bolton	11.1%	Nil	Nil	Nil	11.1%	11.1%	11.1%	
Tauheedul Olive Preston	9.7%	Nil	Nil	Nil	9.7%	9.7%	9.7%	
Taylor Shaw (Parklands HS)	22.4%	-3%	-3%	-3%	19.4%	19.4%	19.4%	
Tor View	12.6%	£57,300	£59,400	£61,600	12.6% plus £57,300	12.6% plus £59,400	12.6% plus £61,600	
Vision Learning Trust	13.3%	-0.1%	-0.1%	-0.1%	13.2%	13.2%	13.2%	

Employer	Primary rate 2017/18 to 2019/20		Secondary rates			Total Contribution rates		
		2017/18	2018/19	2019/20	2017/18	2018/19	2019/20	
Employers grouped with Council								
Andron Fearn's Sport College	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
Bulloughs (St Patrick)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
Churchill (Clayton Brook)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
Churchill (Morecambe Bay)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
Consultant Cleaners (St James)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
Elite CES Ltd (St Annes)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
Elite CES Ltd (Carr Hill)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
I Care (Ind)	14.8%	-2.4%	-1.4%	Nil	12.4%	13.4%	14.8%	
Maxim (Acorns PS)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
Maxim (Newton Bluecoat)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
Maxim (St Matthews CE PS)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
Mellors (Delph Side PS)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
Mellors (Holy Cross)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
Mellors (Little Hoole)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
Mellors (White Ash PS)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
Premiserv (St Peter)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
RCCN (Burscough)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
RCCN (Our Ladys Catholic HS)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
RCCN (St Johns)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
RCCN (Whitefield)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
Service Alliance (Clitheroe Pendle Primary)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
Service Alliance (St Mary Magdalene)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
Service Alliance (St Marys RCP)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
Service Alliance (St Wilfred)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	
Service Alliance (Whittlefield)	15.1%	Nil	Nil	Nil	15.1%	15.1%	15.1%	

## Other interested bodies with no pensionable employees

Employer	Proportion of Pension Increases to be Recharged
	%
Blackpool & Fylde Society for the Deaf	100
Burnley & Pendle Development Association	100
Burton Manor Residential College	100
Ex Department of Transport	100
Ex National Health Service	100
Fylde Coast Development Association	100
Lancashire South East Probation Committee	100
Spastics Society	100

### Notes:

1. Cash payments in respect of £ lump sums marked \* are payable by 30 April 2017. Cash payments in respect of £ lump sums marked \*\* are payable by 30 April of the year in which they are due. Cash payments in respect of £ lump sums marked \*\*\* are payable by the end of the year in which they are due Where applicable these amounts have been reduced to reflect this early payment;
2. With the agreement of the Administering Authority employers may also opt to pay any other element of their employer contributions early, with either all three years being paid in April 2017 or payment being made in the April of the year in question. The cash amounts payable will be reduced in return for this early payment as follows:
  - Payments made in the April of the certified year will be reduced by 2.1% (i.e. the above amounts will be multiplied by 0.979)
  - 2018/19 payments made in April 2017 will be reduced by 6.3% (i.e. the above amounts will be multiplied by 0.937)

- 2019/20 payments made in April 2017 will be reduced by 10.2% (i.e. the above amounts will be multiplied by 0.898)

For these cases the employer will need to estimate in advance the pensionable pay for the entire period, and a balancing adjustment to reflect the actual pensionable pay over the period would be made at the end of the period (no later than 19th April or 22nd April as appropriate following the year-end).

3. The percentages shown are percentages of pensionable pay and apply to all members, including those who are members under the 50:50 option under the LGPS from 1 April 2014;
4. The total contributions payable by each employer each year will be subject to a minimum of zero;
5. In cases where an element of an existing Scheme Employer's deficit is transferred to a new employer on its inception, the Scheme Employer's deficit recovery contributions shown in this certificate may be reallocated between the Scheme Employer and the new employer to reflect this, on advice from the actuary.

6. There are a number of additional employers who no longer had any active members within the Fund as at the valuation date. Any final contribution requirement for these employers will be assessed by the Fund in due course on the basis of actuarial advice.
7. The Fund has implemented an internal captive insurance arrangement in order to pool the risks associated with ill health retirement costs. The captive has been designed for employers that could be materially affected by the ill health retirement of one or more of their members. The employers (both existing and new) that will be included in the captive are those with less than 150 active members (excluding major Councils). New employers entering the Fund who fall into this category will also be included. For those employers in the ill-health captive arrangement, allowance for ill health retirements has been included in each employer's contribution rate, on the basis of the method and assumptions set out in the report.



# Contacts

[www.yourpensionservice.org.uk](http://www.yourpensionservice.org.uk)

## Benefits and other administrative issues

LPP – Your Pension Service  
PO Box 1381  
Preston  
PR2 0WP

Phone: 0300 323 0260

Email: [askpensions@localpensionspartnership.org.uk](mailto:askpensions@localpensionspartnership.org.uk)

## Investment management

LPP  
Norwest Court  
Guildhall Street  
Preston  
PR1 3NU

Phone: 0300 323 0260

Email: [info@localpensionspartnership.org.uk](mailto:info@localpensionspartnership.org.uk)

2nd Floor  
169 Union Street  
London SE1 0LL  
Phone: 020 7369 6000  
Email: [info@localpensionspartnership.org.uk](mailto:info@localpensionspartnership.org.uk)

## Pension Fund Accounts

Abigail Leech  
Head of Pension Fund

Phone: 01772 530808

E-mail: [abigail.leech@lancashire.gov.uk](mailto:abigail.leech@lancashire.gov.uk)

# Glossary

## Accounting policies

The specific principles, bases, conventions, rules and practices applied by the authority in preparing and presenting financial statements.

## Accrual

The concept that income and expenditure are recognised as they are earned or incurred, not as cash is received or paid.

## Active management

Approach to investment management which aims to outperform a particular market index or benchmark through asset allocation and/or stock selection decisions.

## Actuarial strain

This is a charge paid by employers to the pension fund for paying pensions early.

## Actuarial valuation

An investigation by an actuary into the ability of the Fund to meet its liabilities. For the LGPS the fund actuary will assess the funding level of each participating employer and agree contribution rates with the administering authority to fund the cost of new benefits and make good any existing deficits.

## Actuary

An independent consultant who advises the scheme and every three years formally reviews the assets and liabilities of the scheme and produces a report on the scheme's financial position, known as the Actuarial Valuation.

## Additional voluntary contributions (AVC's)

This is an extra contribution a member can pay to their own pension scheme to increase future pension benefits.

## Administering authority

A local authority required to maintain a pension fund under LGPS regulations. Within the geographical boundary of Lancashire this is Lancashire County Council.

## Admitted bodies

An organisation which, under Pension Scheme Regulations, is able to apply to the administering authority to join the scheme (e.g. a contractor providing services to the council or another scheduled body). Upon acceptance, an admission agreement is prepared admitting the organisation and allowing its employees to join.

## Alternative investments

Investments considered outside of the traditional asset classes of stocks, bonds, cash or property.

## Asset allocation

Distribution of investments across asset categories, such as cash, equities and bonds. Asset allocation affects both risk and return and is a central concept in financial planning and investment management.

## Assumed pensionable pay

Where an employee loses pay due to sickness or reduced pay family related leave, the pay actually received is substituted with "assumed pensionable pay" when calculating "career average" benefits and employer contributions. Assumed pensionable pay is the average of pay in the three months prior to the month in which the reduced pay occurs.

## Auditor

An independent qualified accountant who is required to verify and agree the Pension Fund accounts and issue an opinion on their accuracy.

## Auto enrolment

UK employers have to automatically enrol their staff into a workplace pension if they meet the criteria. The law on workplace pensions has now changed and every employer must comply.

## Benchmark

These are investment performance standards that we expect our investment managers to achieve and against which we measure their investment return.

## Bid price

The price a buyer pays for a stock.

## Bonds

Loans, with a fixed rate of interest, made to an issuer (often a government or a company) which undertakes to repay the loan at an agreed later date.

## Career average revalued earnings (CARE) scheme.

With effect from 1 April 2014, the benefits accrued by members of the LGPS will be in the form of CARE benefits. Every year a member accrues a pension benefit equivalent to 1/49th of their pensionable pay in that year. The pension accrued will increase in line with the annual change in the consumer prices index over the period to retirement.

## Cash and cash equivalents

Short term (less than 3 months), highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

## Collateral

An asset (cash or securities) posted from one counterparty to another, and held as a guarantee against the value of a specified portfolio of trades or other transactions.

## Conflicts of interest

Real or apparent instances where a person or firm has an incentive to serve one interest at the expense of another. Some of those conflicts are inherent in any large, diversified organisation, while others stem from the nature of the services offered to clients. Those conflicts are managed through disclosure and with policies and procedures that are designed to protect client's interests. The appearance of a conflict of interest is present if there is a potential for the personal interests of an individual to clash with fiduciary duties.

# Glossary

### Consumer price index (CPI)

CPI is a measure of inflation based on the change in the price of a fixed basket of goods and services. The difference between CPI and retail price index (RPI) is that CPI excludes some items used in RPI such as mortgage interest payments and council tax, and includes other items not used in RPI. The basket of goods and services on which CPI is based is expected to provide lower, less volatile, inflation increases.

### Corporate governance

The authoritative rules and controls in place within an organisation required to promote openness, inclusivity, integrity and accountability.

### Creditors

Amounts owed by the Pension Fund for work carried out, goods received or services provided, which has not been paid by the date of the net assets statement.

### Credit strategies

Credit strategies involve investing in loans or the provision of other credit. At the safest end this this may involve investing in Gilts – debt issued by government, where risk is perceived to be minimal but where returns are very low; at the other end of the spectrum are loans to heavily indebted companies or even companies who have credit difficulties, where there are higher levels of risk but where significantly enhanced returns are available.

### Currency forward

An agreement between two counterparties to buy/sell a specified quantity of the underlying currency at a specified future date. Contracts are settled in cash on the expiration date.

### Current assets and liabilities

Current assets are cash, cash equivalents and items that can be readily converted into cash. Current liabilities are items that are due for payment immediately or in the short term.

### Custody / custodian

Safekeeping of securities by a financial institution. The custodian keeps a register of holdings and will collect income and distribute monies according to client instructions.

### Debtors

Amounts owed to the Pension Fund which had not been paid by the date of the net assets statement.

### Deficit

The extent to which the Fund’s past service liabilities exceed the value of the Fund’s assets.

### Defined benefit

An employer sponsored retirement plan where employee benefits are sorted out based on a formula using factors such as salary history and duration of employment. Public sector pension schemes, including the LGPS are defined benefit.

### Discount rate

The rate of interest used to convert a future cash amount to a present day value. It is a measure of the ‘time value’ of money.

### Emerging markets

Developing economies in Latin America, Africa, Asia and the Middle East as well as areas of Europe and the Far East. Investment returns within these markets tend to be more volatile than those in more established markets.

### Equities

Ordinary shares in UK and overseas companies traded on a stock exchange. Shareholders have an interest in the profits of the company and are entitled to vote at shareholders’ meetings.

### ESG (environmental, social and corporate governance)

Responsible Investors understand that ESG characteristics are financially material to investment decision-making if they are likely to have an impact on a company and

its performance within the period of their ownership. Long term investors such as pension funds which aim to hold assets for an extended period of time need to assess the impact of a variety of potential influences, some of which are systemic risks which are not possible to predict with certainty (such as climate change).

Investors who integrate the consideration of ESG characteristics are seeking insight into future risks and opportunities which may be financially material to the investments they are already holding or those that are under consideration. Environmental criteria look at how a company performs as a steward of the natural environment both as a consumer of resources and a producer of goods, services and waste. Social criteria examine how a company manages relationships with its employees, suppliers, customers and the communities where it operates. Governance criteria examine a company’s management and decision-making framework, the corporate culture this creates and the quality of corporate leadership offered. ESG is often used as a catch-all term for the approach to assessing these various criteria as part of being an informed and responsible investor.

### Financial instrument

A contract between two parties that involves a monetary exchange for some type of debt or asset.

### Fixed interest securities

Investments in stocks mainly issued by governments, which guarantee a fixed rate of interest.

### Future service contribution rate

The contribution rate payable by an employer, expressed as a % of pensionable pay. This rate is the rate which will be sufficient to meet the costs of new benefits being accrued by active members in the future.

### Funding level

The ratio of a Pension scheme’s assets to its liabilities. Used as a measure of the scheme’s ability to meet its future liabilities.

### Index-linked securities

Investments in stock where the interest payments and the final redemption proceeds are linked to the retail price index. Such stocks provide protection against inflation.

### Infrastructure

The public facilities and services needed to support residential development, including highways, bridges, schools and sewer and water systems. A term usually associated with investment in transport, power and utilities projects.

### Investment management expenses

All expenses relating to managing the Fund’s investments.

### Investment strategy

Investor’s long-term distribution of assets among various asset classes taking into consideration, goals of the Fund, attitude to risk and timescale.

### Liabilities

Financial liabilities are debts owed to creditors for outstanding payments due to be paid. Pension liabilities are the pension benefits and payments that are due to be paid when someone retires.

### LPP – Local Pensions Partnership

The Local Pensions Partnership (LPP) is a collaboration between two successful LGPS funds – Lancashire County Pension Fund and London Pensions Fund Authority, with the goals of creating:

- A best-in-class, end-to-end pensions services organisation for public sector funds; LPP currently provide pensions administration services to 13 funds, including LGPS, fire and police schemes.

- An FCA-regulated structure for asset pooling.
- An organisation focused on managing assets and liabilities (risk) together in order to improve long-term fund performance, stabilise contributions and reduce deficits.
- A partnership which is open to other LGPS and public sector funds to join as owner shareholders or as investors only in LPP’s pool.

### Market value

The price at which an investment can be bought or sold at a given date.

### Myners review

Review carried out by Paul Myners on behalf of the Chancellor of the UK government. The review published in March 2001, investigated the challenges facing institutional investment decision making.

### Over the counter (OTC)

A security traded in some context other than on a formal exchange. The phrase “over the counter” can be used to refer to stocks that trade via a dealer network as opposed to on a centralised exchange. It also refers to debt securities and other financial instruments such as derivatives, which are traded through a dealer network.

### Past service liability

The value, in present day terms, of the benefits accrued by members up to the valuation date. Calculated on the basis of a set of assumptions agreed between the administering authority and the actuary.

### Pension boards

The role of each board is to help ensure each scheme complies with governance and administration requirements. They may have additional duties, if scheme or other regulations so specify. Pension boards need to have an equal number of employer representatives and member representatives. They may also have other types of members, such as independent experts. All pension board members have a duty to act in accordance with scheme regulations and other governing documents.

### Pooled investment vehicles

Funds which manage the investments of more than one investor on a collective basis. Each investor is allocated units which are revalued at regular intervals. Income from these investments is normally returned to the pooled fund and increases the value of the units.

### Private equity

Shares in un-quoted companies.

### Property

All buildings and land that the Fund owns, including pooled property funds.

### Quantitative easing

The introduction of new money into the money supply by a central bank. The central bank increases the money supply and buys government bonds.

### Related party

A person or organisation which has influence over another person or organisation.

### Responsible investment

An approach to investment which recognises that the consideration of environmental, social and governance factors forms an important part of the evaluation of the future risks and opportunities facing investee companies. Responsible Investors seek to understand the influences that are likely to impact the performance of investments during their period of ownership in order to assess the balance of risks relative to returns.

Pension funds invest the retirement savings of scheme members in order to fund the benefits they are entitled to receive in the future. There is an underlying fiduciary duty to protect the financial interests of scheme beneficiaries which is exercised through the approach to investment and the evaluation of risks and opportunities as part of investment stewardship.

**Scheduled bodies**

Organisations which are listed in parts 1 and 2 of schedule 2 to the LGPS Regulations 2013. These bodies automatically have the right to offer LGPS membership to eligible employees. Organisations listed in part 1 are required to enrol eligible employees into the LGPS. This list includes, but is not limited to: County and District Councils, Combined Authorities, Fire and Rescue Authorities, Police and Crime Commissioners, Chief Constables, Further and Higher Education Corporations, Sixth Form Colleges and Academies.

If an organisation is listed in part 2 it can choose to offer membership to all or some employees. This list includes, but is not limited to: Parish Councils, subsidiaries of County or District Councils, Other precepting authorities not listed in Part 1.

**Service level agreement**

A commitment between a service provider (for example LPP) and a client (for example, the Fund) that defines exactly which services will be provided and the level or standard expected for those services.

**Stock lending**

The act of loaning securities to another investor in return for a fee. When a security is loaned the ownership is also transferred to the borrower.

**Transfer values**

The value of a pension scheme members benefits available to buy benefits in another scheme.

**Triennial actuarial valuation**

Every three years the actuary formally reviews the assets and liabilities of the Lancashire LGPS scheme and produces a report on the scheme's financial position.

**Venture capital**

Investment in a company that is at a relatively early stage of development and is not listed on a stock exchange.

**50:50 scheme**

In the LGPS, active members are given an option to accrue a lower benefit in return for paying a lower level of contribution.

# Appendices





# Appendix 1

## Scheme employers with active members at 31 March 2019

Employer Name	Contributions Received		
	Employer (£'000)	Employee (£'000)	Deficit recovery
(£'000)			
<b>Total active employers</b>	<b>96,816</b>	<b>58,651</b>	<b>11,414</b>
<b>County Council</b>	<b>32,575</b>	<b>24,077</b>	-
Lancashire County Council (excluding schools)	32	14,657	-
Lancashire County Council Schools	28,426	8,195	-
Archbishop Temple	103	32	-
Ashton Community Science College	154	47	-
Baines High School	107	31	-
Balshaws Church of England High School	113	34	-
Barrowford Primary School	92	26	-
Blessed Trinity Roman Catholic College	206	62	-
Brownedge St Marys	164	49	-
Cardinal Allen	136	44	-
Carnforth High School	21	6	-
Central Lancaster High School	124	37	-
Delph Side	58	16	-
Haslingden High School	255	77	-
Heysham High	46	15	-
Hillside Specialist School	169	49	-
Hollins Technology College	182	55	-
Hutton Church of England Grammar School	116	34	-
John Cross	22	6	-
Lea Endowed Church of England Primary	36	10	-
Leyland St James Church of England Primary	46	13	-
Moor Park High	128	39	-
Morecambe High	293	85	-

Employer Name	Contributions Received		
	Employer (£'000)	Employee (£'000)	Deficit recovery
(£'000)			
Morecambe Road School	165	47	-
Mount Carmel	150	45	-
New Longton All Saints Church of England Primary School	38	11	-
Ormskirk School	221	65	-
Our Lady Queen of Peace	121	37	-
Peel Park	158	45	-
Rhyddings School Accrington	134	42	-
St Andrews Church of England Primary School	82	23	-
St Richards Roman Catholic Primary School	43	12	-
The Loyne Specialist School	199	58	-
Walton Le Dale	99	33	-
Westgate Primary School	136	38	-
<b>Scheduled bodies (167)</b>	<b>52,475</b>	<b>29,084</b>	<b>8,833</b>
Blackburn With Darwen Borough Council	7,981	3,787	-
Ashleigh Primary	39	17	-
Audley County Infant	65	28	-
Avondale County Primary	66	29	-
Blackburn Central High School	127	59	-
Blackburn the Redeemer Church of England Primary School	63	26	-
Brookhouse Primary School	27	11	-
Cedars Primary	47	20	-
Crosshill School	30	14	-
Hoddlesden St Paul's	-9	-4	-
Holy Trinity Church of England Primary	44	19	-
Longshaw County Infant	47	21	-
Longshaw County Junior	51	22	-

Employer Name	Contributions Received		
	Employer (£'000)	Employee (£'000)	Deficit recovery
(£'000)			
Sacred Heart Primary	22	10	-
St Albans Roman Catholic Primary	31	14	-
St Barnabas & St Pauls Church of England Primary	71	30	-
St James Church of England Primary School	44	19	-
St Michael with St John Church of England Primary School	26	12	-
St Silas Church of England Primary	37	16	-
Turncroft Nursery	19	9	-
Blackpool Borough Council excluding Schools	5	3,547	-
Blackpool Borough Council Schools	-	381	-
Burnley Borough Council	910	389	-
Chorley Borough Council	1,106	510	841
Fylde Borough Council	-	352	-
Hyndburn Borough Council	1,902	431	-
Lancaster City Council	-	980	-
Pendle Borough Council	749	326	-
Preston City Council	2,229	917	-
Ribble Valley Borough Council	768	312	180
Rossendale Borough Council	-	254	-
South Ribble Borough Council	930	410	568
West Lancashire Borough Council	2,126	760	-
West Lancashire Borough Council OCL	-	72	-
Wyre Borough Council	-	420	-
Blackpool Transport Services Ltd	-	32	-
Edge Hill University	3,579	1,675	809
University of Central Lancashire	5,327	2,517	985
Lancaster & Morecambe College	518	207	126
Blackpool & The Fylde College	1,644	746	200
Preston College	615	294	269
Runshaw College	808	313	89
Blackburn College	1,016	452	86
Accrington & Rossendale College	227	91	186

Employer Name	Contributions Received		
	Employer (£'000)	Employee (£'000)	Deficit recovery
(£'000)			
Burnley College	601	285	130
Nelson and Colne College	748	333	146
Myerscough College	816	343	172
Blackpool Sixth Form College	205	103	-
Cardinal Newman College	318	146	51
Blackburn St Mary's	184	75	9
QEGS Blackburn Academy	144	51	70
Lancs Fire and Rescue Service	765	338	-324
Penwortham Town Council	14	8	-
Blackpool Coastal Housing	486	268	-
Pilling Parish Council	9	2	-
Kirkland Parish Council	1	-	-
Catterall Parish Council	4	1	-
Garstang Town Council	6	2	-
Accrington Academy	121	62	-
ANWET (Darwen Aldridge Community)	264	151	-
Fulwood Academy	82	43	-
St Anne's on Sea Town Council	18	7	1
Lancs Sports Partners Ltd	73	47	-
Lancaster Girls Grammar School (Academy)	93	39	43
Lancaster Royal Girls School (Academy)	185	65	69
Clitheroe Royal Girls School (Academy)	114	41	60
Hodgson Academy	151	63	45
FCAT (Hambleton Primary Academy)	25	12	7
Ripley St Thomas Church of England (Academy)	231	80	45
St Michael's CE High (Academy)	96	37	47
ATCT (Bowland High Academy Trust)	103	35	30
St Wilfrid's Church of England Academy	115	49	95
Lostock Hall Academy Trust	78	27	31
St Christopher's Church of England (Academy)	179	77	91
Bishop Rawstorne High Academy	76	26	30

Employer Name	Contributions Received		
	Employer (£'000)	Employee (£'000)	Deficit recovery
(£'000)			
Belthorn Primary Academy	49	15	8
Garstang Community Academy	92	30	29
Parbold Douglas Church of England Academy	30	11	10
FCAT (Westcliff Prim Academy)	40	15	13
All Saints CE Prim Sch (Academy)	43	17	17
Tarleton Academy	96	42	31
FCAT (Montgomery Academy)	119	50	57
Morecambe Town Council	5	2	-
Parklands High School Academy	113	48	27
Penwortham Priory Academy	106	41	18
Albany Academy	110	39	25
Norbreck Primary Academy	82	33	19
Waterloo Primary Academy	129	54	29
Hawes Side Academy	93	34	18
The Lancashire Colleges Ltd	21	12	-
Academy at Worden	55	23	14
Wensley Fold Church of England Primary Academy	76	31	31
Star Academies	214	169	-
Bacup Rawtenstall Grammar School (Academy)	114	47	23
Roseacre Primary Academy	75	28	24
Star Academies Islam Boys Free School	27	16	1
Thames Primary Academy	96	39	30
Maharishi School (Free School)	47	15	-
Pendle Education Trust - Colne Primet	72	24	15
Pendle Education Trust - Walter Street	75	28	15
Moorside Community Academy	65	25	11
Fylde Coast Academy Trust	43	20	2
Blackpool MAT (Devonshire Academy)	98	35	38
Blackpool MAT (Park Academy)	130	58	57
Blackpool MAT (Anchorsholme Academy)	86	31	36
FCAT (Unity Academy)	155	66	62

Employer Name	Contributions Received		
	Employer (£'000)	Employee (£'000)	Deficit recovery
(£'000)			
Langdale Free School	13	5	-
Star Academies (Olive Blackburn)	26	20	-
Star Academies (Olive London)	30	23	-
Education Partnership Trust (The Heights)	63	27	23
Preesall Town Council	8	2	-
BFET (South Shore Academy)	112	46	50
Darwen Town Council	1	-	-
Habergham Eaves Parish Council	-	-	-
Old Laund Booth Parish Council	-	-	-
Police & Crime Commissioner	87	50	4
Blackpool MAT (Revoe)	103	41	49
Cidari Education (St Georges)	70	28	41
ATCT (Witton Park Academy Trust)	119	45	58
Cidari Education (Lukes & Philips)	37	14	29
Cidari Education Ltd (Darwen St James Church of England Primary)	38	16	18
Cidari Education Ltd (St Barnabas Church of England Primary)	27	10	21
Cidari Education Ltd (St Aidans Primary School)	28	11	18
Blessed Edward MAT (St Marys)	144	57	48
Blessed Edward MAT (St Cuthberts)	49	18	26
FCAT (Aspire Academy)	112	40	50
Blessed Edward MAT (Christ the King)	36	12	12
ANWET (Darwen Vale Academy)	103	40	67
Star Academies Eden Girls' School Waltham	27	16	1
Star Academies Eden Girls' School Coventry	38	29	-
Star Academies Eden Boys' School Bolton	62	27	-
Lancashire Chief Constable	7,356	3,314	2,000

Employer Name	Contributions Received		
	Employer (£'000)	Employee (£'000)	Deficit recovery
(£'000)			
BFET (Marton Primary Academy)	59	20	24
CSCST (Burnley High Free School)	34	14	-
Cliviger Parish Council	-	-	-
Star Academies Islam Girls High School	70	28	19
Cidari Education Trust	26	25	-
Cidari Education Ltd (Baines Endowed)	59	27	41
Cidari Education Ltd (Marsden St John)	35	12	10
ANWET (Sudell Primary Academy)	39	11	19
Blackpool Housing Company Ltd	94	51	-
Pendle Education Trust (Castercliff)	52	22	26
Education Partnership Trust (Coal Clough)	100	35	21
Star Academies (Eden Boys' School Preston)	17	10	-
Star Academies (Eden Girls' School Slough)	52	28	-
Star Academies (Eden Boys' School Birmingham)	31	20	-
FCAT (Blackpool Gateway Academy)	36	17	5
Eden School	14	8	2
Whittle le Woods Parish Council	2	1	-
Education Partnership Trust (Pleckgate High School)	131	49	69
Freckleton Parish Council	1	-	-
PET (West Craven)	81	27	19
Star Academies Highfield Humanities	118	44	60
Pendle Education Trust	35	17	1
Education Partnership Trust	30	24	-
Blessed Edward Trust	12	8	-
Star Academies Olive Bolton	10	5	-
Star Academies Olive Preston	17	10	-
Star Academies Olive Birmingham	19	16	-

Employer Name	Contributions Received		
	Employer (£'000)	Employee (£'000)	Deficit recovery
(£'000)			
Clayton-Le-Woods Parish Council	4	1	-
FCAT (Mereside)	74	27	29
Tor View Specialist Learning Community	186	84	59
FCAT (Westminster Primary Academy)	60	24	37
Mosaic Academy Trust	92	36	31
Cidari (Newchurch St Mary's Primary School)	10	4	3
Star Academies - Eden Girls Manchester	24	12	-
Star Academies - Eden Boys Manchester	14	6	-
Admitted bodies (142)	11,766	5,490	2,581
UCST (AKS Arnold)	29	11	27
Galloways Society for Blind	2	1	17
Lancaster University	4,160	1,914	523
Lancashire County Branch Unison	-	-	-
North Western Inshore Fisheries & Conservation Authority	99	39	26
UCST (AKS Lytham)	27	13	-
University of Cumbria	1,800	851	631
Whitworth Town Council	5	2	2
Kirkham Grammar School (Independent)	104	31	30
Caritas Care Limited	266	109	68
Community Council of Lancashire	24	9	28
Progress Housing Group	209	117	-
The Omerod Home Trust Ltd	-	-	195
Preston Care and Repair	4	2	-
Calico Housing Ltd	-	-	631
Pendle Leisure Trust Ltd	245	116	25
Twin Valley Homes Ltd	1,507	684	91
Leisure in Hyndburn	113	52	50
Sure Start Hyndburn	44	22	23
Blackpool Zoo (Grant Leisure)	30	15	-
Rossendale Leisure Trust	25	14	-

Employer Name	Contributions Received		
	Employer (£'000)	Employee (£'000)	Deficit recovery
(£'000)			
Marketing Lancashire Ltd	38	25	-
Liberata UK Ltd (Pendle)	141	71	-
West Lancs Community Leisure	-	44	-
South Ribble Community Leisure	112	48	83
Community Gateway Association Ltd	216	115	-
Bulloughs (Our Lady)	-	-	-
Chorley Community Housing Ltd	93	53	-
NSL Ltd.(Lancaster)	-	1	-
Capita(Rossendale BC Transfer)	-	10	-
Consultant Caterers Ltd	4	5	-
Bootstrap Enterprises Ltd	1	8	-
Alternative Futures Group Ltd	-	8	-
Creative Support Ltd	-	13	-
New Progress Housing	373	158	-
Community and Business Partn	35	22	-
I Care (Home)	-	3	-
Fylde Coast YMCA (Fylde TUPE)	-	1	-
Cofely FM Ltd (Lend Lease)	35	12	-
Creative Support Ltd (Midway)	20	9	-
Mellor's (Bishop Rawstorne)	6	2	-
Mellor's (Hambleton Primary S)	1	-	-
Andron (formerly Solar)	-	1	-
Cofely FM Ltd (Pleckgate)	2	2	-
Liberata UK Ltd (Burnley)	230	84	-
Essential Fleet Services Ltd	-	9	-
Elite Cleaning and Environment	1	1	-
Eric Wright FM - Site Supervisors Highfield HC	-	3	-
Cofely FM Ltd (Witton Park)	4	1	-
Mellors (Little Hoole)	2	1	-
Mellors (Holy Cross)	8	3	-
Lend Lease Con. (EMEA) (Fulwood)	2	1	-
Cofely FM Ltd (Blake/Cross)	-	1	-
Service Alliance Ltd (Altham)	1	-	-
Lancashire Care Foundation	73	30	-
Service Alliance (Ribblesdale)	2	-	-

Employer Name	Contributions Received		
	Employer (£'000)	Employee (£'000)	Deficit recovery
(£'000)			
Mellors (Brinscall)	6	2	-
Burnley Leisure	203	107	-
CG Cleaning (Kennington Road)	2	-	-
CG Cleaning (St Augustines)	-	-	-
Compass Contract Services (UK) Ltd	25	6	-
Caterlink (Mount Pleasant School)	1	1	-
Churchill (Moorside)	2	1	-
Service Alliance (St Wilfrid)	1	1	-
Blackpool, Fylde and Wyre Credit Union	10	4	-
QEGS Blackburn Ltd	5	2	-
Mellors (Queens Drive)	1	-	-
Service Alliance (Whalley Primary)	1	-	-
RCCN (Whitefield)	1	1	-
Bulloughs (Carr Head Primary)	1	-	-
FCC Environment	19	6	-
County Councils Network	13	17	1
Urbaser Ltd	76	19	-
Service Alliance (ClithPendle)	1	-	-
I Care	15	7	-
Ind Living Fund (Blackpool BC)	6	2	-
Elite CES (Fulwood&Cadley)	1	-	-
Elite CES Ltd (Moor Nook School)	3	1	-
Elite CES Ltd (Carr Hill)	3	1	-
Service Alliance (St Mary Mag)	2	1	-
Churchill (Morecambe Bay)	1	-	-
Consultant Cleaners (St James)	1	1	-
Compass CS (Preston)	19	5	-
Lend Lease Construction (EMEA) Ltd (Phase 3)	1	-	-
Local Pensions Partnership Investments	119	84	-
Local Pensions Partnership	379	196	-
Premiserv (St Peters)	1	-	-
5AM Contract Cleaning (Blackpool Coastal)	2	1	-

Employer Name	Contributions Received		
	Employer (£'000)	Employee (£'000)	Deficit recovery
(£'000)			
Churchill (Clayton Brook)	1	-	-
RCCN (Burscough)	1	1	-
Maxim (Acorns Primary School)	3	1	-
Elite CES (Hambleton)	3	1	-
Elite CES Ltd (St Annes)	2	1	-
Bulloughs (BFET Marton)	2	-	-
CG Cleaning (Intack)	-	-	-
Mellors (Delph Side)	2	1	-
Mellors (Lostock Hall Academy)	6	2	-
Maxim (Lancaster Girls Grammar)	1	-	-
Maxim (Lancaster Royal Grammar)	11	3	-
Maxim (Newton Bluecoat)	1	-	-
Maxim (St John with St Michael)	1	-	-
CG Cleaning (St Teresas)	1	-	-
Service Alliance (St Marys RC Primary)	1	-	-
Capita (Property & Infrastructure)	20	9	-
Maxim (St Georges CE Primary)	1	-	-
Compass CS Ltd (Highfield)	9	2	-
Greenwich Leisure Limited (Preston City)	131	49	-
Cockerham Parish Council	-	-	-
Nether Wyresdale Parish Council	-	-	-
Aspens Services (BEBC St Marys)	-	-	-
Clarets in the Community Ltd	3	1	-
Compass Contract Services (Hodgson Academy)	4	1	-
Mellors (Parklands High School)	9	2	-
Maxim (Mayfield Primary School)	1	-	-
United Learning (The Hyndburn Academy)	84	34	18
Simply Clean (NW) Ltd	-	-	-
Calico (Preston Harris Museum)	1	-	-
Orian (Larches House)	1	-	-
Noonan (Hyndburn CCTV)	8	3	-

Employer Name	Contributions Received		
	Employer (£'000)	Employee (£'000)	Deficit recovery
(£'000)			
Bay Learning Trust (Carnforth High School)	78	30	23
Mellors (St Michaels CE Academy Trust)	24	8	-
Star Academies (Bay Leadership Academies)	62	27	20
Compass CS (Mer/Mon/Uni)	32	8	-
RCCN (St John the Baptist)	2	1	-
Maxim (St Joseph's Primary School)	2	1	-
Pendle Education Trust (Casterton Primary Academy)	39	15	12
Mellors (Tarleton Community PS)	8	3	-
FCAT (Armfield Academy)	14	5	-
Andron (Longridge High School)	7	3	-
Maxim (Bolton le Sands Primary School)	1	-	-
Maxim (Kelbrook Primary School)	1	1	-
Endeavour LT (Burscough Priory Academy)	32	12	11
Maxim (St Augustines)	1	-	-
Laneshaw Bridge Primary School	17	6	5
Maxim (Helmshore Primary School)	1	-	-
Andron (Cidari - St Georges School)	8	2	-
Blacko Primary School	9	3	2
Colne Park High School	63	25	19
Lord Street Primary School	34	13	11
The Pennine Trust	8	3	2
Mellors (Fulwood Academy)	-	-	7
Maxim (Newchurch St Nichol)	1	-	-



# Appendix 2

## Lancashire County Pension Fund Governance Policy Statement – Updated January 2018

### Introduction

1. This is the Governance Policy Statement of Lancashire County Pension Fund, administered by Lancashire County Council, the administering authority. All Local Government Pension Scheme (LGPS) Funds in England and Wales are required to publish a Statement under regulation 55 of the LGPS Regulations 2013.
2. This statement has been prepared by the administering authority in consultation with appropriate interested persons.

### Purpose of the Governance Policy Statement

3. The regulations regarding governance policy statements require an administering authority, after consultation with such persons as they consider appropriate, to prepare, maintain, publish and keep under review a written statement setting out: (a) whether the authority delegates its functions, or part of its functions under these Regulations to a committee, a sub-committee or an officer of the authority; (b) if the authority does so— (i) the terms, structure and operational procedures of the delegation, (ii) the frequency of any committee or sub-committee meetings, (iii) whether such a committee or sub-committee includes representatives of Scheme employers or members, and if so, whether those representatives have voting rights; (c) the extent to which a delegation, or the absence of a delegation, complies with guidance given by the Secretary of State and, to the extent that it does not so comply, the reasons for not complying; and (d) details of the terms, structure and operational procedures relating to the local pension board established under regulation 53(4)
4. Certain functions set out in the statement are not specific to the Pension Fund but

are the wider responsibility of the County Council as an employing authority and are included within the statement for completeness.

### Governance of the Lancashire County Pension Fund

5. Under the cabinet structure in local government, management of the pension fund is a non-executive function and this is reflected in the council's constitution. The Pension Fund Committee reports directly to Full Council. The Head of Fund is designated as the officer responsible for the management of the Pension Fund.

### The Pension Fund Committee

#### (Non-executive committee)

#### Composition and role:

1. The Pension Fund Committee ("the Committee") comprises twelve County Councillors and seven voting co-optees representing the following organisations:
  - a. One co-optee representing the Further and Higher Education sector in Lancashire;
  - b. One co-optee from Blackburn with Darwen Council;
  - c. One co-optee from Blackpool Council;
  - d. Two co-optees representing Trade Unions; and
  - e. Two co-optees representing the Lancashire Borough and City Councils
2. The role of the Committee is to:
  - a. Fulfil the role of Scheme Manager, as set out in regulations, of the Lancashire County Pension Fund ("the Fund" or "LCPF");
  - b. Establish policies in relation to investment management, which shall include meeting with the Investment

Panel to consider future Investment policy for the Fund;

- c. Monitor and review investment activity and the performance of the Fund; and
  - d. Present an annual report to the Full Council on the state of the Fund and on the investment activities during the preceding year.
3. The Committee shall meet at least quarterly, or otherwise as necessary, with the Investment Panel in attendance.
  4. Meetings of the Committee shall be open to the public, but the public may be excluded where information of an exempt or confidential nature is being discussed – see Access to Information Procedure Rules set out at Appendix 'H' to the County Council's Constitution.

#### General:

5. To exercise Lancashire County Council's responsibility for the management of the Fund, including the administration of benefits and strategic management of Fund assets and liabilities.
6. To determine which pension related functions and responsibilities should be exercised under a Scheme of Delegation to the Head of the LCPF, the Council's s.151 Officer and the Director of Corporate Services.
7. To review governance arrangements and the efficient and effective use of external advisors to ensure good decision-making.
8. To appoint a minimum of two suitable persons to an Investment Panel through a sub committee convened for that purpose.
9. To establish sub-committees and panels as necessary to undertake any part of the Committee's functions.
10. To receive an annual report from the Lancashire Local Pensions Board on the nature and effect of its activities.

### Policies (other than Investment, Administration and Funding – see below):

11. To approve the following key policy documents:
  - a. A rolling 3 Year Strategic Plan for the Fund;
  - b. The Statement of Investment Principles
  - c. Governance Policy Statement;
  - d. Governance Compliance Statement;
  - e. Pension Fund Annual Report;
  - f. Communication Policy statement;
  - g. Internal Dispute Resolution Procedure;
  - h. Death Grant Procedure;
  - i. Bulk Transfer Payment Policy;
  - j. Commutation policy (small pensions);
  - k. Transfer policy;
  - l. Abatement policy; and
  - m. Any other discretionary policies as required under LGPS regulations

#### Investment:

12. To determine the strategic asset allocation policy, giving due recognition to the options made available by the Local Pensions Partnership Ltd (LPPL).
13. To monitor the performance of the Fund's investments and ensure that best practice is being adopted and value for money is being delivered
14. To submit an annual report to the Full Council on the performance and state of the Fund and on the investment activities during the year.
15. To approve and review on a regular basis an overall Investment Strategy and subsidiary Strategies for such asset classes as the Investment Panel consider appropriate.
16. To have overall responsibility for investment policy.

#### Administration:

17. To approve the Annual Administration Report.
18. To approve the Pensions Administration Strategy Statement.
19. To monitor the performance of the pensions administration function.
20. To authorise the payment of any statutory pensions, gratuities, grants, etc. under the provisions of the Superannuation and Pensions Acts and Regulations and any Local Acts.
21. To approve applications for early payment of preserved pension benefits on compassionate grounds.
22. To approve payments under the County of Lancashire Act 1984.
23. To determine the actual injury allowance payable on each individual qualifying case of injury or disease, both retrospective and for the future.
24. To review annually the actual amounts of injury allowances payable under the Local Government Superannuation Regulations, as amended, to employees who have sustained injuries or contracted diseases, as a result of anything they were required to do in carrying out their work and to make any changes appropriate to reflect changes in the relevant financial circumstances of the payee.

#### Funding:

25. To approve the Funding Strategy Statement which shall include the Fund's policy in respect of:
  - a. the Funding Target;
  - b. the collection of employee contributions;
  - c. the collection of employer contributions;
  - d. the collection of additional employer contributions; and

- e. Admissions and Terminations.
26. To approve Scheme Funding Advice
  27. To review ongoing funding updates for potential cash contribution implications

#### Procurement:

28. To approve the procurement process, tender award criteria and evaluation methodology in advance of any tender being invited for the appointment of external support, including:
  - a. an external corporate governance adviser;
  - b. an external Fund custodian;
  - c. external performance measurement advisers;
  - d. the Fund Actuary; and
  - e. the Fund's AVC Provider

#### Training:

29. To approve the annual Training Plan for members of the Pension Fund Committee and actively participate in training opportunities.

#### Local Pensions Partnership Ltd (LPPL):

LPPL was formed in partnership between the County Council and the London Pension Funds Authority (LPFA) to carry out certain pension functions such as investment activity and administration on behalf of the two partner authorities. The relationship between the County Council and LPFA is governed by a number of agreements one of which (the Shareholders Agreement dated 18th April 2016) reserves certain key matters for the determination of the County Council and LPFA rather than LPPL (the "Reserved Matters"). References to delegated powers relating to LPPL address the Reserved Matters. Unless stipulated, any reference to the "Agreement" is a reference to the Shareholders Agreement dated 8th April 2016.

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## Lancashire County Pension Fund Governance Policy Statement – Updated January 2018

### Incorporation or winding up of subsidiaries:

30. To approve, with the exception to the formation of vehicles which are necessary for any transactional, operational or tax efficiency reasons in the sole opinion of the Board, any incorporation of any new subsidiary of LPPL or any of its Group Companies or any liquidation or winding up of LLP or any of its Group Companies. Any acquisition of any shares in any company, whether through subscription or transfer, such that the company concerned becomes a Subsidiary of LPPL or any Group Company.

### Merger/acquisition of any business undertaking:

31. To approve the amalgamation or merger with any company, association, partnership or legal entity or the acquisition of any business undertaking of any other person.

### Financial and Business:

32. To approve any Strategic Plan for LPPL or make any material changes to any Strategic Plan after its approval.
33. To approve any extension of the activities of LPPL outside the scope of the Business or close down any business operation.
34. To receive the annual accounts of LPPL.
35. To approve the establishment, provision or amendment of any pension scheme.
36. To give or take any loans, borrowing or credit (other than normal trade credit in the ordinary course of business) in excess of £1,000,000 or cause the aggregate indebtedness of LPPL to exceed £5m.

### Shares, shareholder loans and constitutional:

37. To pay or declare any dividend (other than as expressly provided for in the Shareholder agreement) or other distribution to the Shareholders or redeem or buy any Shares or otherwise reorganise the share capital of LPPL.
38. To admit any person whether by subscription or transfer as a member of LPPL save as provided for in the Shareholder Agreement.
39. To approve any name change of LPPL

### Control, management, directors and employees:

40. To approve the remuneration policy of LPPL Non-Executive Directors.
41. To approve the appointment or removal of any statutory director of LPPL otherwise than in accordance with the Shareholder Agreement and the Articles of LPPL.
42. To enter into or vary any agreement for the provision of consultancy, management or other services by any person which will, or is likely to result in, LPPL being managed otherwise than by its directors or controlled otherwise than by its shareholders.
43. To approve the move of the central management and control of LPPL or LPPL's tax residence outside of the UK.

### Contract with related parties

44. To enter into or vary any contracts or arrangements with any of the Shareholders or Directors or any person with whom any Shareholder or Director is connected (whether as director, consultant, shareholder or otherwise) save as anticipated in the various agreements between the County Council, LPFA and LPPL entered into on the 8th April 2016.

45. To approve the commencement or the taking of steps to commence any insolvency proceedings under any law relating to insolvency anywhere in the world unless LPPL is at the relevant time unable to pay its debts as they fall due or the value of its assets is less than its liabilities, including its contingent and prospective liabilities and the directors reasonably consider (taking into account their fiduciary duties) that it ought to be wound up or it ought to enter into administration.
46. To enter into any partnership, joint venture or profit sharing arrangement with any person or create any share option scheme.
47. To enter into or make any material variation to any agreement not in the ordinary course of the Business and/or which is not on an arm's length basis.
48. To approve the sale, lease (as lessor), licence (as licensor), transfer or otherwise dispose of any of its material assets.
49. To enter into any contract which cannot be terminated within 48 months and under which the liability for such termination could exceed £1 million.

### Investment Panel

The Investment Panel ("the Panel") provides expert professional advice to the Pension Fund Committee in relation to investment strategy. The Panel would support the Head of Fund with the specialist advice required by the Pension Fund Committee.

### The Panel will:

- review the Fund's long term investment strategy and where necessary make recommendations to the Pension Fund Committee;
- advise on strategic and/or tactical asset allocations proposed by LPPL
- Restrict and control the range of asset allocations used by LPPL as set out in the

Statement of Investment Principles

- consider appropriate risk management strategies to include the matching of pension liabilities with suitable investments, possibly involving derivatives, and where necessary make recommendations to the Pension Fund Committee;
- consider foreign exchange hedging strategies relating to the equity and/or other asset allocations and where necessary make recommendations to the Pension Fund committee;
- monitor and review the investment activity; and
- Review and report on the performance of the Fund and where necessary make recommendations to the Pension Fund Committee.

The Panel does not exercise any delegated powers but instead will provide advice to the Head of Fund who will either exercise his/her delegated powers or make recommendations to the Pension Fund Committee taking into account the advice and views from the Panel.

The membership of the panel comprises:

- (a) Head of Fund (as Chair)
- (b) Not less than two independent advisers appointed in accordance with arrangements determined by the Pension Fund committee.

The Panel may operate through sub groups to undertake particular tasks, but will formulate recommendations to the Head of Fund and/or the Pension Fund Committee through meetings of the full Panel.

They may secure specialist advice within allocated budgets.

The Panel will meet at least quarterly, or otherwise as necessary

One member of the Panel will attend LPPL investor's forum on a 6 monthly basis.

## 1. Matters reserved to Full Council

### Local Pensions Partnership Ltd (LPPL):

#### Changes to the Articles or any Share rights impacting on any pre-approval matter(s)

1. Approval to alter any of the provisions of the LPPL Articles (including the articles of the LPPL subsidiary companies) or alter any of the rights attaching to the Shares (including where any such alterations directly or indirectly impacts on a Reserved Matter) unless such amendment is of a purely administrative nature.

#### Dilution on Shareholding/Issue of Shares and Share Options

2. Approval to reduce or cancel any share capital of LPPL, purchase its own shares, hold any shares in treasury, allot or agree to allot, whether actually or contingently, any of the share capital of LPPL or any security of LPPL convertible into share capital, grant any options or other rights to subscribe for or to convert any security into shares of LPPL or alter the classification of any part of the share capital of LPPL save as the power to do so without prior Shareholder approval is specifically provided for in the Agreement.

#### Creation of any Holdco of LPPL

3. To approve the formation of any holding company of LPPL.

#### Change of Company status

4. To approve a change of status of LPPL from a limited company to a public limited company or from a company limited by shares to any other form of legal entity.

## 2. Matters reserved to the Employment Committee

### Local Pensions Partnership Ltd (LPPL):

#### Approval of LPPL's Remuneration Policy

1. To approve the remuneration policy of the LPPL directors and staff, other than for LPPL Non-Executive Directors
2. To approve the payment of any fees, remuneration or other sums to or in respect of the services of any director or vary any such fees or remuneration other than in accordance with an agreed remuneration policy approved by both LCC and LPFA. For the avoidance of doubt this will not apply to the payment or reimbursement of reasonable expenses properly incurred by any statutory director in the course of carrying out his duties in relation to LPPL nor to any payment under any indemnity by LPPL to which the statutory director is entitled under the Articles or under any relevant law.

#### Proposed redundancies of any Group employees

3. To approve any proposed programme of redundancies within LPPL or rationalisation of a group of employees

#### Proposed re-location of any LPPL employees

4. To approve any proposed programme of relocation of a group of employees outside Lancashire who were previously employees of LCC.

#### Chief Executive

5. To approve the appointment or removal of the Chief Executive of LPPL or any subsidiary company.



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### Lancashire County Pension Fund Governance Policy Statement – Updated January 2018

#### 3. Matters reserved to Officers

The following functions have been delegated to the Head of the Lancashire County Pension Fund (LCPF), the Director of Corporate Services, and the Council's s.151 Officer as indicated below:

The Head of the LCPF, the Director of Corporate Services, and Council's s.151 Officer may allocate or re-allocate responsibility for exercising powers (delegated to them by Full Council or the Pension Fund Committee) to other officers on their behalf in the interests of effective corporate management as he/she thinks fit.

Records of all such authorisations must be retained and a copy sent to Democratic Services for retention. The 'other' officer(s) to whom a power has been re-allocated cannot further delegate that power to another officer.

Any decisions taken under the Scheme of Delegation must be recorded on the electronic decision recording system.

#### Matters reserved to the Director of Corporate Services

##### Agreements

1. To enter into or vary any agreement to do any of the things reserved to the Pension Fund Committee and to officers under the Scheme of Delegation arrangements

##### Local Pensions Partnership Ltd (LPPL): Guarantees and Indemnities

2. To give any guarantee, suretyship or indemnity outside the ordinary course of business to secure the liabilities of any person or assume the obligations of any person.

##### Disputes and proceedings

3. To commence, settle or defend any claim, proceedings or other litigation brought by or against LPPL, except in relation to debt collection [not exceeding £2m,] in the ordinary course of the Business.

#### Matters reserved to the Council's S.151 Officer

As the officer designated under s.151 of the Local Government Act 1972 to be responsible for the proper administration of the financial affairs of the County Council, for this purpose including the Lancashire County Pension Fund

##### Accounts and Records

1. To maintain all necessary accounts and records in relation to the Pension Fund save as otherwise discharged in accordance with arrangements determined by the Pension Fund Committee

##### Local Pensions Partnership Ltd (LPPL): Shares, shareholder loans and constitutional:

2. Save as provided for in the Shareholders Agreement, to approve an increase in the amount of any Shareholder Loans or the variation of the terms of any Shareholder Loans.
3. To approve the repurchase, repayment, redemption or cancellation of any Shareholder Loan other than in accordance with the terms of any Loan Agreement, Loan Notes or the terms of the Shareholders Agreement.
4. To enter into any agreement with a Shareholder for the provision of additional funds or financial support from that Shareholder which differ from the terms on which the other Shareholder is providing equivalent finance or support.

#### Matters reserved to the Head of the Lancashire County Pension Fund

As the officer responsible for the management of the Lancashire County Pension Fund:

1. To set the appropriate funding target for the Fund.
2. To place any monies not allocated to investments on short term deposit in

accordance with arrangements approved by the Pension Fund Committee.

3. In consultation with the Investment Panel, to monitor and review the performance of investments made by LPPL and to report to each meeting of the Pension Fund Committee on the exercise of this delegation.
4. To arrange and authorise the provision of appropriate and necessary training for members of the Pension Fund Committee including the attendance at conferences and other similar pension fund related events by members of the Pension Fund Committee.
5. To accept for admission into the Lancashire County Pension Fund employees of authorities and bodies as prescribed in Regulations including transferee and community admissions which are considered as 'exceptional circumstances', subject to an approved Admission Agreement, and subject to any necessary indemnities as appropriate.
6. To prepare and submit the following to Pension Fund Committee:
  - a. A rolling 3 Year Strategic Plan for the Fund;
  - b. Statement of Investment Principles (to include policy on the management of cash balances)
  - c. Governance Policy Statement
  - d. Governance Compliance Statement.
  - e. Pension Fund Annual Report, including the Annual Administration Report.
  - f. The Funding Strategy Statement to include the Fund's policy in respect of:
  - g. the Funding Target;
  - h. the collection of employee contributions;
  - i. the collection of employer contributions;
  - j. the collection of additional employer contributions; and
- k. Admissions and Terminations.
- l. Pensions Administration strategy statement;
- m. Communication Policy statement;
- n. Internal Dispute Resolution Procedure;
- o. Death Grant Procedure;
- p. Bulk Transfer Payment Policy;
- q. Commutation policy (small pensions);
- r. Transfer policy; and
- s. Abatement policy
7. To carry out the administrative functions of the administering authority relating to the Local Government Pension Scheme.
8. To approve the payment of death grants in accordance with the agreed Death Grant Procedures.
9. To appoint any required external support (subject to the role of the Pension Fund Committee and the Investment Panel), their terms of office and remit.
10. To deal with stage 2 appeals under the Internal Dispute Resolution Procedure.
11. To authorise the payment of any statutory pensions, gratuities, grants, etc. under the provisions of the Superannuation and Pensions Acts and Regulations and any Local Acts.
12. To approve applications for early payment of preserved pension benefits on compassionate grounds.
13. To approve payments under the County of Lancashire Act 1984
14. To determine the actual injury allowance payable on each individual qualifying case of injury or disease, both retrospective and for the future.
15. To review annually the actual amounts of injury allowances payable under the Local Government Superannuation Regulations, as amended, to employees who have sustained injuries or contracted diseases, as a result of anything they were required to do in

carrying out their work and to make any changes appropriate to reflect changes in the relevant financial circumstances of the payee.

16. To provide support to the Local Pension Board to enable it to fulfil its role and responsibilities as defined by sections 5 (1) and (2) of the Public Service Pensions Act 2013.

##### Local Pensions Partnership Ltd (LPPL):

To approve the following:

17. The appointment or removal of the auditors of LPPL.
18. The alteration of LPPL's accounting reference date.
19. Any significant change to any of LPPL's accounting or reporting practices.
20. The creation of any Encumbrance over the whole or part of the undertaking or assets of LPPL.
21. Any item or series of items of capital expenditure including finance leases but excluding operating leases of more than £5,000,000.
22. The entering into or variation of any operating lease either as lessor or lessee, of any plant, property or equipment of a duration exceeding 10 years or involving aggregate premium and annual rental payments in excess of £5m.
23. The factor or discount any book debts of LPPL.
24. The making of any agreement or reach any settlement with any revenue authorities or any other taxing authority, or make any claim, disclaimer, election or consent of a material nature for tax purposes in relation to LPPL, its business, assets or undertaking
25. Any change to the bankers of LPPL.
26. Any change to the registered office of LPPL.

#### Compliance with Good Practice in Engagement and Representation

The Myners' first principle states that decisions should only be taken by persons or organisations with the skills, information and resources necessary to take them effectively. Where trustees elect to take investment decisions, they must have sufficient expertise and appropriate training to be able to evaluate critically any advice they take.

Training sessions have been held for the Pension Fund Committee, usually immediately before or after Committee meetings, together with monthly workshops. The sessions cover all aspects of funding, investments, Scheme management and administration and are facilitated by an appropriate Officer, Investment Manager or Fund Actuary. In addition members are encouraged to attend appropriate external courses and conferences and report back to the Committee their learning from these events.

Under section 102 of the Local Government Act 1972, it is for the appointing council to decide upon the number of members of a committee and their terms of office. They may include committee members who are not members of the appointing council and such members may be given voting rights by virtue of section 13 of the Local Government and Housing Act 1989.

On this basis, it is open to pension committees to include representatives from district councils, scheme members and other lay representatives, with or without voting rights, provided that they are eligible to be committee members (eligibility rules are set out in section 15 of the Local Government and Housing Act 1989). Membership of the Lancashire Pension Fund Committee is set out on page 2 of this statement DCLG is committed to ensure that all LGPS committees operate consistently at best practice standards.



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### Lancashire County Pension Fund Governance Policy Statement – Updated January 2018

Therefore, in addition to the regulatory requirement to produce this Governance Policy Statement, the LGPS regulations 1997 were further amended on 30 June 2007 to require administering authorities to report the extent of compliance to a set of best practice principles to be published by DCLG, and where an authority has chosen not to comply, to state the reasons why. The Fund's statement is set out at Appendix I.

Lancashire County Council is committed to the widest inclusion of all stakeholders in respect of consultation and communication outside of the formal governance arrangements. The arrangements include;

#### With Employing Authorities

The ratio of contributors from the various employing authorities in the Lancashire

County Pension Fund may be analysed as follows

Scheduled bodies 86%

Admitted Bodies 14%

Lancashire County Council hosts an annual Employer Forum targeted at the Chief Officers of all employing authorities. At this forum Chief Officers are briefed on current funding, fund performance and actuarial matters including the latest valuation. Any other topical pension fund matters are also raised at this forum. In December of actuarial valuation years, a forum is held between the Fund Actuary and the Fund Employers to discuss the outcome of the actuarial valuation and the reasons for proposed contribution changes and how they will be applied.

All employing authorities are kept abreast of events, such as proposed changes in the regulations and their implications, and they are encouraged to get in touch if they have questions.

In addition to the briefings outlined above, Lancashire County Council holds an annual Practitioners Conference. The opportunity is taken at these meetings to brief attendees

on the investment side of the scheme as well as practical administration issues. Communication is covered in detail in the Fund's Communication Strategy Statement. Lancashire County Council also provides an employer training service to ensure that Fund employers, particularly payroll and HR staff are aware and conversant with their obligations as employing authorities and have a sound understanding of LGPS regulation and administration.

#### With Employees

Lancashire County Council provides all members of the scheme with an annual Pensions Newsletter, which includes a summary of the annual report and financial summary of the scheme. Lancashire County Council's intranet and internet web site includes the following fund documents;

- Full annual report
- Statement of Investment Principles
- Funding Strategy Statement

In addition various documents are available on Lancashire County Council's intranet and internet site including, the LGPS Guide, latest news updates, and other information relating to the Scheme and Fund. Lancashire County Council maintains a working relationship with the unions. The County Council's Joint Negotiating and Consultative Forum may discuss pension issues at its meetings, and invites Pensions and/or HR representatives to discuss current issues. Trades Unions are consultees of the Government in their own right in the same way as employers and LGPS Administering Authorities. In addition to the above the LGPS Administration Regulations 2008 includes regulation 65, which sets out the provision for Administering Authorities to prepare a written statement of 'its Pensions Administration Strategy'.

#### Pension Board of the Lancashire County Pension Fund

##### Terms of Reference and Delegated Authorities

##### Role and remit of the Board.

- a) To assist Lancashire County Council as Administering Authority in its role as Scheme Manager:
  - i. to secure compliance with the LGPS regulations and any other legislation relating to the governance and administration of the LGPS;
  - ii. to secure compliance with requirements imposed in relation to the LGPS by the Pensions Regulator; and
  - iii. in such other matters as the LGPS regulations may specify
- b) To ensure the effective and efficient governance and administration of the LGPS for the Lancashire County Pension Fund.
- c) To provide the Scheme Manager with such information as it requires to ensure that any member of the Pension Board or person to be appointed to the Pension Board does not have a conflict of interest.
- d) To review and scrutinise governance processes and procedures to ensure that the Lancashire County Pension Fund is managed and administered effectively and efficiently and complies with the code of practice on the governance and administration of public service pension schemes issued by the Pension Regulator.
- e) To meet sufficiently regularly to discharge its duties and responsibilities effectively, but not less than four times in any year.
- f) To review the key policy documents to ensure they are fit for purpose.
- g) The Pension Board must assist the Scheme Manager with such other matters as the scheme regulations may specify. It is for scheme regulations and the Scheme Manager to determine precisely what the Pension Board's role entails. This roles

involves but is not limited to oversight and comment on:

- i Assist with the development of improved customer services
  - ii monitor performance of administration, governance and investments against key performance targets and indicators.
  - iii Review the effectiveness of processes for the appointment of advisors and suppliers to the Administering Authority
  - iv Monitor investment costs including custodian and transaction costs.
  - v Monitor internal and external audit reports.
  - vi Review the Risk Register as it relates to the scheme manager function of the Authority.
  - vii Assist with the development of improved management, administration and governance structures and policies.
  - viii Review the outcome of actuarial reporting and valuations.
  - ix Assist in the development and monitoring of process improvements on request of Committee.
  - x Assist in the development of asset voting and engagement processes and compliance with the UK Stewardship Code.
  - xi Any other area within the core function (ie. Ensuring effective and efficient governance of the Scheme) the Board deems appropriate.
- h) To review the outcome of internal and external audit reports in relation to the Fund.
- i) To make such recommendations to the Pension Fund Committee and/or Full Council as it considers appropriate in relation to any matter that the Board considers may improve the performance of the Fund

- j) To submit in March each year a proposed annual work plan to the Pension Fund Committee for the forthcoming financial year
- k) To carry out any activities relating to the efficient governance and administration of the Fund which the Pension Fund Committee or Full Council may request the Board to undertake

#### 2. Membership and Appointment Process

The Pension Board shall consist of 9 members and be constituted as follows:

- a) 4 employer representatives, of whom:
- i. 2 shall be nominated by Lancashire County Council, where these are councillors or officers they shall meet the requirements of the relevant regulations in relation to avoidance of conflict with the County Council's role as Administering Authority;
  - ii. 1 shall be nominated by the Unitary, City, and Borough Councils and the Police and Fire bodies which are employers within the Lancashire County Pension Fund; and
  - iii. 1 shall be nominated by all other employers within the Fund.
- b) 4 scheme member representatives of whom:
- i. 2 shall represent and be drawn from active members of the Lancashire County Pension Fund;
  - ii. 1 shall represent and be drawn from pensioner members of the Lancashire County Pension Fund; and
  - iii. 1 shall represent and be drawn from deferred members of the Lancashire County Pension Fund.
- c) 1 independent member selected by the Scheme Manager, who shall not be a member of the Lancashire County Pension Fund and who shall be appointed as Chair of the Board. Such appointment will only be made following an openly advertised competition for the role.

Members in all categories will only be appointed to the Board by the Scheme Manager if they meet the skill and knowledge requirements set out in the relevant regulations and guidance, and as set out in Section 7 below.

Members of the Board in categories a) iii., and b) i., ii., and iii., shall only be appointed after all employers or members of the Fund in those categories have been invited to put forward nominations. Where there is more than one nomination in any category then any nominee who meets the relevant knowledge and skills requirement will be included on a ballot of all members or employers in the relevant category. The winner in such a ballot will be the candidate with the greatest number of votes under the "first past the post" method.

Members of the Board will serve for a maximum of 8 years. Other than as a result of retirement at the expiry of this period the term of office will come to an end:

- a. For employer representatives who are councillors if they cease to hold office as a councillor or they are removed and replaced by a resolution of the Full Council;
- b. For employer representatives who are not councillors when they cease to be employed by the employing body where they were employed on appointment;
- c. For scheme member representatives if they cease to be a member of the relevant member group.

Each Board member should endeavour to attend all Board meetings during the year and is expected to attend all meetings. Given the nature of the Board as a supervisory body and the need for appropriate knowledge and skills and the clear avoidance of conflicts of interest substitute members are not permitted.

In the event of consistent non-attendance by any Board member, then the tenure of that membership should be reviewed by

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### Lancashire County Pension Fund Governance Policy Statement – Updated January 2018

the other Board members in liaison with the Scheme Manager.

Other than by ceasing to be eligible as set out above, a Board member may only be removed from office during a term of appointment by the unanimous agreement of all of the other members. The removal of the independent member requires the consent of the Scheme Manager.

#### 3. Quorum

The Board shall not be quorate unless the Chair and at least 2 employer representatives and 2 scheme member representatives are present.

#### 4. Code of Conduct and Conflict of Interests Policy for Board Members, Officers and Advisors

The role of Pension Board members requires the highest standards of conduct and therefore the “seven principles of public life” will be applied to all Pension Board members and embodied in their code of conduct.

The Code of Conduct and the Board’s policy in relation to conflict of interests is attached as Annex ‘A’.

#### 5. Board Review Process

The Board will undertake each year a formal review process to assess how well it and its members are performing with a view to seeking continuous improvement in the Board’s performance.

#### 6. Advisers to the Board

The Board may be supported in its role and responsibilities through the appointment of advisers, in addition to the Scheme Manager’s officers and the Fund’s various advisers and shall, subject to any applicable regulation and legislation from time to time in force, consult with such advisers to the Board and on such terms as it shall see fit to help better perform its duties.

The Board shall ensure that the performance of the advisers so appointed is

reviewed on a regular basis.

#### 7. Knowledge and Skills

A member of the Pension Board must be conversant with:

- The legislation and associated guidance of the Local Government Pension Scheme (LGPS).
- Any document recording policy about the administration of the LGPS which is for the time being adopted by the Lancashire County Pension Fund.

A member of the Pension Board must have knowledge and understanding of:

- The law relating to pensions, and
- Any other matters which are prescribed in regulations.

It is for individual Pension Board members to be satisfied that they have the appropriate degree of knowledge and understanding to enable them to properly exercise their functions as a member of the Pension Board.

In line with this requirement Pension Board members are required to be able to demonstrate their knowledge and understanding and to refresh and keep their knowledge up to date. Pension Board members are therefore required to maintain a written record of relevant training and development.

Pension Board members will undertake a personal training needs analysis and regularly review their skills, competencies and knowledge to identify gaps or weaknesses.

Pension Board members will comply with the Scheme Manager’s training policy.

#### 8. Board Meetings – Notice Minutes and Reporting

The Scheme Manager shall give notice to all Pension Board members of every meeting of the Pension Board, and shall ensure that all papers are published on the

Lancashire County Pension Fund Website at least 5 working days prior to each meeting. These may at the discretion of the Scheme Manager be edited to exclude items on the grounds that they would either involve the likely disclosure of exempt information as specified in Part 1 of Schedule 12A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act and/or they represent data covered by the Data Protection Act 1998.

The Scheme Manager shall ensure that a formal record of Pension Board proceedings is maintained. Subsequent to each meeting the Chair will be asked to approve the minutes for publication as a draft and circulation to all members of the Board.

The Pension Board shall produce an Annual Report on both the nature and effect of its activities for consideration by the Administering Authority. The contents of this annual report will be subject to consideration and agreement at a meeting of the Board, but should include, inter alia:

- Details of the attendance of members of the Board at meetings;
- Details of the training and development activities provided for members of the Board and attendance at such activities;
- Details of any recommendations made by the Board to the Scheme Manager and the Scheme Manager’s response to those recommendations;
- Details of the costs incurred in the operation of the Board.

The Board in considering items of business at its ordinary meetings shall in relation to each item consider whether it wishes to make a recommendation to the Scheme Manager, to which the Scheme Manager shall respond at the subsequent meeting.

#### 9. Decision making

Each member of the Pension Board will have an individual voting right but it is expected the Pension Board will as far as possible reach a consensus. The Chair of the Pension Board will not have a final deciding vote.

#### 10. Publication of Pension Board information

Scheme members and other interested parties will want to know that the Lancashire County Pension Fund is being efficiently and effectively managed. They will also want to be confident that the Pension Board is properly constituted, trained and competent in order to comply with scheme regulations, the governance and administration of the scheme and requirements of the Pension Regulator.

Up to date information will be posted on the Lancashire County Pension Fund website showing

- The names, contact details and other relevant information about the Pension Board members;
- How the scheme members are represented on the Pension Board
- The responsibilities of the Pension Board as a whole;
- The full terms of reference and policies of the Pension Board and how they operate;
- Details of the Pension Board appointment process;
- Any specific roles and responsibilities of individual Pension Board members.

The Scheme Manager will also consider requests for additional information to be published or made available to individual scheme members to encourage scheme member engagement and promote a culture of openness and transparency.

#### 11. Accountability

The Pension Board will be collectively and individually accountable to the Scheme Manager.

#### 12. Expense Reimbursement and Remuneration

All members of the Board shall, on the production of relevant receipts be reimbursed for travel and subsistence expenses they have actually and necessarily incurred in the conduct of their duties as a member of the Board, including attendance at relevant training and development activities.

Members of the Board shall be reimbursed a mileage allowance for use of their own car at the rate proscribed by HM Revenues and Customs from time to time as adopted by Lancashire County Council.

Where members of the Board are in employment their employer will be able to reclaim from the Lancashire County Pension Fund a sum equivalent to salary, employers’ national insurance contributions and employers’ pension contributions, in respect of time spent by the individual in fulfilling their duties as a member of the Board, including attendance at relevant training and development activities.

The Chair of the Board shall receive a fixed annual allowance set initially (2015) at

£10,000 pa (in addition to travel and subsistence expenses) to be inflated in April each year by the Retail Price Index for the previous September.

#### 13. Reporting Breaches

Any breach brought to the attention of the Pension Board, whether potential or actual, shall be dealt with in accordance with the procedure set out in a separate policy document.

#### 14. Definitions

The undernoted terms shall have the following meaning when used in this document:

“Pension Board” or “Board”

Means the local Pension Board for the Lancashire County Council as administering authority for the Lancashire County Pension Fund as required under the Public Service Pensions Act 2013

“Scheme Manager”

Means the Pension Fund Committee as administering authority of the Lancashire County Pension Fund.

“Chair”

The individual responsible for chairing meetings of the Board and guiding its debates.

“LGPS”

The Local Government Pension Scheme as constituted by the Local Government Pension Scheme Regulations 2013, the Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014 and The Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009

“Scheme”

Means the Local Government Pension Scheme as defined under “LGPS”

#### Review

This document is reviewed following any material changes to the administering authority’s governance policy and was last reviewed in January 2018.



## Appendix 'A'

### Lancashire County Pension Fund Governance Compliance Statement:

Principle		Compliance
A. Structure	(a) the Management of the administration of benefits and strategic management of fund assets clearly rests with the main committee established by the appointing Council	✓
	(b) that representatives of participating LGPS employers, admitted bodies and scheme members (including pensioner and deferred members) are members of either the main or secondary committee established to underpin the work of the main committee (i)	Partial (see Note 1)
	(c) that where a secondary committee or panel has been established, the structure ensures effective communication across both levels.	✓
	(d) that where a secondary committee or panel has been established, at least one seat on the main committee is allocated for a member from the secondary committee or panel.	✓
B. Representation	(a) that all key stakeholders are afforded the opportunity to be represented within the main or secondary committee structure. (i)	Partial (see Notes 1 and 2)
	These include:	
	(i) employing authorities (including non-scheme employers, e.g. admitted bodies)	
	(ii) scheme members (including deferred and pensioner scheme members)	
C. Selection and Role of Lay Members	(iii) independent professional observers (iv) expert advisers (on an ad hoc basis)	✓
	(a) that committee or panel members are made fully aware of the status, role and function they are required to perform on either a main or secondary committee. (It is the role of the administering authority to make places available for lay members and for the groups to nominate the representatives. The lay members are not there to represent their own local, political or private interest but owe a duty of care to their beneficiaries and are required to act in their best interests at all time.)	
	(a) the policy of individual administering authorities on voting rights is clear and transparent, including the justification for not extending voting rights to each body or group represented on main LGPS committees.	
	(a) That in relation to the way in which statutory and related decisions are taken by the administering authority, there is a clear policy on training, facility time and reimbursement of expenses in respect of members involved in the decision-making process.	
D. Voting	(b) That where such a policy exists, it applies equally to all members of committees, sub-committees, advisory panels or any other form of secondary forum.	✓
	(a) that an administering authority's main committee or committees meet at least quarterly.	✓
E. Training/ Facility time/ expenses	(b) that an administering authority's secondary committee or panel meet at least twice a year and is synchronised with the dates when the main committee sits.	✓
	(c) that administering authorities who do not include lay members in their formal governance arrangements, provide a forum outside of those arrangements by which the interests of key stakeholders can be represented.	✓
	(a) that subject to any rules in the council's constitution, all members of main and secondary committees or panels have equal access to committee papers, documents and advice that falls to be considered at meetings of the main committee.	✓
F. Meetings - Frequency	(a) that administering authorities have taken steps to bring wider scheme issues within the scope of their governance arrangements.	✓
G. Access	(a) that administering authorities have published details of their governance arrangements in such a way that stakeholders with an interest in the way in which the scheme is governed can express an interest in wanting to be part of those arrangements.	✓
H. Scope		
I. Publicity		

#### Notes - Reasons for partial compliance

1) Unitary Councils, District Councils and Further and Higher Education employers, are represented. Other admitted bodies only represent 9% of contributors to the Fund and are therefore not represented. However, all employers receive a full annual report and are alerted to important events. Although employee representatives, i.e. Trade Unions, do not formally represent deferred and pensioner scheme members, it is accepted that representation is available to deferred and pensioners members via this route where necessary and/or appropriate. In addition the interests of all scheme members and employers are specifically

represented in the composition of the Local Pension Board.

2) Guidance envisaged that an independent professional observer could be invited to participate in governance arrangements to enhance the experience, continuity, knowledge, impartiality and performance of committees or panels which would improve the public perception that high standards of governance are a reality and not just an aspiration. This role is currently performed by the Fund's independent advisers and officers and it is not apparent what added value such an appointment would bring.



# Appendix 3

## Lancashire County Pension Fund Annual Administration report 1 April 2018 to 31 March 2019

### 1. Introduction

**Purpose**

This administration report is produced in accordance with the Service Level Agreement (SLA) for the provision of pension administration services to Lancashire County Pension Fund. The report describes the performance of Your Pension Service (YPS) against the standards set out in the SLA during the period 1 April 2018 to 31 March 2019.

### Annual Plan - 2018/2019

Event	Responsibility Your Pension Services (YPS)											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Dec	Jan	Feb	Mar	
Application of Pension Increases	●	●	●	●	●	●	●	●	●	●	●	
Issue Annual Benefit Statement to Active Members	●	●	●	●	●	●	●	●	●	●	●	
Issue Annual Benefit Statement to Def Members	●	●	●	●	●	●	●	●	●	●	●	
Issue P6Os and Newsletter to Pensions	●	●	●	●	●	●	●	●	●	●	●	
Issue Newsletter to Active Members	●	●	●	●	●	●	●	●	●	●	●	
Complete HMRC Scheme Returns	●	●	●	●	●	●	●	●	●	●	●	
Produce annual allowance information in line with HMRC deadline	●	●	●	●	●	●	●	●	●	●	●	
Provide IAS19 data	●	●	●	●	●	●	●	●	●	●	●	

- Completed
- Due

### 2. Performance Standard

**Service Level Agreements**

The SLA performance reported in this document is based on the types of cases detailed below. However, LPP also process other case types for members of the scheme which are outlined in the SLA or are critical to providing the pensions administration service. Whilst

performance from April has been below SLA, improvements can be identified as the months progress. April 66%, May 73%, June 78%, July 83%, August 88%, September 88%, October 85%, November 90%. December 99%, January 93%, February 93%, March 94%.

Performance Standard (Annual)	Cases b/f & received	Cases completed	Within SLA	% Within SLA	Target	Cases ongoing
Estimate benefits within 10 working days	5,978	5,889	5,070	86%	95%	89
Calculation of retirement benefits within 10 working days *	5,434	4,500	4,000	90%	95%	934
Calculation of death benefits within 10 working days	3,785	3,374	2,809	83%	95%	411
Implement change in pensioner circumstance by payment due date	1,343	887	861	97%	95%	456
Respond to general correspondence within 10 working days of receipt	2,068	1,859	1,563	84%	95%	209
Action transfers out within 10 working days	2,481	2,378	1,801	76%	95%	103
Action transfers in within 10 working days	2,609	1,916	1,398	73%	95%	693
Pay refunds within 10 working days	4,053	3,643	3,369	92%	95%	410
Provide leaver statement within 10 days	6,933	5,649	5,003	89%	95%	1,284
Amend personal records within 10 working days	2,669	2,542	2,540	99%	95%	127
	37,353	32,637	28,414	87%		4,716

- Target Missed
- Target Hit

\*The ‘calculation of retirement benefits within 10 working days’ refers to how many cases have been processed during the period. Not all cases processed will result in a pension being paid as members are able to defer payment of their benefits up to age 75. Those that have continued to payment stage are shown in the Customer Service section of the report.

# Appendix 3

Lancashire County Pension Fund  
Annual Administration report  
1 April 2018 to 31 March 2019

## 3. Membership

Fund membership		
Lancashire County Pension Fund	31/03/18	31/03/19
Number of active scheme members		
County council	25,126	25,721
Other employers	26,220	27,422
Total	51,346	53,143
Number of pensioners		
County council	23,722	24,692
Other employers	23,723	24,651
Total	47,445	49,343
Number of deferred pensioners (includes pending leavers)		
County council	37,410	37,691
Other employers	35,873	36,299
Total	73,283	73,990
Total membership	172,074	176,476

There were 5,089 pending leavers as at 31/03/2019, which for the purpose of this report have been moved from active status to deferred status.

The pending leaver figures for the period ending 31/03/2018 had also been adjusted to 5,955.

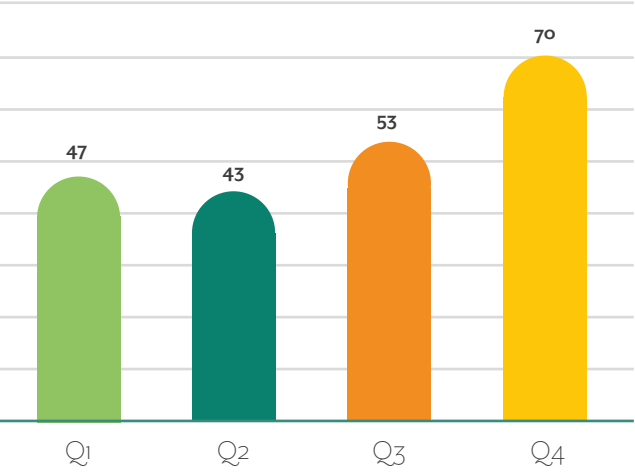
	Q1	Q2	Q3	Q4
Pending Leavers	5,955	6,278	6,498	5,089

## 4. Customer Service

### Retirement Experience

Elapsed time from notification of retirement to date retirement processed

### Average 53 days to payment of pension



### New Pensions

	Q1	Q2	Q3	Q4	Total
New Pensioners	474	990	679	570	2,713

The average 70 days to payment of pension reported for Q4 is due to the bulk closure of cases where members could not be contacted, most of which were approaching 365 days elapsed time in our case management system.

### Compliments/Complaints

	Q1	Q2	Q3	Q4	Total
Compliments	4	3	5	5	17
Complaints	49	45	66	48	208

During the period the service received 17 compliments, these related to the helpful, prompt and professional service provided by the staff within Your Pension Service.

The complaints in general related to scheme rule changes and delays in processing benefits, it is worth noting that this was at times due to pending information from the employer or previous scheme provider.

## Appendix 3

### Lancashire County Pension Fund Annual Administration report 1 April 2018 to 31 March 2019

#### 5. Employer Risk

##### Admissions and Terminations

During the period 1 April 2018 to 31 March 2019 36 new admissions to the Fund have been completed. These arose from existing Fund employers contracting out services and academy conversions 33 employers left the Fund in the period.

##### 36 New employers completed in the above period

Academy Conversions	13
Admission Bodies (Contractors)	23
Other (if there are any)	0
<b>Total</b>	<b>36</b>

##### 33 Exiting employers completed in the above period

Charities	2
Housing	6
Admission Bodies(Contractors)	23
Other	2
<b>Total</b>	<b>33</b>

##### LCPF admissions and exits in progress at 31/03/2019

##### Admissions

Academy Conversions	15
Admission Bodies (Contractors)	13
<b>Total</b>	<b>28</b>

##### Exits

Academy Conversions	17
Housing	1
<b>Total</b>	<b>18</b>

#### 6. Communications

##### Engagement

Communications are delivered by the Engagement Team, they are the link between Your Pension Service scheme members and employers.

##### Employers

Employer engagement activity for 1 April 2018 to 31 March 2019

Activity Numbers	Delivered
Employer Visit	12
Employer Training	5
Practitioners Conference	1

##### Scheme member

Member engagement activity for 1 April 2018 to 31 March 2019

Activity Numbers	Delivered
Pre Retirement Course	28
Pension Surgery	18
Scheme Basics	21
Stall Holder	1
Redundancy Presentation	1
TUPE Presentation	3

#### Contact Centre

A dedicated Contact Centre is the first point of contact for both scheme members and employers. Over the period 86.52% of calls were successfully answered against a target of 90%. Call wait time has been amended to measure from when the caller selects an option in line with industry standard.

In previous reports the Lancashire County Pension Fund and Cumbria County Pension Fund calls have been recorded together. The below revised table now provides Lancashire County Pension Fund calls only.

Lancashire County Pension Fund	Annual	Q4
Total Calls answered	39,303	10,629
Connect Rate	86.52%	95.82%
Call Waiting (Max)	00:33:22	00:14:09
Call Waiting (Avg)	00:03:36	00:01:28
Talk Time (Avg)	00:04:53	00:05:04
Wrap Time (Avg)	00:01:14	00:00:43
Total Time on Call (Avg)	00:06:26	00:06:33

#### Call Category

Lancashire County Pension Fund	Annual
General Enquiries	34,353
Pensions Online	3,678
P60	1,272

#### Contact Centre Satisfaction Survey

In January we introduced a satisfaction survey to better understand our members satisfaction with the service we provide. Since implementation we have been able to survey 17.12% of our callers with on-boarding now increasing to over 30% on average. Of this 17.12%, 92.46% of them provided us with an indication they were satisfied with our service, providing us with an average score of 4.67 out of 5.



## Appendix 3

### Lancashire County Pension Fund Annual Administration report 1 April 2018 to 31 March 2019

#### 7. My Pension Online (MPO)

My Pension Online is the online facility which allows members to manage their Pension online.

Via My Pension Online members can:

- Securely update changes to their contact and bank details
- Run pension forecasts to assist with retirement planning
- View annual benefit statements and other correspondence
- View nominated beneficiaries
- Access relevant forms and guides
- See how their pension is growing
- Contact YPS

My Pension Online was first launched in 2013 and since then 58,802 members have signed up to view their pension online. We recently launched a 'refreshed' version of My Pension Online which aims to enhance the online experience for all members.

#### My Pension Online Membership



#### Employer Services Online (ESS)

Currently there are 194 users registered to access the online employer facility this is across 101 employers. In the main, the service is used to view member records and calculate estimate of benefits, including pension strain.

\*\*an audit of users is carried out at year end, those who have not accessed ESS within a 12 month period are deleted.



## Appendix 4

### Local Government Pension Scheme - Communication Policy Statement

#### Introduction

This is the Communication Policy Statement of Lancashire County Pension Fund which is administered by Lancashire County Council; the administering authority. All Local Government Pension Scheme (LGPS) administering authorities in England and Wales are required to prepare maintain and publish a written statement setting out their policy concerning communications with: -

- Members;
- Representatives of members;
- Prospective members; and
- Scheme Employers

In particular, the statement must set out their policy on: -

- The provision of information and publicity about the Scheme to members, representatives of members and Scheme Employers;
- The format, frequency and method of distributing such information or publicity; and
- The promotion of the Scheme to prospective members and their employers.

#### Policy

Lancashire County Pension Fund recognises the government's objective to help people save for their retirement and will aim to: -

- Actively encourage the provision of good pension information and the promotion of pensions in the workplace.
- Increase transparency and build trust, confidence and engagement in pension saving as the norm.

To achieve its aim the administering authority will undertake to: -

- Provide clear, accurate and timely communication about the Local Government Pension Scheme to all stakeholders.\*
- Actively promote the Scheme to prospective members and their employers.
- Take a multimedia approach in recognition that different styles and methods of communication suit different stakeholders
- Use and encourage the use of electronic/online communication and information sharing.
- Support Scheme employers, providing publicity and information toolkits, to enable employers to fulfil their responsibility to communicate and share information with members in relation to the Scheme.
- Treat information security with the upmost importance.

#### Communication Programme

The Fund will regularly review the format, frequency and method of communication.

The following programme is currently in use.

Information	Stakeholder*	Format	Frequency	Method of distribution
Actuarial Valuation	All Stakeholders	Presentation, formal report,	Triennial with annual updates	Email, mail, website and face to face briefings.
Fund Policy and Statements	All Stakeholders	Website	As amended	Mail/email
Annual Benefit Statements	Members	Online self service	Annual	Online/email alert
Customer Satisfaction Survey	All Stakeholders	Website	Ongoing	Click question
Member Guides	Members	Website	On or before employment. On request	Via employer HR/payroll departments Mail/intranet
Employer Updates	Employer	Website, online	As required	email/internet
Pensioner payslips/P60's	Member	Online self service, paper	Annually	email/mail
Employer Guide	Employer	Website	As amended	email /internet
Employer Training	Employer	Presentation Webcast	On request in line with SLA	Face to face – In house Employer locations. Website
Factsheets	All members	Paper/website	On request / as required	Mail/email/ internet
Individual member information	All Stakeholders	Paper, Online self service	As required	Mail, email
Employer information pack	Employer	Paper/website	On Admission	Face to Face
Newsletters	Members	Paper/website	Annual	Online
Scheme change and legislative change	All Stakeholder	Presentation/webcast Website	As required and on request	Face to face/internet
Fund Report and Accounts	All Stakeholders	Paper/website	Annually	Mail/email/ internet
Service Level Standards	All Stakeholders	Website	As amended	Internet /intranet
Query	All Stakeholders	Telephone/email/online	Mon – Fri	Telephone/email/ Online

\* Stakeholders are defined as members, representatives of members, prospective members and employers (members are defined as active, deferred or pensioner members).



## Appendix 4

### Local Government Pension Scheme - Communication Policy Statement

#### Scheme Regulations and Overriding Legislation

Lancashire County Pension Fund undertakes to comply with Local Government Pension Scheme Regulations and the relevant Overriding Legislation; In particular, the Fund undertakes to comply with the Occupational and Personal Pension Schemes (Disclosure of Information) Regulations 2013 [2013/2734]. A full list of Scheme and related legislation is set out below: -

Local Government Pension Scheme Regulations 2013 [2013/2356]

Local Government Pension Scheme (Transitional Provisions and Savings) Regulations 2014 [2014/ ]

Occupational and Personal Pension Schemes (Disclosure of Information) Regulations 2013 [2013/2734]

And the following Acts (including relevant secondary legislation made under each Act not mentioned above)

Finance Act 2004 [c.12]

Pension Schemes Act 1993 [c.48]

Pensions Act 1995 [c.26]

Pensions Act 2008 [c.30]

Public Service Pensions Act 2013 [c.25]

Welfare Reform and Pensions Act 1999 [c.30]

Pensions (Increase) Act 1971 [c.56]

Date Protection Act 1998 [c.29]

#### Review

This statement will be reviewed where there is any material change to the Funds policy in respect of communication.



# Appendix 5

## Lancashire County Pension Fund Pension Administration Strategy Statement September 2018

### Introduction

This is the Pension Administration Strategy Statement (Administration Strategy) of the Lancashire County Pension Fund (the Pension Fund) in relation to the Local Government Pension Scheme (the Scheme), which is administered by Lancashire County Council (the County Council).

#### Aims

The Pension Fund is committed to providing a high quality pension service to both members and scheme employers and to ensure that the Pension Fund is effectively governed. The aim of this Administration Strategy is to set out the roles and responsibilities of the Pension Fund and its scheme employers in administering the Scheme. It seeks to promote good working relationships and improve efficiency between the Pension Fund and its scheme employers.

The efficient and effective delivery of the benefits of the Scheme is dependent on sound administrative procedures being in place between a number of interested parties, including the Pension Fund and scheme employers. The Administration Strategy sets out the quality and performance standards expected of the Pension Fund and its scheme employers, and provides details about the monitoring of performance levels and the action(s) that might be taken where persistent failure occurs.

Specifically the Administration Strategy will seek to facilitate best practices and efficient customer service in respect of the following:-

- Procedures for liaison and communication with scheme employers;
- The establishment of performance levels which the administering authority and scheme employers are expected to achieve;
- Procedures to ensure compliance with

statutory requirements in connection with the administration of the scheme;

- Procedures for improving the methods of passing information between the administering authority and scheme employers.

#### Implementation

The Administration Strategy is kept under review and revised to keep abreast of changes in Scheme regulations and Pension Fund policies and procedures.

Changes to the Administration Strategy will be made following consultation with employers who, along with the Secretary of State, will receive a copy of the revised statement.

#### Regulatory basis

The Scheme is a statutory scheme, established by an Act of Parliament. The following principal regulations governing the Scheme are shown below:

- The Local Government Pension Scheme Regulations 2013 [SI 2013/2356] (as amended)
- The Local Government Pension Scheme (Transitional provisions, savings and amendment) Regulations 2014 [SI 2014/525] (as amended)

This legislation may be accessed at <http://www.lgpsregs.org/index.php/regs-legislation>

Specifically regulation 59 of the Local Government Pension Scheme Regulations 2013 enables a Local Government Pension Scheme Fund to prepare a document (“the pension administration strategy”) as one of the tools which can help in delivering a high quality administration service to its scheme members and other interested parties.

In addition, regulation 70 of the Local Government Pension Scheme Regulations 2013 allows a fund to recover additional costs from a scheme employer where, in its opinion, those costs are directly related

to the poor performance of that scheme employer. Where this situation arises the fund is required to give written notice to the scheme employer, setting out the reasons for believing that additional costs should be recovered, the amount of the additional costs, together with the basis on which the additional amount has been calculated.

### Scheme Administration

#### Responsibility

The County Council is responsible for administering the Lancashire County Pension Fund.

The County Council delegates its functions in respect of the Scheme to its Pension Fund Committee who further delegates the administration of the Scheme to the Local Pensions Partnership under the terms of a Service Level Agreement.

The Pension Fund Committee, in conjunction with the Local Pension Board, are responsible for the monitoring and review of this Administration Strategy.

#### Objectives

The Pension Fund’s objective in relation to administration is to deliver an efficient, quality and value for money service to its scheme employers and scheme members.

As such the key objectives will be to ensure that:

- the Pension Fund and scheme employers understand their responsibilities under the Scheme and the processes in place to meet those responsibilities;
- the Pension Fund and scheme employers are compliant with the scheme rules and the Pension Regulator’s code of practice;
- accurate records are maintained and data and documents are submitted in a timely and secure manner;
- lines of communication between the Pension Fund and scheme employers are maintained and enhanced to maximize employer engagement;

- in house and external training continues to be developed and rolled out;
- service standards are maintained, improved and regularly monitored.

### Performance Standards

The Local Government Pension Scheme prescribes that certain decisions be taken by either the Pension Fund or the scheme employer, in relation to the rights and entitlements of individual scheme members. In order to meet these obligations in a timely and accurate manner, and also to comply with overriding disclosure requirements, the Pension Fund has agreed levels of performance between itself and scheme employers which are set out in this Administration Strategy.

#### Internal quality standards

The Pension Fund and scheme employers will ensure that all functions and tasks are carried out to agreed quality standards.

In this respect the standards to be met are:

- compliance with all requirements set out in the Employers’ Guide, as amended from time to time
- information required by the Pension Fund to be provided in the standard specified format/form
- communications to be in a plain language/ plain English
- information provided must be authorised by an appropriate officer
- actions carried out, or information provided, must be within the timescales set out in this Administration Strategy.

#### Timeliness

Overriding legislation dictates minimum standards that pension schemes should meet in providing certain pieces of information to the various parties associated with the Scheme.

The Scheme itself sets out a number of requirements for the Pension Fund and scheme employers to provide information to each other, scheme members and prospective scheme members, dependents, other pension arrangements or other regulatory bodies. The following sections on responsibilities set out the locally agreed timescales for these requirements.

### Pension Fund Responsibilities

This section outlines the key responsibilities of the Pension Fund and the performance standards scheme employers and scheme members should expect. It is focused on the key activities which scheme employers and scheme members are involved in and should not be viewed as a complete list of all activities.



## Appendix 5

### Lancashire County Pension Fund Pension Administration Strategy Statement September 2018

#### Pension Fund Administration

This details the functions which relate to the whole Pension Fund, rather than individual scheme members' benefits.

Function/Task	Performance Target
Publish and keep under review the Pension Fund's Administration Strategy.	Within one month of any changes that have been consulted on with scheme employers.
Publish and keep up to date scheme guidance	30 working days from any revision.
Publish and keep up to date all forms required for completion by scheme members, prospective scheme members or scheme employers.	30 working days from any revision.
Host a meeting for all scheme employers.	Annually for administrators and separately for Finance Directors/Chief executives.
Organise training sessions for scheme employers.	As matter of course for all new employers in the form of induction training. Upon request from scheme employers, or as required, up to a maximum of 10 days for each employer per annum. Attendance in excess of 10 days will be provided at a daily rate to be determined on request.
Notify scheme employers and scheme members of changes to the scheme rules.	Within one month of the change(s) coming into effect.
Notify a scheme employer of issues relating to the scheme employer's poor performance.	Within 30 working days of a performance issue becoming apparent.
Notify a scheme employer of decisions to recover additional costs associated with the scheme employer's poor performance (including any interest that may be due).	Within 30 working days of a scheme employer's failure to improve performance, as agreed.
Issue annual benefit statements to active and deferred members as at 31 March each year.	By the following 31 August
Issue formal valuation results (including individual employer details).	No later than 31 March following the valuation date
Carry out interim valuation exercises on cessation of admission agreements or a scheme employer ceasing participation in the Pension Fund.	Upon each cessation or occasion where a scheme employer ceases participation of the Pension Fund.
Undertake a risk assessment for all new admitted bodies in the Pension Fund	To be completed before the admitted body can be admitted to the Pension Fund.

Function/Task	Performance Target
Publish, and keep under review, the Pension Fund's Governance Policy and Compliance Statement.	A review will be undertaken by 30 September following the year end as part of the Pension Fund's Annual Report and Accounts, any subsequent revisions to be published within 30 days of the policy being agreed by the Pensions Committee.
Publish and keep under review the Pension Fund's Funding Strategy Statement.	To be reviewed at each triennial valuation, following consultation with scheme employers and the Pension Fund's actuary. Revised statement to be published at the same time as the final valuation report is issued.
Publish the Pension Fund's Annual Report and Accounts and any report from the auditor.	By 30 November following the year end or following the issue of the auditor's opinion.
Publish, and keep under review, the Pension Fund's Communication Strategy Statement.	The statement will be published within 30 days of any material change to the policy.
Publish, and keep under review, all discretionary areas where a policy decision is required by the administering authority.	All discretionary areas will be reviewed where policy or regulatory issues need to be addressed, any subsequent revisions to be published within 30 days of the policy being agreed by the Pensions Committee.
Publish, and keep under review, the Pension Fund's Investment Strategy Statement.	The statement will be reviewed tri-annually unless policy or regulatory issues need to be addressed sooner, any subsequent revisions to be published within 30 days of the policy being agreed by the Pensions Committee.
Appoint stage 2 "appointed person" for the purposes of the pension dispute process and notify all scheme employers of the appointment.	Within 30 working days following the resignation of the current "appointed person".
Process all stage 2 pension dispute applications.	Within 2 months of receipt of the application, or such longer time as is required to process the application where further information or clarification is required.

# Appendix 5

## Lancashire County Pension Fund Pension Administration Strategy Statement September 2018

### Scheme Administration

This details the functions which relate to scheme member benefits from the Scheme.

Function/Task	Performance Target
Calculate transfer values in within 10 working days of receipt of necessary documentation	95%
Provide information on request in respect of Pension Sharing on Divorce within legislative timescales. (A charge to the member will be levied in line with pension sharing on divorce legislation)	100%
Implement Pension Sharing Orders within legislative timescales	100%
Provide a statement of deferred benefit entitlement on leaving service within 10 working days of date of leaving or receipt of notification, whichever is later.	95%
Provide annual statement of benefit entitlement to active and deferred members within legislative timescales	100%
Respond to requests for estimates of benefits within 10 working days following receipt of request	95%
Calculate and pay refunds within 10 days of receipt of notification.	95%
Calculation and payment of retirement benefits, deferred benefits and death in service lump sums in accordance with LGPS rules, members’ options and statutory limits. The service includes the recalculation and payment of benefits as a result of amended data received by the Pension Service. Within 10 working days of receipt of required documentation or date of entitlement to benefit; whichever is later.	95%
Calculate and pay transfer value out within 10 working days of receipt of necessary documentation	95%
Calls to the Pensions Helpdesk answered	95%
Respond to general queries/correspondence within 10 working days of receipt of query/correspondence	95%
Make payment of pensions on due date	100%
Produce on line P6Os for pensioners within statutory deadlines	100%
Implement annual pension increases by payment due date	100%
Implement change in pensioner circumstance by payment due date including the calculation and quoting of benefits on the death of pensioners and administering the recovery of overpayments	95%
Undertake annual reviews to establish continuing entitlements to pension for all eligible children	100%
Amend personal records within 10 working days of receipt of required documentation	95%
Calculation of additional membership for transfer values within 10 working days of receipt of required documentation	95%
Action agreed transfer values out within 10 working days of receipt of required documentation	95%

### Scheme Employer Responsibilities

This section outlines the responsibilities of all scheme employers in the Pension Fund and the performance standards scheme employers are expected to meet to enable the Pension Fund to deliver an efficient, quality and value for money service.

All information must be provided in the format and frequency prescribed by the Pension Fund within the prescribed timescales. Information and guidance is provided in the Employers’ Guide and the Guide and forms are accessible from the Pension Fund’s website.

### Pension Fund Administration

This details the functions which relate to the whole Pension Fund, rather than individual scheme members’ benefits.

Function/Task	Performance Target
Confirm a nominated representative to receive information from the Pension Fund and to take responsibility for disseminating it within the organisation.	Within 10 working days of employer joining fund or change to nominated representative.
Formulate and publish policies in relation to all areas where the employer may exercise a discretion within the Scheme (including providing a copy of the policy decision(s) to the Pension Fund).	Within 30 working days of policy being agreed the employer.
Respond to queries from the Fund’s administrator.	Within 10 working days from receipt of enquiry.
Attend induction training provided on admission to the Pension Fund, and other training relating to the administration of the Fund as and when this is offered	Within 30 days of admission, or as agreed for an established scheme employer.
Pay over employer and employee contributions to the Pension Fund	Cleared funds to be received by 19th calendar day of month after deduction. Contribution payments must be made by direct debit. Where exceptional circumstances are identified then payment can be made by BACS with an associated £50 plus vat charge per monthly submission.
Provide schedule of payments in the format stipulated by the Fund.	By the 19th calendar day of month after deduction.
Implement changes to employer contribution rates as instructed by the Fund.	At date specified on the actuarial advice received by the Fund.
Provide monthly data as specified by the Fund in the format and frequency stipulated.	Submitted by the 6th of the month following the month it relates
Notify the Pension Fund if contracting out services which will involve a TUPE transfer of staff to another organisation.	At the time of deciding to tender so that information can be provided to assist in the decision.
Work with the Pension Fund to arrange for an admission agreement and surety arrangements to be put in place when contracting out a service and assist in ensuring it is complied with.	Agreement to be in place by the time the service is contracted out.
Notify the Pension Fund if the employer ceases to admit new scheme members or is considering terminating membership of the Pension Fund.	As soon as the decision is made, so that the Fund can instruct the actuary to carry out calculations if applicable.
Provide new/prospective scheme members with relevant Scheme information (or refer them to the Fund website).	Within 10 working days of commencement of employment or change in contractual conditions.
Make additional fund payments/pensions strain amounts in relation to early payment of benefits from flexible retirement, redundancy or business efficiency retirement or where a member retires early with employers consent.	Within 30 days of receipt of invoice from the Pension Fund.
Make payment of additional costs to the Pension Fund associated with the poor performance of the scheme employer.	Within 30 working days of receipt of invoice from the Pension Fund.



## Appendix 5

### Lancashire County Pension Fund Pension Administration Strategy Statement September 2018

#### Scheme Administration

This section details the functions which relate to scheme member benefits from the Scheme.

Function/Task	Performance Target
Use online forms and monthly data collection portal for all relevant scheme administration tasks	Within 15 days of employer being set up to use the relevant systems
Confirm a nominated representative to act as administrator on the Pension Fund website for the online submission of forms and monthly data	Within 15 days of implementation of the relevant systems.
Notify the Pension Fund of each new employee admitted to the pension scheme and ensure that the employee completes their element of the process.	Via next monthly data collection portal following admission of new employee.
Arrange for the correct deduction of employee contributions from a scheme member's pensionable pay on becoming a scheme member.	Immediately on joining the scheme, opting in or change in circumstances.
Ensure correct employee contribution rate is applied	Immediately upon commencing scheme membership and in line with the employer's policy and as a minimum in each April payroll thereafter.
Arrange for reassessment of employee contribution rate in line with employer's policy and notify the employee of the change in rate.	Review as per policy and notification within 10 working days of change in rate.
Ensure correct deduction of pension contributions during any period of child related leave, trade dispute or other forms of leave or absence from duty.	Immediately, following receipt of election from scheme member to make the necessary pension contributions.
Commence deduction of additional pension contributions or amend such deductions, as appropriate.	Month following election to pay contributions or notification received from the Pension Fund.
Cease deduction of additional pension contributions.	Immediately following receipt of election from scheme member.
Arrange for the deduction of AVCs and payment over of contributions to AVC provider(s).	Commence deduction of AVCs in month following the month of election. Pay over contributions to the AVC provider(s) by the 19th of the month following the month of election.
Refund any employee contributions deducted in error.	Month following month of deduction.
Cease deduction of employee contributions where a scheme member opts to leave the Scheme.	Month following month of election, or such later date specified by the scheme member.
Refund employee contributions via payroll where the member has opted out within 3 months	Month following month of election to opt out.
Provide the Pension Fund with details of all contractual changes to scheme members working hours.	Via the monthly data collection portal
Notify the Pension Fund of changes in employees' circumstances	Via monthly data collection portal
Provide the Pension Fund with details of any breaks in membership (e.g trade disputes, maternity, paternity) and any APC contracts taken out to cover the break in service.	Via monthly data collection portal. Any forms not facilitated under the portal should be submitted within 10 working days of effective date of action (e.g "return from absence" notification.
Notify the Pension Fund when a scheme member leaves employment including an accurate assessment of actual pensionable pay and final pay (for scheme members in the scheme prior to 1 April 2014).	Via monthly data collection portal. In addition forms relating to the assessment of actual and final pensionable pay should be submitted through the employer portal immediately following the availability of accurate pay details.

Function/Task	Performance Target
Notify the Pension Fund when a scheme member is due to retire including an accurate assessment of actual pensionable pay and final pay (for scheme members in the scheme prior to 1 April 2014) and authorisation of reason for retirement.	Submitted online within 5 working days before retirement date.
Notify the Pension Fund of the death of a scheme member.	Submitted online and as soon as practicable, but within 5 working days.
Appoint an independent registered medical practitioner (IRMP) qualified in occupational health medicine, in order to consider all ill health retirement applications and agree appointment with the Pension Fund	Within one month of commencing participation in the scheme or date of resignation of existing medical adviser
Carry out an 18 month review of scheme members who retired on grounds of ill health (Tier 3)	18 months after date of retirement
Notify the Pension Fund of outcome of Tier 3 ill health review.	Immediately following decision by IRMP
Appoint person for stage 1 of the pension dispute process and provide full details to the Pension Fund	Within 30 working days of joining the Pension Fund or following the resignation of the current "appointed person"
Enrol and notify the Pension Fund of a scheme member's election to move into the 50:50 scheme	From the next pay period following receipt of the members election form
Enrol a "50:50 scheme member" back into the full scheme and notify the Pension Fund.	In line with an employer's re-enrolment date for Auto enrolment purposes
Comply with auto-enrolment from the prescribed staging date, as required under Pensions Regulations and advise the Pension Fund of the date.	From the employers staging date.

## Appendix 5

### Lancashire County Pension Fund Pension Administration Strategy Statement September 2018

#### Monitoring Performance And Compliance

Ensuring compliance with the Scheme regulations and this Administration Strategy is the responsibility of the Pension Fund and scheme employers. This section describes the ways in which performance and compliance will be monitored.

##### Audit

The Fund is subject to an annual external audit of its financial accounts. In addition the Fund is subject to internal audits of its processes and internal controls. Both the Administering Authority and scheme employers are expected to comply with requests for information from internal and external audit in a timely manner.

##### Performance monitoring

The Pension Fund monitors performance against agreed Service Levels. Administration performance and the performance of scheme employers against the standards set out in this document are incorporated into appropriate reporting schedules.

##### Annual report on the strategy

The Scheme regulations require the Pension Fund to undertake a formal review of performance against the Administration Strategy on an annual basis. Such report to be incorporated within the Fund Annual Report and Accounts.

#### Policy On Charging Employers For Poor Performance

The Scheme regulations provide pension funds with the ability to recover from a scheme employer any additional costs associated with the administration of the

Scheme incurred as a result of the poor level of performance of that scheme employer. Where a fund wishes to recover any such additional costs they must give written notice stating:

- The reasons in their opinion that the scheme employer's poor performance contributed to the additional cost
- The amount of the additional cost incurred
- The basis on how the additional cost was calculated
- The provisions of the Administration Strategy relevant to the decision to give notice.

##### Circumstances where costs might be recovered

It is the policy of the Pension Fund to recover additional costs incurred in the administration of the Scheme as a direct result of the poor performance of any scheme employer.

In the case of scheme employers that have been admitted to the Scheme as the result of an "outsourced" contract (formerly known as Transferee Admission Bodies (TAB)), the originating employer will retain overall responsibility for ensuring that the scheme employer complies with the requirements of the Pension Fund. This includes the payment of charges levied against the TAB.

Scheme employers that have outsourced their payroll will be responsible for the third party providers' performance in relation to the tasks set out in this Administration Strategy. This requires that scheme employers will be responsible for payment of any charges levied for underperformance by that third party provider.

The circumstances where such additional costs will be recovered from the scheme employer are:

- failure to provide relevant information to the Fund, scheme member or other interested party in accordance with specified performance targets in this Administration Strategy (either as a result of timeliness of delivery or quality of information)
- failure to pass relevant information to the scheme member or potential members, either due to poor quality of information or not meeting the agreed timescales outlined in the performance targets in this Administration Strategy
- failure to deduct and pay over correct employee and employer contributions to the Pension Fund within the stated timescales
- instances where the performance of the scheme employer results in fines being levied against the Fund by the Pension Regulator, Pensions Ombudsman or other regulatory body.

##### Approach to be taken by the Pension Fund

The Fund will seek, at the earliest opportunity, to work closely with scheme employers in identifying any areas of poor performance, provide the necessary training and put in place appropriate processes to improve the level of service delivery in the future.

The deadline for the payment of contributions and submissions of data are outlined in this Administration Strategy. For every instance of late payment of contributions or late or non-submission of a monthly data, scheme employers will receive written notice of the area(s) of poor

performance and notice that charges will be levied in accordance with the charging scale set out in this document. An invoice will then be issued to the scheme employer.

For other instances of poor performance, the process for engagement with scheme employers will be:

1. Write to the scheme employer, setting out area(s) of poor performance and offer training.
2. If no improvement is seen within one month, or following training no improvement is seen, or no response is received to the initial letter, the scheme employer will be contacted by representatives of the Pension Fund to discuss the area(s) of poor performance and to agree an action plan to resolve them. In cases where the scheme employer has been admitted to the fund via an Admission Agreement, then where appropriate, the originating employer will be informed and expected to work with the Fund to resolve the issues.
3. If no improvement is seen within one month or a scheme employer is unwilling to attend a meeting to resolve the issue, the Fund will issue a formal written notice, setting out the area(s) of poor performance that have been identified, the steps taken to resolve those area(s) and notice that the additional costs will now be reclaimed.
4. An invoice will then be issued to the scheme employer clearly setting out the calculations of any loss resulting to the Pension Fund, or additional cost, taking account of time and resources in resolving the specific area(s) of poor performance, in accordance with the charging scale set out in this document.





## Appendix 5

### Lancashire County Pension Fund Pension Administration Strategy Statement September 2018

#### Charging scales for administration

The table below sets out the charges which the Fund will levy on a scheme employer whose performance falls short of the standards set out in this document. This reflects the additional administration involved in securing payment of sums due to the Pension Fund and submission of required data and information.

#### Continuous Improvement

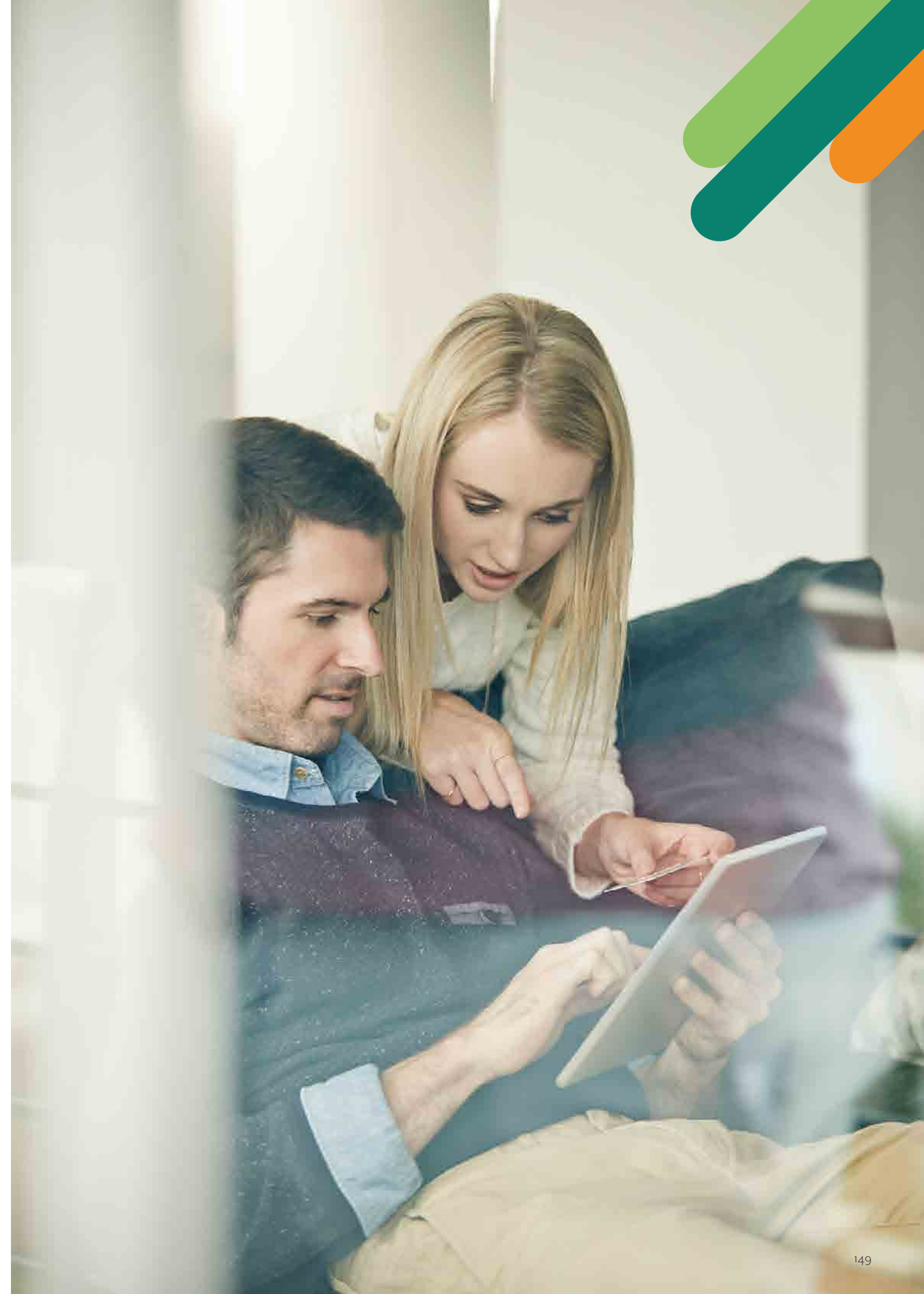
The Fund's objective in relation to administration is to deliver an efficient, quality and value for money service to its scheme employers and scheme members. This can only be achieved through continuously reviewing and improving the service.

#### Consultation And Review Process

In preparing this Administration Strategy the Fund must consult with all scheme employers with active contributors in the Pension Fund. The strategy will be reviewed where there are significant changes to the Scheme regulations or Pension Fund policies. Scheme employers will be consulted before any changes are made to this document

Item	Charge
Failure to remit monthly payment of employee and employer contributions by the 19th of the month following deduction.	Interest in line with the scheme regulations*
Late or non-provision of monthly schedule of contributions paid, or the poor quality of information submitted which cannot be reconciled. The deadline for receipt of an accurate schedule would be 12th of the month following deduction of contributions (or previous working day if the 12th were to fall on a weekend).	£50 per occasion
Underpayment of employee or employer contributions which were due by the 19th of the month following deduction.	Interest in line with the scheme regulations*
Late or non-provision of monthly data collection files, or the poor quality of information submitted which cannot be reconciled. The deadline for receipt of an accurate schedule would be 6th of the month following deduction of contributions. Where this cannot be reconciled within the month and/or relates to an employer who is persistently late then the charges identified will be levied.	£250 plus £100 for every month the information is late
Late or non-provision of starter information Via next monthly data collection portal following admission of new employee.	£50 for every month the information is late or not received via the next monthly data collection portal following admission of new employee.
Late or non-provision of leaver information	In respect of leavers £50 for every case where the information is more than 1 month late from date of leaving or not received via the next monthly data collection portal. In respect of retirements information received later than within 5 working days before retirement date would be deemed late.
Fines or additional costs incurred by the Pension Fund in relation to a specific scheme employers' poor performance	Full cost of fines or additional charges

\* Interest will be charged in accordance with regulation 44 of the LGPS Administration regulations, which states interest should be charged at Bank of England Base Rate plus one percent.





# Appendix 6

## Funding Strategy Statement

### Lancashire County Pension Fund - March 2017

#### Executive Summary

Ensuring that the Lancashire County Pension Fund (the “Fund”) has sufficient assets to meet its pension liabilities in the long term is the fiduciary responsibility of the Administering Authority (Lancashire County Council). The Funding Strategy adopted by the Lancashire County Pension Fund will therefore be critical in achieving this.

The purpose of this Funding Strategy Statement (“FSS”) is to set out a clear and transparent funding strategy that will identify how each Fund employer’s pension liabilities are to be met going forward.

The details contained in this Funding Strategy Statement will have a financial and operational impact on all participating employers in the Lancashire County Pension Fund.

It is imperative therefore that each existing or potential employer is aware of the details contained in this statement.

Given this, and in accordance with governing legislation, all interested parties connected with the Lancashire County Pension Fund have been consulted and given opportunity to comment prior to this Funding Strategy Statement being finalised and adopted. This statement takes into consideration all comments and feedback received.

#### The Fund’s Objective

The Administering Authority’s long term objective is for the Fund to achieve a 100% solvency level over a reasonable time period and then maintain sufficient assets in order for it to pay all benefits arising as they fall due. This objective will be considered on an employer specific level where appropriate.

The general principle adopted by the Fund is that the assumptions used, taken as a whole, will be chosen sufficiently prudently for

pensions already in payment to continue to be paid, and to reflect the commitments that will arise from members’ accrued pension rights.

The funding strategy set out in this document has been developed alongside the Fund’s investment strategy on an integrated basis taking into account the overall financial and demographic risks inherent in the Fund. The funding strategy includes appropriate margins to allow for the possibility of events turning out worse than expected. Individual employer results will also have regard to their covenant strength and the investment strategy applied to the asset shares of those employers.

#### Solvency And Long Term Cost Efficiency

Each employer’s contributions are set at such a level to achieve full solvency in a reasonable timeframe. Solvency is defined as a level where the Fund’s liabilities i.e. benefit payments can be reasonably met as they arise.

Employer contributions are also set in order to achieve long term cost efficiency. Long term cost-efficiency implies that contributions must not be set at a level that is likely to give rise to additional costs in the future. For example, deferring costs to the future would be likely to result in those costs being greater overall than if they were provided for at the appropriate time. Equally, the FSS must have regard to the desirability of maintaining as nearly constant a primary rate of contribution as possible.

When formulating the funding strategy, the Administering Authority has taken into account these key objectives and also considered the implications of the requirements under Section 13(4)(c) of the Public Service Pensions Act 2013. As part of these requirements the Government

Actuary’s Department (GAD) must, following an actuarial valuation, report on whether the rate of employer contributions to the Fund is set at an appropriate level to ensure the “solvency” of the pension fund and “long term cost efficiency” of the Local Government Pension Scheme (the “LGPS”) so far as relating to the Fund.

#### Deficit Recovery Plan And Contributions

As the solvency level of the Fund is 90% at the valuation date i.e. the assets of the Fund are less than the liabilities, a deficit recovery plan needs to be implemented such that additional contributions are paid into the Fund to meet the shortfall.

Deficit contributions paid to the Fund by each employer will normally be expressed as £s amounts (flat or increasing year on year) and it is the Fund’s objective that any funding deficit is eliminated as quickly as the participating employers can reasonably afford given other competing cost pressures. This may result in some flexibility in recovery periods by employer which would be at the sole discretion of the Administering Authority. The recovery periods will be set by the Fund, although employers will be free to select any shorter deficit recovery period if they wish. Employers may, in certain circumstances at the discretion of the Administering Authority, also elect to make prepayments of contributions which could result in a cash saving over the valuation certificate period.

The objective is to recover any deficit over a reasonable timeframe, and this will be periodically reviewed. Subject to affordability considerations a key principle will be to maintain the total contributions at the expected monetary levels from the preceding valuation (including any indexation in the £ deficit contributions over

the recovery period). Full details are set out in this FSS.

The target recovery period for the Fund as a whole is 16 years at this valuation which is 3 years shorter than the average recovery period from the previous valuation. Subject to affordability and other considerations individual employer recovery periods would also be expected to reduce by 3 years at this valuation.

Where there is an increase in contributions required at this valuation the employer will be able to step-up their contributions over a period to be decided by the Administering Authority.

In exceptional circumstances the Fund may depart from the above principles for an employer or a particular group of employers. Any such exceptions would be determined by the Head of the Fund and reported to the Committee.

#### Actuarial Assumptions

The actuarial assumptions used for assessing the funding position of the Fund and the individual employers, the “Primary” contribution rate, and any contribution variations due to underlying surpluses or deficits (i.e. the “Secondary” rate) are set out in an Appendix to this FSS.

The discount rate in excess of CPI inflation (the “real discount rate”) has been derived based on the expected return on the Fund’s assets based on the long term strategy set out in its Investment Strategy Statement (ISS). When assessing the appropriate prudent discount rate, consideration has been given to the level of expected asset returns in excess of CPI inflation (i.e. the rate at which the benefits in the LGPS generally increase each year). It is proposed at this valuation the real return over CPI inflation for determining the past service liabilities is

2.2% per annum and for determining the future service (“Primary”) contribution rates is 2.75% per annum.

Where warranted by an employer’s circumstances, the Administering Authority retains the discretion to apply a discount rate based on a lower risk investment strategy for that employer to protect the Fund as a whole. Such cases will be determined by the Head of the Fund and reported to the Committee. Employers may also choose to fund using a discount rate in line with the Fund’s termination policy (see below) if they so choose.

The demographic assumptions are based on the Fund Actuary’s bespoke analysis for the Fund, also taking into account the experience of the wider LGPS where relevant.

#### Employer Asset Shares

The Fund is a multi-employer pension Fund that is not formally unitised and so individual employer asset shares are calculated at each actuarial valuation. This means it is necessary to make some approximations in the timing of cashflows and allocation of investment returns when deriving each employer’s asset share.

At each review, cashflows into and out of the Fund relating to each employer, any movement of members between employers within the Fund, along with investment return earned on the asset share, are allowed for when calculating asset shares at each valuation. In addition the asset share maybe restated for changes in data or other policies.

Other adjustments are also made on account of the funding positions of orphan bodies which fall to be met by all other active employers in the Fund.



# Appendix 6

## Funding Strategy Statement Lancashire County Pension Fund - March 2017

### Fund Policies

In addition to the information/approaches required by overarching guidance and Regulation, this statement also summarises the Fund's practice and policies in a number of key areas:

#### 1. Covenant assessment and monitoring

An employer's financial covenant underpins its legal obligation and crucially the ability to meet its financial responsibilities to the Fund now and in the future. The strength of covenant to the Fund effectively underwrites the risks to which the Fund is exposed. These risks include underfunding, longevity, investment and market forces.

The strength of employer covenant can be subject to substantial variation over relatively short periods of time and, as such, regular monitoring and assessment is vital to the overall risk management and governance of the Fund. The employers' covenants will be assessed and monitored objectively in a proportionate manner, and an employer's ability to meet their obligations in the short and long term will be considered when determining its funding strategy.

After the valuation, the Fund will continue to monitor employers' covenants in conjunction with their funding positions over the inter-valuation period. This will enable the Fund to anticipate and pre-empt any material issues arising and thus adopt a proactive approach in partnership with the employer.

#### 2. Admitting employers to the Fund

Various types of employers are permitted to join the LGPS under certain circumstances, and the conditions upon which their entry to the Fund is based and the approach taken is set out in an Appendix to this statement. Examples of new employers include:

- Fund Employers
- Designated bodies - those that are permitted to join if they pass a resolution

- Admission bodies - usually arising as a result of an outsourcing or a transfer to an entity that provides some form of public service and their funding primarily derives from local or central government.

Certain employers may be required to provide a guarantee or alternative security before entry will be allowed, in accordance with the Regulations and Fund policies.

#### 3. Termination policy for employers exiting the Fund

When an employer ceases to participate within the Fund, it becomes an exiting employer under the Regulations. The Fund is then required to obtain an actuarial valuation of that employer's liabilities in respect of the benefits of the exiting employer's current and former employees, along with a termination contribution certificate.

Where there is no guarantor who would subsume the liabilities of the exiting employer, and the employer was admitted into the Fund after 19 November 2009, the Fund's policy is that a discount rate linked to government bond yields is used for assessing liabilities on termination. Any exit payments due should be within 30 days, although instalment plans may be considered by the Administering Authority on a case by case basis. The Administering Authority also reserves the right to modify this approach on a case by case basis if circumstances warrant it.

#### 4. Insurance arrangements

For certain employers, the Fund will insure ill health retirement costs via an internal captive insurance arrangement which pools these risks for eligible employers. The captive arrangement will be operated as per the objectives set out in Appendix C.

### 1. Introduction

The Local Government Pension Scheme Regulations 2013 (as amended) ("the 2013 Regulations") and the Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014 ("the 2014 Transitional Regulations") (collectively; "the Regulations") provide the statutory framework from which the Administering Authority is required to prepare a Funding Strategy Statement (FSS). The key requirements for preparing the FSS can be summarised as follows:

- After consultation with all relevant interested parties involved with the Lancashire County Pension Fund (the "Fund"), the Administering Authority will prepare and publish their funding strategy;
- In preparing the FSS, the Administering Authority must have regard to:
  - the guidance issued by CIPFA for this purpose; and
  - the Investment Strategy Statement (ISS) for the Fund published under Regulation 7 of the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016 (as amended);
- The FSS must be revised and published whenever there is a material change in either the policy set out in the FSS or the ISS.

#### Benefits

The benefits provided by the Fund are specified in the governing legislation contained in the Regulations referred to above. Benefits payable under the Fund are guaranteed by statute and thereby the pensions promise is secure for members. The FSS addresses the issue of managing the need to fund those benefits over the long term, whilst at the same time facilitating scrutiny and accountability through improved transparency and disclosure.

The Fund is a defined benefit arrangement with principally final salary related benefits from contributing members up to 1 April 2014 and Career Averaged Revalued Earnings ("CARE") benefits earned thereafter. There is also a "50:50 Scheme Option", where members can elect to accrue 50% of the full Fund benefits in relation to the member only and pay 50% of the normal member contribution.

#### Employer Contributions

The required levels of employee contributions are specified in the Regulations. Employer contributions are determined in accordance with the Regulations (which require that an actuarial valuation is completed every three years by the actuary, including a rates and adjustments certificate specifying the "primary" and "secondary" rate of the employer's contribution).

#### Primary Rate

The "Primary rate" for an employer is the contribution rate required to meet the cost of the future accrual of benefits, ignoring any past service surplus or deficit, but allowing for any employer-specific circumstances, such as its membership profile, the funding strategy adopted for that employer, the actuarial method used and/or the employer's covenant.

The Primary rate for the whole fund is the weighted average (by payroll) of the individual employers' Primary rates.

#### Secondary Rate

The "Secondary rate" is an adjustment to the Primary rate to arrive at the total rate of contribution each employer is required to pay. The Secondary rate may be expressed as a percentage adjustment to the Primary rate, and/or a cash adjustment in each of the three years beginning 1 April in the year following the actuarial valuation.

Secondary rates for the whole fund in each of the three years shall also be disclosed.

These will be the calculated weighted average based on the whole fund payroll in respect of percentage rates and the total amount in respect of cash adjustments.

### 2. Purpose Of Fss In Policy Terms

Funding is the making of advance provision to meet the cost of accruing benefit promises. Decisions taken regarding the approach to funding will therefore determine the rate or pace at which this advance provision is made. Although the Regulations specify the fundamental principles on which funding contributions should be assessed, implementation of the funding strategy is the responsibility of the Administering Authority, acting on the professional advice provided by the actuary.

The Administering Authority's long term objective is for the Fund to achieve a 100% solvency level over a reasonable time period and then maintain sufficient assets in order for it to pay all benefits arising as they fall due.

The purpose of this Funding Strategy Statement is therefore:

- to establish a clear and transparent fund-specific strategy which will identify how employers' pension liabilities are best met going forward by taking a prudent longer-term view of funding those liabilities;
- to establish contributions at a level to "secure the solvency" of the pension fund and the "long term cost efficiency",
- to have regard to the desirability of maintaining as nearly constant a primary rate of contribution as possible.

The intention is for this strategy to be both cohesive and comprehensive for the Fund as a whole, recognising that there will be conflicting objectives which need to be balanced and reconciled. Whilst the position of individual employers must be

# Appendix 6

## Funding Strategy Statement

### Lancashire County Pension Fund - March 2017

reflected in the statement, it must remain a single strategy for the Administering Authority to implement and maintain.

### 3. Aims And Purpose Of The Fund

#### The aims of the fund are to:

- manage employers' liabilities effectively and ensure that sufficient resources are available to meet all liabilities as they fall due
- enable employer contribution rates to be kept at a reasonable and affordable cost to the taxpayers, scheduled, resolution and admitted bodies, while achieving and maintaining fund solvency and long term cost efficiency, which should be assessed in light of the profile of the Fund now and in the future due to sector changes
- maximise the returns from investments within reasonable risk parameters taking into account the above aims.

#### The purpose of the fund is to:

- receive monies in respect of contributions, transfer values and investment income, and
- pay out monies in respect of Fund benefits, transfer values, costs, charges and expenses as defined in the 2013 Regulations, the 2014 Transitional Regulations and the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016.

### 4. Responsibilities Of The Key Parties

The efficient and effective management of the Fund can only be achieved if all parties exercise their statutory duties and responsibilities conscientiously and diligently. The key parties for the purposes of the FSS are the Administering Authority (and, in particular the Pension Fund Committee), the individual employers and

the Fund Actuary, and details of their roles are set out below. Other parties required to play their part in the fund management process are bankers, custodians, investment managers, auditors and legal, investment and governance advisors, along with the Local Pensions Board created under the Public Service Pensions Act 2013.

#### Key Parties To The Fss

The **Administering Authority** should:

- operate the pension fund
- collect employer and employee contributions, investment income and other amounts due to the pension fund as stipulated in the Regulations
- pay from the pension fund the relevant entitlements as stipulated in the Regulations
- invest surplus monies in accordance the Regulations
- ensure that cash is available to meet liabilities as and when they fall due
- take measures as set out in the Regulations to safeguard the fund against the consequences of employer default
- manage the valuation process in consultation with the Fund's actuary
- prepare and maintain a FSS and an ISS, both after proper consultation with interested parties, and
- monitor all aspects of the Fund's performance and funding, amending the FSS/ISS as necessary
- effectively manage any potential conflicts of interest arising from its dual role as both fund administrator and a Fund employer, and
- establish, support and monitor a Local Pension Board (LPB) as required by the Public Service Pensions Act 2013, the

Regulations and the Pensions Regulator's relevant Code of Practice.

The **Individual Employer** should:

- deduct contributions from employees' pay correctly after determining the appropriate employee contribution rate (in accordance with the Regulations)
- pay all contributions, including their own as determined by the actuary, promptly by the due date
- develop a policy on certain discretions and exercise those discretions as permitted within the regulatory framework
- make additional contributions in accordance with agreed arrangements in respect of, for example, augmentation of Fund benefits, early retirement strain, and
- have regard to the Pensions Regulator's focus on data quality and comply with any requirement set by the Administering Authority in this context, and
- notify the Administering Authority promptly of any changes to membership which may affect future funding.

The **Fund Actuary** should:

- prepare valuations including the setting of employers' contribution rates at a level to ensure fund solvency after agreeing assumptions with the Administering Authority and having regard to their FSS and the Regulations
- prepare advice and calculations in connection with bulk transfers and individual benefit-related matters such as pension strain costs, ill health retirement costs etc
- provide advice and valuations on the termination of admission agreements
- provide advice to the Administering Authority on bonds and other forms of

security against the financial effect on the Fund of employer default

- assist the Administering Authority in assessing whether employer contributions need to be revised between valuations as required by the Regulations
- advise on funding strategy, the preparation of the FSS and the inter-relationship between the FSS and the ISS, and
- ensure the Administering Authority is aware of any professional guidance or other professional requirements which may be of relevance to the Fund Actuary's role in advising the Fund.

### 5. Solvency Funding Target

Securing the "solvency" and "long term cost efficiency" is a regulatory requirement. To meet these requirements the Administering Authority's long term funding objective is for the Fund to achieve and then maintain sufficient assets to cover 100% of projected accrued liabilities (the "funding target") assessed on an ongoing past service basis including allowance for projected final pay where appropriate. In the long term, an employer's total contribution rate would ultimately revert to its Primary rate of contribution.

#### Solvency and Long Term Efficiency

Each employer's contributions are set at such a level to achieve full solvency in a reasonable timeframe. Solvency is defined as a level where the Fund's liabilities i.e. benefit payments can be reasonably met as they arise.

Employer contributions are also set in order to achieve long term cost efficiency. Long term cost-efficiency implies that contributions must not be set at a level that is likely to give rise to additional costs in the future. For example, deferring costs to the future would be likely to result in those

costs being greater overall than if they were provided for at the appropriate time.

When formulating the funding strategy the Administering Authority has taken into account these key objectives and also considered the implications of the requirements under Section 13(4)(c) of the Public Service Pensions Act 2013. As part of these requirements the Government Actuary's Department (GAD) must, following an actuarial valuation, report on whether the rate of employer contributions to the Fund is set at an appropriate level to ensure the "solvency" of the pension fund and "long term cost efficiency" of the LGPS so far as relating to the Fund.

#### Determination of the solvency funding target and deficit recovery plan

The principal method and assumptions to be used in the calculation of the funding target are set out in Appendix A. The Employer Deficit Recovery Plans are set out in Appendix B.

Underlying these assumptions are the following two tenets:

- that the Fund is expected to continue for the foreseeable future; and
- favourable investment performance can play a valuable role in achieving adequate funding over the longer term.

This allows the Fund to take a longer term view when assessing the contribution requirements for certain employers.

In considering this the Administering Authority, based on the advice of the Actuary, will consider if this results in a reasonable likelihood that the funding plan will be successful potentially taking into account any changes in funding after the valuation date up to the finalisation of the valuation by 31 March 2017 at the latest.

As part of each valuation separate employer contribution rates are assessed by the Fund Actuary for each participating employer or group of employers. These rates are assessed taking into account the experience and circumstances of each employer, following a principle of no cross-subsidy between the distinct employers and employer groups in the Fund.

The Administering Authority, following consultation with the participating employers, has adopted the following objectives for setting the individual employer contribution rates arising from the 2016 actuarial valuation:

- The Fund does not believe it appropriate for reductions in total contributions to apply compared to the existing funding plan (allowing for indexation of deficit contributions where applicable) where deficits remain unless there is compelling reason to do so.
- Where warranted by an employer's circumstances, the Administering Authority retains the discretion to apply a discount rate based on a lower risk investment strategy for that employer to protect the Fund as a whole. Such cases will be determined by the Head of Fund and reported to the Committee. Employers may also choose to fund using a discount rate in line with the Fund's termination policy if they so choose.
- Subject to consideration of affordability, as a general rule the deficit recovery period will reduce by at least 3 years for employers at this valuation when compared to the preceding valuation. This is to target full solvency over a similar (or shorter) time horizon. Employers will have the freedom to adopt a recovery plan on the basis of a shorter period if they so wish. Subject to affordability considerations and other



# Appendix 6

## Funding Strategy Statement

### Lancashire County Pension Fund - March 2017

factors, a bespoke period may be applied in respect of particular employers where the Administering Authority considers this to be warranted (see Deficit Recovery Plan in Appendix B). These principles have resulted in a target recovery period of 16 years normally being adopted across Fund employers.

- Individual employer contributions will be expressed and certified as two separate elements:
  - the **Primary rate**: a percentage of pensionable payroll in respect of the cost of the future accrual of benefits
  - the **Secondary rate**: a schedule of percentages of pensionable payroll or lump sum monetary amounts over 2017/20 in respect of an employer's surplus or deficit

For any employer, the total contributions they are actually required to pay in any one year is the sum of the Primary and Secondary rates (subject to an overall minimum of zero). Both elements are subject to further review from April 2020 based on the results of the 2019 actuarial valuation.

- Where increases in employer contributions are required from 1 April 2017, following completion of the 2016 actuarial valuation, if the Administering Authority agrees then the increase from the rates of contribution payable in the year 2016/17 may be implemented in steps, over a period agreed by the Administering Authority.
- For those employers who are to be included in the ill-health captive arrangement, the contributions payable over the period 1 April 2017 to 31 March 2020 will be adjusted accordingly to reflect the premium

charged to provide continued protection against the risks of excessive ill-health retirement costs emerging. Further details are provided in Appendix C of these adjustments.

- In exceptional circumstances the Fund may depart from the above principles for an employer or a particular group of employers. Any such exceptions would be determined by the Head of the Fund and reported to the Committee. As a particular example, in the event that it appeared that an employer was likely to end its participation in the Fund without its liabilities being passed on to a successor employer, and without the employer providing sufficient security against its closure position, then the Fund might decide to set a funding plan such that the employer's closure position were expected to be met by the time of its exit from the Fund.
- On the cessation of an employer's participation in the Fund, in accordance with the Regulations, the Fund Actuary will be asked to make a termination assessment. Any deficit in the Fund in respect of the employer will be due to the Fund as a termination contribution, unless it is agreed by the Administering Authority and the other parties involved that the assets and liabilities relating to the employer will transfer within the Fund to another participating employer. The termination policy is set out in a separate document.
- In all cases the Administering Authority reserves the right to apply a different approach at its sole discretion, taking into account the risk associated with an employer in proportion to the Fund as

a whole. Any employer affected will be notified separately.

#### Funding for non-ill health early retirement costs

Employers are required to meet all costs of early retirement strain by immediate capital payments into the Fund, or in certain circumstances by agreement with the Fund, through instalments over a period to be determined by the Administering Authority.

#### Funding for ill health retirement costs

Should a member retire on ill health grounds, this will normally result in a funding strain for that employer (i.e. increased liability). The size of any funding strain will depend on how the cost of that ill health retirement compares with the expected cost built in the actuarial assumptions for that employer. The actual cost will also depend on the level of any benefit enhancements awarded (which depend on the circumstances of the ill health retirement) and also how early the benefits are brought into payment. The treatment of any ill-health retirement strain cost emerging will vary depending on the type of employer:

- For those employers who participate in the ill-health captive, any ill-health retirement strain cost emerging will be met by a contribution from the captive fund as part of the subsequent actuarial valuation (or termination assessment if sooner). No additional contributions will be due immediately from the employer although an adjustment to the "premium" payable may emerge following the subsequent actuarial valuation, depending on the overall experience of the captive fund.

- For those employers who don't participate in the ill-health captive, the "primary rate" payable over 2017/20 may include an allowance for ill-health retirement costs (alongside those for voluntary early retirements) depending on the employer's profile. Where ill-health retirement strain costs exceed an employer's allowance over the inter-valuation period (or should an employer not have an allowance within their "primary rate"), the excess strain costs will be included in the employer's deficit (and subsequent deficit contributions) at the 2019 valuation.

#### 7. Link To Investment Policy And The Investment Strategy Statement (Iss)

The results of the 2016 valuation show the liabilities to be 90% covered by the current assets, with the funding deficit of 10% being covered by future deficit contributions.

In assessing the value of the Fund's liabilities in the valuation, allowance has been made for growth asset out-performance as described below, taking into account the investment strategy adopted by the Fund, as set out in the ISS.

It is not possible to construct a portfolio of investments which produces a stream of income exactly matching the expected liability outgo. However, it is possible to construct a portfolio which aims to match the liabilities and represents the minimum risk investment position. Such a portfolio would consist mainly of a mixture of long-term index-linked and fixed interest gilts. Investment of the Fund's assets in line with the minimum risk portfolio would seek to minimise fluctuations in the Fund's ongoing funding level between successive actuarial valuations.

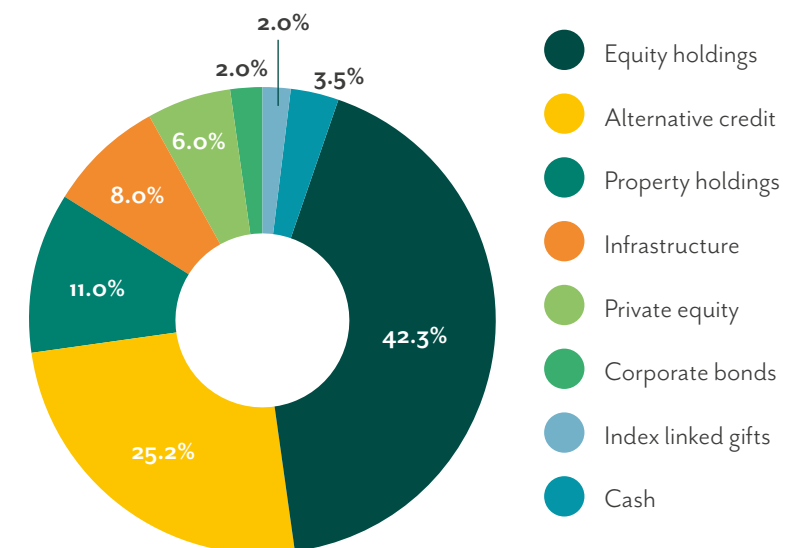
If, at the valuation date, the Fund had been invested in this portfolio, then in carrying out

this valuation it would not be appropriate to make any allowance for growth assets out-performance or any adjustment to market implied inflation assumption due to supply/demand distortions in the bond markets. This would result in real return versus CPI inflation of nil per annum at the valuation date. On this basis of assessment, the assessed value of the Fund's liabilities at the valuation would have been significantly higher, resulting in a funding level of 59%.

Departure from a minimum risk investment strategy, in particular to include growth assets such as equities, gives a better prospect that the assets will, over time, deliver returns in excess of CPI inflation and reduce the contribution requirements. The target solvency position of having sufficient assets to meet the Fund's pension obligations might in practice therefore be achieved by a range of combinations of funding plan, investment strategy and investment performance.

#### The current strategy is:

The investment strategy and return expectations set out above equate to an overall best estimate average expected return of 3.55% per annum in excess of CPI inflation as at 31 March 2016. For the purposes of setting funding strategy however, the Administering Authority believes that it is appropriate to take a margin for prudence on these return expectations.



# Appendix 6

## Funding Strategy Statement

### Lancashire County Pension Fund - March 2017

#### 8. Identification of risks and counter-measures

The funding of defined benefits is by its nature uncertain. Funding of the Fund is based on both financial and demographic assumptions. These assumptions are specified in the actuarial valuation report. When actual experience is not in line with the assumptions adopted a surplus or shortfall will emerge at the next actuarial assessment and will require a subsequent contribution adjustment to bring the funding back into line with the target.

The Administering Authority has been advised by the Fund Actuary that the greatest risk to the funding level is the investment risk inherent in the predominantly equity based strategy, so that actual asset out-performance between successive valuations could diverge significantly from that assumed in the long term.

##### Financial

The financial risks are as follows:-

- Investment markets fail to perform in line with expectations
- Market outlook moves at variance with assumptions
- Investment Fund Managers fail to achieve performance targets over the longer term
- Asset re-allocations in volatile markets may lock in past losses
- Pay and price inflation significantly more or less than anticipated
- Future under performance arising as a result of participating in the larger asset pooling vehicle.

Any increase in employer contribution rates (as a result of these risks), may in turn impact on the service delivery of that employer and their financial position.

In practice the extent to which these risks can be reduced is limited. However, the Fund's asset allocation is kept under

constant review and the performance of the investment managers is regularly monitored.

##### Demographic

The demographic risks are as follows:-

- Longevity horizon continues to expand
- Deteriorating pattern of early retirements (including those granted on the grounds of ill health)
- Unanticipated acceleration of the maturing of the Fund resulting in materially negative cashflows and shortening of liability durations

Increasing longevity is something which government policies, both national and local, are designed to promote. It does, however, result in a greater liability for pension funds.

Apart from the regulatory procedures in place to ensure that ill-health retirements are properly controlled, employing bodies should be doing everything in their power to minimise the number of ill-health retirements. Early retirements for reasons of redundancy and efficiency do not affect the solvency of the Fund because they are the subject of a direct charge.

With regards to increasing maturity (e.g. due to further cuts in workforce and/or restrictions on new employees accessing the Fund), the Administering Authority regularly monitors the position in terms of cashflow requirements and considers the impact on the investment strategy.

##### Insurance of certain benefits

The contributions for any employer may be varied as agreed by the Actuary and Administering Authority to reflect any changes in contribution requirements as a result of any benefit costs being insured with a third party or internally within the Fund.

##### Regulatory

The key regulatory risks are as follows:-

- Changes to Regulations, e.g. changes to the benefits package, retirement age,

potential new entrants to Fund,

- Changes to national pension requirements and/or HMRC Rules

Membership of the LGPS is open to all local government staff and should be encouraged as a valuable part of the contract of employment. However, increasing membership does result in higher employer monetary costs.

##### Governance

The Fund has done as much as it believes it reasonably can to enable employing bodies and Fund members (via their trades unions) to make their views known to the Fund and to participate in the decision-making process.

Governance risks are as follows:-

- The quality of membership data deteriorates materially due to breakdown in processes for updating the information resulting in liabilities being under or overstated
- Administering Authority unaware of structural changes in employer's membership (e.g. large fall in employee numbers, large number of retirements) with the result that contribution rates are set at too low a level
- Administering Authority not advised of an employer closing to new entrants, something which would normally require an increase in contribution rates
- An employer ceasing to exist with insufficient funding or adequacy of a bond
- Changes in the Committee membership.

For these risks to be minimised much depends on information being supplied to the Administering Authority by the employing bodies. Arrangements are strictly controlled and monitored, but in most cases the employer, rather than the Fund as a whole, bears the risk.

#### Method

The actuarial method to be used in the calculation of the solvency funding target is the Projected Unit method, under which the salary increases assumed for each member are projected until that member is assumed to leave active service by death, retirement or withdrawal from service. This method implicitly allows for new entrants to the Fund on the basis that the overall age profile of the active membership will remain stable. As a result, for those employers which are closed to new entrants, an alternative method is adopted, which makes advance allowance for the anticipated future ageing and decline of the current closed membership group potentially over the period of the rates and adjustments certificate.

##### Financial Assumptions – Solvency Funding Target

###### Investment return (discount rate)

The discount rate has been derived based on the expected return on the Fund assets base on the long term strategy set out in the Investment Strategy Statement (ISS). It includes appropriate margins for prudence. When assessing the appropriate discount rate consideration has been given to the returns in excess of CPI inflation (as derived below). The discount rate at the valuation has been derived based on an assumed return of 2.2% per annum above CPI inflation i.e. a real return of 2.2% per annum, equating to a total discount rate of 4.4% per annum. This real return will be reviewed from time to time based on the investment strategy, market outlook and the Fund's overall risk metrics.

For any employers who are funding on a government bond based the discount rate used will be linked directly to the yields available of government bond assets of an appropriate duration.

#### 9. Monitoring and review

The Administering Authority has taken advice from the actuary in preparing this Statement, and has consulted with the employers participating in the Fund.

A full review of this Statement will occur no less frequently than every three years, to coincide with completion of a full actuarial valuation. Any review will take account of the current economic conditions and will also reflect any legislative changes.

The Administering Authority will monitor the progress of the funding strategy between full actuarial valuations. If considered appropriate, the funding strategy will be reviewed (other than as part of the triennial valuation process), for example, if there:

- has been a significant change in market conditions, and/or deviation in the progress of the funding strategy
- have been significant changes to the Fund membership, or LGPS benefits
- have been changes to the circumstances of any of the employing authorities to such an extent that they impact on or warrant a change in the funding strategy
- have been any significant special contributions paid into the Fund.

When monitoring the funding strategy, if the Administering Authority considers that any action is required, the relevant employing authorities will be contacted. In the case of admitted bodies, there is statutory provision for rates to be amended between valuations but it is unlikely that this power will be invoked other than in exceptional circumstances.



## Appendix 6

### Appendix A - Actuarial Method and Assumptions

#### Inflation (Consumer Prices Index)

The inflation assumption will be taken to be the investment market's expectation for RPI inflation as indicated by the difference between yields derived from market instruments, principally conventional and index-linked UK Government gilts as at the valuation date, reflecting the profile and duration of the Fund's accrued liabilities, but subject to the following two adjustments:

- an allowance for supply/demand distortions in the bond market is incorporated, and
- an adjustment due to retirement pensions being increased annually by the change in the Consumer Price Index rather than the Retail Price Index

The overall reduction to RPI inflation at the valuation date is 1.0% per annum.

#### Salary increases

In relation to benefits earned prior to 1 April 2014, the assumption for real salary increases (salary increases in excess of price inflation) will be determined by an allowance of 1.5% p.a. over the inflation assumption as described above. This includes allowance for promotional increases. In the shorter term, the long term salary increase assumption has been replaced by an assumption of 1.0% per annum for the period to 2019/20, reflecting expected short term pay restraint in the public sector over this period.

#### Pension increases/Indexation of CARE benefits

Increases to pensions are assumed to be in line with the inflation (CPI) assumption described above. This is modified appropriately to reflect any benefits which are not fully indexed in line with the CPI (e.g. Guaranteed Minimum Pensions where the LGPS is not required to provide full indexation).

#### Demographic assumptions

##### Mortality/Life Expectancy

The mortality in retirement assumptions will be based on the most up-to-date information in relation to self-administered pension schemes published by the Continuous Mortality Investigation (CMI), making allowance for future improvements in longevity and the experience of the Fund. The mortality tables used are set out below, with a loading reflecting Fund specific experience. The derivation of the mortality assumption is set out in a separate paper as supplied by the Actuary. Current members who retire on the grounds of ill health are assumed to exhibit average mortality equivalent to that for a good health retiree at an age 4 years older whereas for existing ill health retirees we assume this is at an age 3 years older. For all members, it is assumed that the accelerated trend in longevity seen in recent years will continue in the longer term and as such, the assumptions build in a level of longevity 'improvement' year on year in the future in line with the CMI projections with a long-term rate of improvement of 1.5% per annum.

The mortality before retirement has also been adjusted based on LGPS wide experience.

##### Commutation

It has been assumed that, on average, 50% of retiring members will take the maximum tax-free cash available at retirement and 50% will take the standard 3/80ths cash sum. The option which members have to commute part of their pension at retirement in return for a lump sum is a rate of £12 cash for each £1 p.a. of pension given up.

##### Other Demographics

Following an analysis of Fund experience carried out by the Actuary, the incidence of ill health retirements, withdrawal rates and the proportions married/civil partnership assumption have been modified from the

last valuation. In addition, no allowance will be made for the future take-up of the 50:50 option (an allowance of 10% of current and future members (by payroll) for certain employers was made at the last valuation). Where any member has actually opted for the 50:50 scheme, this will be allowed for in the assessment of the rate for the next 3 years. Other assumptions are as per the last valuation.

##### Expenses

Expenses are met out the Fund, in accordance with the Regulations. This is allowed for by adding 0.5% of pensionable pay to the contributions as required from participating employers. This addition is reassessed at each valuation. Investment expenses have been allowed for implicitly in determining the discount rates.

##### Discretionary Benefits

The costs of any discretion exercised by an employer in order to enhance benefits for a member through the Fund will be subject to additional contributions from the employer as required by the Regulations as and when the event occurs. As a result, no allowance for such discretionary benefits has been made in the valuation

##### Method and assumptions used in calculating the cost of future accrual (or primary rate)

The future service liabilities are calculated using the same assumptions as the funding target except that a different financial assumption for the discount rate is used. A critical aspect here is that the Regulations state the desirability of keeping the "Primary Rate" (which is the future service rate) as stable as possible so this needs to be taken into account when setting the assumptions.

As future service contributions are paid in respect of benefits built up in the future, the FSR should take account of the market conditions applying at future dates, not just the date of the valuation, thus it is justifiable

to use a slightly higher expected return from the investment strategy. In addition the future liabilities for which these contributions will be paid have a longer average duration than the past service liabilities as they relate to active members only.

The financial assumptions in relation to future service (i.e. the normal cost) are based on an overall assumed real discount rate of 2.75% per annum above the long term average assumption for consumer price inflation of 2.2% per annum.

##### Employer asset shares

The Fund is a multi-employer pension Fund that is not formally unitised and so individual employer asset shares are calculated at each actuarial valuation. This means it is necessary to make some approximations in the timing of cashflows and allocation of investment returns when deriving the employer asset share.

In attributing the overall investment performance obtained on the assets of the Fund to each employer a pro-rata principle is adopted. This approach is effectively one of applying a notional individual employer investment strategy identical to that adopted for the Fund as a whole unless agreed otherwise between the employer and the Fund at the sole discretion of the Administering Authority.

At each review, cashflows into and out of the Fund relating to each employer, any movement of members between employers within the Fund, along with investment return earned on the asset share, are allowed for when calculating asset shares at each valuation.

Other adjustments are also made on account of the funding positions of orphan bodies which fall to be met by all other active employers in the Fund.





## Appendix 6

### Appendix A - Actuarial Method and Assumptions

#### Summary of key whole fund assumptions used for calculating funding target and cost of future accrual (the “primary rate”) for the 2016 actuarial valuation

Long-term yields	
Market implied RPI inflation	3.2% p.a.
Solvency Funding Target financial assumptions	
Investment return/Discount Rate	4.4% p.a.
CPI price inflation	2.2% p.a.
Long Term Salary increases	3.7% p.a.
Pension increases/indexation of CARE benefits	2.2% p.a.
Future service accrual financial assumptions	
Investment return/Discount Rate	4.95% p.a.
CPI price inflation	2.2% p.a.
Long Term Salary increases	3.7% p.a.
Pension increases/indexation of CARE benefits	2.2% p.a.

#### Life expectancy assumptions

The post retirement mortality tables adopted for this valuation, along with sample life expectancies, are set out below:

	Base Table	Improvements	Adjustment (M / F)
Current pensioners:			
Normal health	S2PA	CMI_2015 [1.5%]	99% / 93%
Ill-health	S2PA	CMI_2015 [1.5%]	Normal health + 3 years
Dependants	S2PMA / S2DFA	CMI_2015 [1.5%]	122% / 106%
Future dependants	S2PMA / S2DFA	CMI_2015 [1.5%]	116% / 113%
Current active / deferred:			
Active normal health	S2PA	CMI_2015 [1.5%]	98% / 89%
Active ill-health	S2PA	CMI_2015 [1.5%]	Normal health + 4 years
Deferred	S2PA	CMI_2015 [1.5%]	125% / 102%
Future dependants	S2PMA / S2DFA	CMI_2015 [1.5%]	105% / 102%

Other demographic assumptions are set out in the Actuary’s formal report.



# Appendix 6

## Appendix B – employer deficit recovery plans

As the assets of the Fund are less than the liabilities at the effective date, a deficit recovery plan needs to be adopted such that additional contributions are paid into the Fund to meet the shortfall.

Deficit contributions paid to the Fund by each employer will normally be expressed as £s amounts and it is the Fund’s objective that any funding deficit is eliminated as quickly as the participating employers can reasonably afford based on the

Administering Authority’s view of the employer’s covenant and risk to the Fund.

Recovery periods will be set by the Fund on a consistent basis across employer categories where possible and communicated as part of the discussions with employers. This will determine the minimum contribution requirement and employers will be free to select any shorter deficit recovery period and higher contributions if they wish, including, at the

discretion of the Administering Authority, the option of prepaying the deficit contributions in one lump sum, either on annual basis or a one-off payment. This will be reflected in the monetary amount requested via a reduction in overall £ deficit contributions payable.

The determination of the recovery periods is summarised in the table below:

Category	Normal Deficit Recovery Period	Derivation
Fund Employers	16 years	Determined by reducing the period from the preceding valuation by at least 3 years and to ensure contributions do not reduce versus those expected from the existing plan.
Open Admitted Bodies	16 years	Determined by reducing the period from the preceding valuation by at least 3 years and to ensure contributions do not reduce versus those expected from the existing plan.
Closed Employers	Minimum of 16 years and the future working lifetime of the membership	Determined by the future working life of the membership, and to ensure contributions do not reduce versus those expected from the existing plan.
Employers with a limited participation in the Fund	Determined on a case by case basis	Length of expected period of participation in the Fund

In determining the actual recovery period to apply for any particular employer or employer grouping, the Administering Authority may take into account some or all of the following factors:

- The size of the funding shortfall;
- The business plans of the employer;
- The assessment of the financial covenant of the Employer, and security of future income streams;
- Any contingent security available to the Fund or offered by the Employer such as guarantor or bond arrangements, charge over assets, etc.

The objective is to recover any deficit over a reasonable timeframe, and this will be periodically reviewed. Subject to affordability considerations a key principle will be to maintain overall contribution level at least at the expected monetary levels from the preceding valuation (allowing for any indexation in the deficit payments over the recovery period).

In exceptional circumstances the Fund may depart from the above principles

for an employer or a particular group of employers. Any such exceptions would be determined by the Head of the Fund and reported to the Committee.

**Other factors affecting the Employer Deficit Recovery Plans**

As part of the process of agreeing funding plans with individual employers, the Administering Authority will consider the use of contingent assets and other tools such as bonds or guarantees that could assist employing bodies in managing the cost of their liabilities or could provide the Fund with greater security against outstanding liabilities. All other things equal this could result in a longer recovery period being acceptable to the Administering Authority, although employers will still be expected to at least cover expected interest costs on the deficit.

It is acknowledged by the Administering Authority that, whilst posing a relatively low risk to the Fund as a whole, a number of smaller employers may be faced with significant contribution increases that could seriously affect their ability to function in

the future. The Administering Authority therefore would be willing to use its discretion to accept an evidenced based affordable level of contributions for the organisation for the three years 2017/2020. Any application of this option is at the ultimate discretion of the Head of the Fund in order to effectively manage risk across the Fund. It will only be considered after the provision of the appropriate evidence as part of the covenant assessment and also the appropriate professional advice.

For those bodies identified as having a weaker covenant, the Administering Authority will need to balance the level of risk plus the solvency requirements of the Fund with the sustainability of the organisation when agreeing funding plans. As a minimum, the annual deficit payment must meet the on-going interest costs to ensure, everything else being equal, that the deficit does not increase in monetary terms.

Notwithstanding the above, the Administering Authority, in consultation with the actuary, has also had to consider whether any exceptional arrangements should apply in particular cases.



## Appendix 6

### Appendix C - Ill-Health Captive For Small Employers

#### Overview

For certain employers in the Fund, following discussions with the Fund Actuary and after considering potential alternative insurance arrangements, a captive insurance arrangement is to be established by the administering authority to cover ill-health retirement costs. This will apply for all ill-health retirements from 1 April 2016.

The captive arrangement operates as follows:

- “Premiums” are paid by the eligible employers into a captive fund which is tracked separately by the Fund Actuary in the valuation calculations. The premiums are included in the employer’s future service % contribution rate. The premium for 2017/20 is 1.5% pa.
- The captive fund is then used to meet strain costs emerging from ill-health retirements i.e. there is no impact on funding position for employers within the captive
- Any shortfall in the captive fund is effectively underwritten by all other employers within the Fund. If any excess funds are built up in the Captive, some or all of those excess funds will be held in reserve to act as a contingency against future adverse experience at the discretion of the administering authority based on the advice of the actuary,
- Premiums payable subject to review from valuation to valuation depending on experience and included in employer rates.
- Over the longer-term, given the regular review of the premiums payable into the Captive fund there would be expected to be no net cost to those employers underwriting the Captive Fund in the long-term i.e. any fluctuations in their own contribution requirements arising from experience would smooth out over time.

#### Employers

Those employers (both existing and new) that will be included in the captive are those with less than 150 active members (excluding major Councils).

For all other employers who do not form part of the captive arrangement, the current treatment of ill-health retirements would still apply i.e. the Fund continues to monitor ill-health retirement strain costs incurred against allowance certified with recovery of any excess costs from the employer once the allowance is exceeded.

#### Premium Review

As part of the each actuarial valuation exercise (or earlier review if appropriate) the Fund Actuary will review the experience of the captive fund since the last review.

Should the premiums paid into the captive fund over the period not be sufficient to cover the ill-health retirement costs emerging, any shortfall in the fund will be allocated across all those employers within the Fund underwriting the captive. If any excess funds are built up in the Captive, some or all of those excess funds will be held in reserve to act as a contingency against future adverse experience at the discretion of the administering authority based on the advice of the actuary.

The ongoing premium payable by those employers within the captive fund will also be assessed as part of this process and will be set by the Actuary to cover the period until the next review (e.g. to the next actuarial valuation assessment). The Premiums that will be assessed will take into account the expected level of future ill-health retirements across those employers within the captive and also to reflect any adverse/favourable experience where appropriate.

### Appendix D - Glossary

**Actuarial Valuation:** an investigation by an actuary into the ability of the Fund to meet its liabilities. For the LGPS the Fund Actuary will assess the funding level of each participating employer and agree contribution rates with the administering authority to fund the cost of new benefits and make good any existing deficits as set out in the separate Funding Strategy Statement. The asset value is based on market values at the valuation date.

**Administering Authority:** the council with a statutory responsibility for running the Fund and that is responsible for all aspects of its management and operation.

**Admission bodies:** A specific type of employer under the Local Government Pension Scheme (the “LGPS”) who do not automatically qualify for participation in the Fund but are allowed to join if they satisfy the relevant criteria set out in the Regulations.

**Benchmark:** a measure against which fund performance is to be judged.

**Best Estimate Assumption:** an assumption where the outcome has a 50/50 chance of being achieved.

**Bonds:** loans made to an issuer (often a government or a company) which undertakes to repay the loan at an agreed later date. The term refers generically to corporate bonds or government bonds (gilts).

**Career Average Revalued Earnings Scheme (CARE):** with effect from 1 April 2014, benefits accrued by members in the LGPS take the form of CARE benefits. Every year members will accrue a pension benefit equivalent to 1/49th of their pensionable pay in that year. Each annual pension accrued receives inflationary increases (in line with the annual change in the Consumer Prices Index) over the period to retirement.

**CPI:** acronym standing for “Consumer Prices Index”. CPI is a measure of inflation with a basket of goods that is assessed on an annual basis. The reference goods and services differ from those of RPI. These goods are expected to provide lower, less volatile inflation increases. Pension increases in the LGPS are linked to the annual change in CPI.

**Covenant:** the assessed financial strength of the employer. A strong covenant indicates a greater ability (and willingness) to pay for pension obligations in the long run. A weaker covenant means that it appears that the employer may have difficulties meeting its pension obligations in full over the longer term or affordability constraints in the short term.

**Deficit:** the extent to which the value of the Fund’s past service liabilities exceeds the value of the Fund’s assets. This relates to assets and liabilities built up to date, and ignores the future build-up of pension (which in effect is assumed to be met by future contributions).

**Deficit recovery period:** the target length of time over which the current deficit is intended to be paid off. A shorter period will give rise to a higher annual contribution, and vice versa.

**Discount Rate:** the rate of interest used to convert a cash amount e.g. future benefit payments occurring in the future to a present value.

**Employer’s Future Service Contribution Rate:** the contribution rate payable by an employer, expressed as a % of pensionable pay, as being sufficient to meet the cost of new benefits being accrued by active members in the future. The cost will be net of employee contributions and will include an allowance for the expected level of administrative expenses.

**Employing bodies:** any organisation that participates in the LGPS, including admission bodies and Fund employers.

**Equities:** shares in a company which are bought and sold on a stock exchange.

**Funding or solvency Level:** the ratio of the value of the Fund’s assets and the value of the Fund’s liabilities expressed as a percentage.

**Funding Strategy Statement:** this is a key governance document that outlines how the administering authority will manage employer’s contributions and risks to the Fund.

**Investment Strategy:** the long-term distribution of assets among various asset classes that takes into account the Funds objectives and attitude to risk.

**Government Actuary’s Department (GAD):** the GAD is responsible for providing actuarial advice to public sector clients. GAD is a non-ministerial department of HM Treasury.

**Guarantee / guarantor:** a formal promise by a third party (the guarantor) that it will meet any pension obligations not met by a specified employer. The presence of a guarantor will mean, for instance, that the Fund can consider the employer’s covenant to be as strong as its guarantor’s.

**Letting employer:** an employer that outsources part of its services/workforce to another employer, usually a contractor. The contractor will pay towards the LGPS benefits accrued by the transferring members, but ultimately the obligation to pay for these benefits will revert to the letting employer.



## Appendix 6

### Appendix D - Glossary

**Liabilities:** the actuarially calculated present value of all benefit entitlements i.e. Fund cashflows of all members of the Fund, built up to date or in the future. The liabilities in relation to the benefit entitlements earned up to the valuation date are compared with the present market value of Fund assets to derive the deficit and funding/solvency level. Liabilities can be assessed on different set of actuarial assumptions depending on the purpose of the valuation.

**LGPS:** the Local Government Pension Scheme, a public sector pension arrangement put in place via Government Regulations, for workers in local government. These Regulations also dictate eligibility (particularly for Scheduled Bodies), members' contribution rates, benefit calculations and certain governance requirements.

**Maturity:** a general term to describe a Fund (or an employer's position within a Fund) where the members are closer to retirement (or more of them already retired) and the investment time horizon is shorter. This has implications for investment strategy and, consequently, funding strategy.

**Members:** The individuals who have built up (and may still be building up) entitlement in the Fund. They are divided into actives (current employee members), deferreds (ex-employees who have not yet retired) and pensioners (ex-employees who have now retired, and dependants of deceased ex-employees).

**Minimum risk funding basis:** more cautious funding basis than the existing valuation basis. The relevant discount rate used for valuing the present value of liabilities is based on the yields from Government Bonds or Swaps.

**Orphan liabilities:** liabilities in the Fund for which there is no sponsoring employer within the Fund. Ultimately orphan liabilities must be underwritten by all other employers in the Fund.

**Percentiles:** relative ranking (in hundredths) of a particular range. For example, in terms of expected returns a percentile ranking of 75 indicates that in 25% of cases, the return achieved would be greater than the figure, and in 75% cases the return would be lower.

**Phasing/stepping of contributions:** when there is an increase/decrease in an employer's long term contribution requirements, the increase in contributions can be gradually stepped or phased in over an agreed period. The phasing/stepping can be in equal steps or on a bespoke basis for each employer.

**Pooling:** employers may be grouped together for the purpose of calculating contribution rates, (i.e. a single contribution rate applicable to all employers in the pool). A pool may still require each individual employer to ultimately pay for its own share of deficit, or (if formally agreed) it may allow deficits to be passed from one employer to another.

**Prepayment:** the payment by employers of contributions to the Fund earlier than that certified by the Actuary. The amount paid will be reduced in monetary terms compared to the certified amount to reflect the early payment.

**Present Value:** the value of projected benefit payments, discounted back to the valuation date.

**Profile:** the profile of an employer's membership or liability reflects various measurements of that employer's members, i.e. current and former employees. This

includes: the proportions which are active, deferred or pensioner; the average ages of each category; the varying salary or pension levels; the lengths of service of active members vs their salary levels, etc.

**Prudent Assumption:** an assumption where the outcome has a greater than 50/50 chance of being achieved i.e. the outcome is more likely to be overstated than understated. Legislation and Guidance requires the assumptions adopted for an actuarial valuation to be prudent.

**Rates and Adjustments Certificate:** a formal document required by the LGPS Regulations, which must be updated at least every three years at the conclusion of the formal valuation. This is completed by the actuary and confirms the contributions to be paid by each employer (or pool of employers) in the Fund for the three year period until the next valuation is completed.

**Real Return or Real Discount Rate:** a rate of return or discount rate net of (CPI) inflation.

**Recovery Plan:** a strategy by which an employer will make up a funding deficit over a specified period of time ("the recovery period"), as set out in the Funding Strategy Statement.

**Scheduled bodies:** types of employer explicitly defined in the LGPS Regulations, whose employers must be offered membership of their local LGPS Fund. These include Councils, colleges, universities, police and fire authorities etc, other than employees who have entitlement to a different public sector pension scheme (e.g. teachers, police and fire officers, university lecturers).

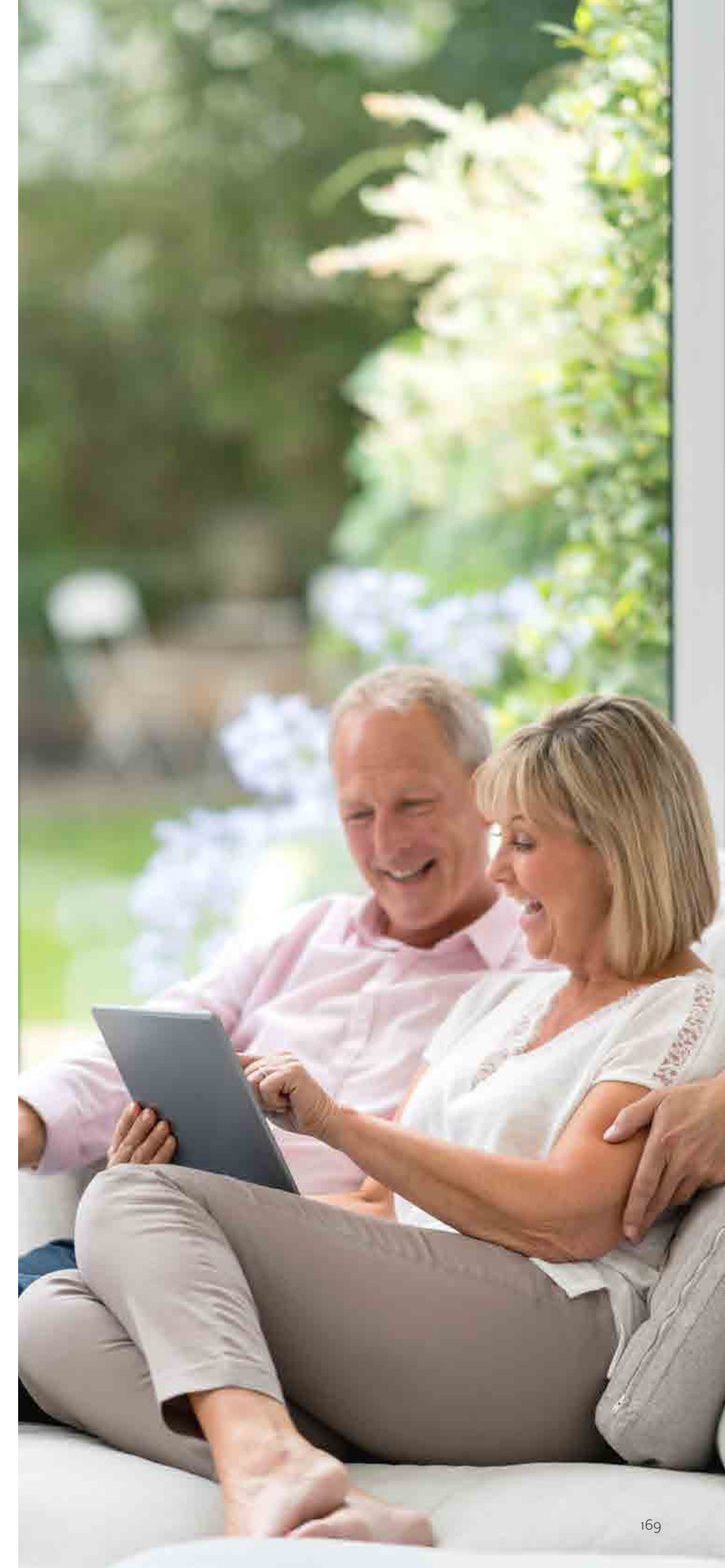
**Fund / Scheme Employers:** employers that have the statutory right to participate in the LGPS. These organisations (set out in Part 1 of Schedule 2 of the 2013 Regulations) would not need to designate eligibility, unlike the Part 2 Fund Employers.

**Section 13 Valuation:** in accordance with Section 13 of the Public Service Pensions Act 2014, the Government Actuary's Department (GAD) have been commissioned to advise the Department for Communities and Local Government (DCLG) in connection with reviewing the 2016 LGPS actuarial valuations. All LGPS Funds therefore will be assessed on a standardised set of assumptions as part of this process.

**Solvency Funding Target:** an assessment of the present value of benefits to be paid in the future. The desired funding target is to achieve a solvency level of a 100% i.e. assets equal to the accrued liabilities at the valuation date assessed on the ongoing concern basis.

**Valuation funding basis:** the financial and demographic assumptions used to determine the employer's contribution requirements. The relevant discount rate used for valuing the present value of liabilities is consistent with an expected rate of return of the Fund's investments. This includes an expected out-performance over gilts in the long-term from other asset classes, held by the Fund.

**50/50 Scheme:** in the LGPS, active members are given the option of accruing a lower personal benefit in the 50/50 Scheme, in return for paying a lower level of contribution.



# Appendix 7

## Investment Strategy Statement

### 1. Introduction

Lancashire County Council (“LCC”) is the administering authority of the Lancashire County Pension Fund (the “Fund”). This Investment Strategy Statement (“the Statement”) has been prepared in accordance with DCLG guidance on Preparing and Maintaining an Investment Strategy Statement (July 2017) and after taking appropriate advice.

As set out in the Regulations, the Committee will review this Statement from time to time, but at least every three years, and revise it as necessary. Also, in the event of a significant change in relation to any matter contained in this Statement, changes will be reflected within six months of the change occurring.

The Regulations require all Administering Authorities to take “proper advice” when formulating an investment strategy. In preparing this document and the overall investment strategy the Committee has taken advice from the LCPF Investment Panel (a panel of independent advisors appointed by LCC for the purpose of providing advice on pension related matters), the Lancashire Local Pension Board and the Local Pension Partnership Investment Limited which is a FCA regulated investment manager with specific expertise and regulatory permissions to provide advice on investments.

### 2. Investment Objectives

The Fund’s primary investment objective is to ensure that over the long term the Fund will have sufficient assets to meet all pension liabilities as they fall due.

In order to meet this overriding objective the Committee maintains an investment policy so as to:

- Maximise the returns from investments whilst keeping risk within acceptable levels and ensuring liquidity requirements are at all times met;
- Contribute towards achieving and maintaining a future funding level of 100%;

The Fund will use its influence as a large institutional investor to encourage responsible long-term behaviour.

### 3. Asset Allocation Framework

To pay benefits over time the Fund needs to generate a rate of return that is at least equal to the actuarial discount rate. The starting point for considering asset allocation is a simple portfolio of bonds and equities. However, this basic portfolio does not maximise diversification and therefore risk adjusted return.

In order to prudently diversify sources of risk and return, the Fund allocates capital across a wide variety of different asset classes. To be added to the portfolio, asset classes are first judged for suitability; they have to be well understood by the committee, consistent with the Fund’s risk and return objectives; and they have to make a significant

contribution to the portfolio by improving overall return and risk characteristics. In addition, the new asset classes have to be less than perfectly correlated with equities and bonds, so that the portfolio benefits from increased diversification. The fund has identified a total of eight asset classes that, combined, form the policy portfolio.

The eight asset classes shown below have different exposures to economic factors (GDP growth and inflation) and combine different geographies and currencies. In assessing suitability the Committee has considered the respective return drivers, exposure to economic growth and sensitivity to inflation – each an important consideration, relative to the sensitivities of the Fund’s liabilities and managing risk.

Asset Class	Long-Term Return Drivers	Economic Growth *	Inflation *	Geography	Currency
Global Equity	- Economic growth - Dividend income - Earnings growth - Change in company valuation	+	+/- **	Diversified	Diversified
Private Equity	- Economic growth - Company growth - Earnings growth - Change in company valuation - Availability of finance - Illiquidity premium	+	+/- **	Diversified	Diversified
Fixed Income	- Yield (minus credit losses) - Valuation increases as bonds approach maturity - Change in yield	-	-	Diversified	Diversified
Alternative Credit	- Yield (minus credit losses) - Valuation increases as bonds approach maturity - Change in yield - Illiquidity premium	+	-	Diversified	Diversified
Property	- Rental yield (minus expenses) - Rental growth - Capital growth	+	+/- **	Predominantly UK	Predominantly GBP
Infrastructure	- Dividend income - Dividend growth - Capital growth	+	+	Predominantly UK	Predominantly GBP
Total Return	- Diversified	Low correlation	Low correlation	Diversified	Diversified
Cash	- Yield	+	-	Predominantly UK	Predominantly GBP

\* Sensitivities shown are to positive shocks, i.e., if growth and inflation surprise on the upside.

\*\* Property, public and private equities expected to provide partial inflation protection.

These are the eight building blocks used to create the policy portfolio. The Committee, advised by the Investment Panel, have determined benchmark weights to each asset class which it believe to be best suited to meeting the long term objectives of the Fund. It has also identified tolerance ranges within which shorter term variations would be tolerated and/or actively pursued due to a combination of relative returns and investment opportunity.

The benchmark weight and tolerances are shown in the table below. The weights are to be maintained within the ranges, as long as the scheme can find attractive opportunities that meet its return, risk, and cash flow requirements. In the absence of opportunities investments will not be “forced” and under/over allocations may be made to any asset class whilst also remaining within the tolerance ranges. Should any allocation fall outside of the range the Committee shall seek to bring the

allocation back within the range as soon as suitable opportunities are identified.

The Investment Panel review the Strategic Asset Allocations and recommend any changes to the Committee. Consequently, there were some alterations to the Strategic Asset Allocations approved by Committee in December 2017. In addition, the Committee and/or the LCPF Investment Panel review any exposures which arise outside these tolerances and advise appropriate action.



# Appendix 7

## Investment Strategy Statement

Asset Class	Benchmark weight (%)	Range (%)
Global Equities	42.5	40-50
Private Equity	5.0	0-10
Property	15.0	10-20
Infrastructure	15.0	10-20
Fixed Income	2.5	0-5
Alternative Credit	19.0	10-25
Total Return	0.0	0-5
Cash	1.0	0-5
Total	100.0	

The policy portfolio has a number of illiquid assets that could prove difficult to sell in a period of market turmoil. Due to the fact that most of these assets generate income that can be used to pay benefits throughout the business cycle, (e.g. income from infrastructure and rent payments from properties), the scheme has determined that the illiquidity premiums that are generated from holding these assets are enough compensation for the level of risk.

Each asset class has its own specific investment objective (benchmark and investment performance target) and within each asset class there are further diversification controls. The mandates are managed by Local Pensions Partnership Investments Ltd (LPP I), to whom the Fund has delegated investment management and implementation duties in line with the principle of asset pooling within LGPS. LPP I has discretion to act on behalf of the Committee in order to implement the allocations set out in the Policy Portfolio. This includes determining any over/under allocation within the tolerance ranges. Should allocations fall outside of the ranges LPP I is responsible for informing LCPF and agreeing appropriate action.

### Global Equities

The objective is to outperform the MSCI All Country World, net dividends reinvested, in GBP Index over the full market cycle which is considered to be at least seven years (the “Benchmark”). Equity investments are made via LPP I, by investing in underlying funds which may be managed by LPP I (“Internal Mandates”), or by external third parties (“External Mandates”).

### Private Equity

The objective is to outperform the MSCI World, net dividends reinvested, in GBP Index and provide investors with access to attractive private equity opportunities. All new investments will include, but not be limited to the following sectors: Buyout, Venture Capital, Growth Equity, Special Situations/Distressed and Upstream Energy.

### Property

The objective is to gain cost effective, diversified exposure to UK and international property assets that meet its investment objectives: to generate a return in excess of the benchmark; earn predictable cash flows; and provide a partial hedge against inflation. The largest exposure of the portfolio will be to traditional sectors of the UK commercial

real estate market. A smaller allocation will be made to value-added and opportunistic investments. The benchmark is the UK CPI + (4-6)% pa net over a 10 year period.

### Infrastructure

The objective is to gain cost effective, diversified exposure to global infrastructure assets located predominantly in the UK or otherwise in OECD nations. These investments seek to generate a satisfactory risk adjusted return; improve diversification; provide predictable cash flows; and indirectly hedge against inflation. The benchmark is the UK CPI + (4-6)% pa net over a 10 year period

### Fixed Income

The objective is to outperform the 1 month GBP LIBOR. The LPP I Pool will pursue this aim by investing in underlying funds which may be managed by LPP I (“Internal Mandates”), or by external third parties (“External Mandates”) which are consistent with the Fixed Income Pool’s investment objectives and restrictions.

### Alternative Credit

The objective is to gain cost effective exposure to diverse sources of return linked to global credit markets and credit instruments. The LPP I investment pool will pursue this aim primarily by allocating capital to investment vehicles, mandates or pooled funds managed by external third parties (“External Mandates”). The benchmark is the 1 month GBP LIBOR.

### Total Return

The LPP I total return pool seeks to gain cost effective exposure to diversifying sources of return distinct from global equity beta and bond duration. The LPP I pool will pursue this aim primarily by allocating capital to investment strategies managed by external third parties (“External Mandates”). The benchmark is the 1 month GBP LIBOR

### Cash/ Liquidity

The objective is to achieve cost effective management of cash balances by allocating capital to securities or funds in appropriate markets. The benchmark for the Liquidity pool is 1 month GBP LIBOR.

### 4. Investment Governance

The Committee is responsible for approving and reviewing on a regular basis an overall Investment Strategy and determining asset allocation to such asset classes as the Investment Panel consider appropriate. This includes setting the higher level objectives and risk tolerances of the scheme. The Committee, in conjunction with the scheme’s actuary, sets the required rate of return needed to achieve its objectives and the risks it is willing to take. Once these parameters are established, the Committee will determine the strategic asset allocation or policy portfolio that it believes has the highest probability of succeeding.

#### The Investment Panel will:

- review the Fund’s long term investment strategy and where necessary make

recommendations to the Pension Fund Committee;

- Advise on strategic and/or tactical asset allocations proposed by LPP I

- Restrict and control the range of asset allocations used by LPP I

- consider appropriate risk management strategies to include the matching of pension liabilities with suitable investments, possibly involving derivatives, and where necessary make recommendations to the Pension Fund Committee;

- consider foreign exchange hedging strategies relating to the equity and/or other asset allocations and where necessary make recommendations to the Pension Fund committee;

- monitor and review the investment activity; and

- Review and report on the performance of the Fund and where necessary make recommendations to the Pension Fund Committee.

The implementation of the asset allocation is delegated to an expert investment manager – Local Pension Partnership Investment Ltd (LPP I). LCC is a founding shareholder of LPP I and maintains ongoing corporate governance controls but plays no direct role in Investment Management activities. The Committee, advised by the LCPF Investment Panel, will monitor the performance of LPP I and the portfolio.

### Investment Implementation

The implementation of investment Strategy is delegated to Local Pensions Partnership Investment Ltd, an FCA authorised company. The partnership was set up by the London Pensions Fund Authority (LPFA) and Lancashire County Council for the purpose of achieving economies of scale, greater internal resource and superior investment opportunities. The partnership brings the benefit of scale and expert

resources beyond that which would be available to the Fund alone. This facilitates lower costs and a broader opportunity set which together facilitate improved net returns. Pooled vehicles are used wherever appropriate. Where assets are not physically pooled the management is typically pooled.

The partnership has created eight investment pools to allow access to the asset classes listed in the Asset Allocation Framework section. The investment pools are a combination of internally managed and externally managed strategies that offer an effective and efficient way of achieving asset class exposures.

The Fund also expects to benefit from scale via pooling arrangements with other funds in order to better access direct investments in areas such as infrastructure.

Some of the pools are expected to use derivatives as part of their strategies. Derivatives can reduce implementation costs, or change economic exposures. They may be used for both active and passive management strategies. The broad use of derivatives is explicitly approved by the Committee for both investment purposes and efficient portfolio management. Both exchange traded and over the counter derivatives may be used.

Whilst this Statement is permissive with regards to the use of derivatives in general, the practical implementation of these freedoms is limited by specific agreements in place between the Fund and LPP I. The LCPF Investment Panel advise the Committee on these agreements. Derivatives shall only be used where their use is agreed within these specific agreements.



# Appendix 7

## Investment Strategy Statement

### 5. Pooling of Assets

LPP I are responsible for managing 100% of the assets of the Fund. The large majority of the Fund’s assets have been transitioned into investment pooling vehicles, also managed by LPP I. A small minority of assets will remain on the balance sheet of the Fund as “legacy assets”. Assets will be held as legacy assets if; the costs of transitioning outweigh any potential gains, the assets have reached “harvesting period”, or transitioning would have a negative impact on the scheme’s investment strategy. Proceeds from assets in “harvesting period” will be reinvested through LPP asset pools.

LCPF Assets				
Asset Class	Transitioned / Transitioning*	Legacy*	Total*	Legal Structure
Public Equity	43.8%	0.0%	43.8%	Authorised Collective Scheme
Private Equity	7.4%	0.0%	7.4%	Limited Partnership
Infrastructure	9.2%	3.4%	12.5%	Limited Partnership
Property	9.6%	0.5%	10.1%	Exempt Unauthorised Unit Trust**
Total Return	0.0%	0.0%	0.0%	Limited Partnership **
Alternative Credit	13.7%	8.5%	22.1%	Limited Partnership **
Fixed Income	0.0%	0.0%	0.0%	Authorised Collective Scheme **
Cash	4.3%	0.0%	4.3%	Authorised Collective Scheme***
Total	87.6%	12.4%	100.0%	Information correct as at 31st December 2017.

\* estimated figures \*\* subject to change \*\*\* cash pooling vehicle currently dormant

#### November 2015 investment reform and criteria guidance on pooling

The Fund has selected Local Pensions Partnership Limited (LPP) and its subsidiary LPP I to facilitate investment pooling. LPP has communicated its structure to DCLG via its response to the July 2016

consultation. This structure and associated business plan is consistent with the criteria contained within the November guidance and any change which result in failure to meet the criteria will be notified to the Scheme Advisory Board and the secretary of State.

### 6. Risk Management

The overriding objective of the Fund in respect of its investments is to maximise return within an acceptable and understood level of risk

Key risks to the Fund as outlined in the Funding Strategy Statement are:

- Investment markets fail to perform in line with expectations
- Market yields move at variance with assumptions
- Investment Fund Managers fail to achieve performance targets over the longer term especially as there is a large concentration of investments with LPP with the resultant risk of personnel change
- Asset re-allocations in volatile markets may lock in past losses
- Pay and price inflation is significantly higher than anticipated
- Demographic risks
- Regulatory changes
- Changes to national pension requirements and/or Inland Revenue rules

These risks are monitored and managed with diversification being a very important risk management tool. As described in the section on Asset Allocation, the scheme will seek to maintain a diversified exposure to several different asset classes, geographies, and currencies. The Committee expect this to provide (at least) two levels of protection: first, in periods of market turmoil, some assets will preserve capital better than others, allowing the portfolio to better withstand a shock. Second, in periods of rising markets, some assets will do better than others, and since the Board do not know with certainty which ones will do best, it is better to diversify.

The asset class pools described in the implementation section are also subject to a number of constraints to allow for intra-

asset class diversification, including sector, country, manager, and maximum exposure to a single asset.

Operational risk is minimised by having custody of the Fund’s financial assets provided by a regulated, external, third party, professional custodian. Equivalent arrangements are in place where investments are made into pooled vehicles, such as those managed by LPP I.

#### Performance measurement

Fund performance is measured at a number of different levels. The objective of the Fund is to outperform the actuarial discount rate. The Policy Portfolio is selected by the Committee, with advice from the LCPF Investment Panel, and LPP I, the delegated investment manager, and is expected to generate returns above the discount rate over the long run.

The performance of the pooling arrangements is monitored via regular reporting and through quarterly Investment Panel meetings. Performance for LPP I is measured against the policy portfolio. LPP I seeks to outperform the policy portfolio on a risk adjusted basis, via active sub-asset class selection, selecting the best stocks/ managers for each of the pools and by implementing investments in a low cost manner. Performance for the investment pools is measured against widely used and transparent benchmarks.

Where performance falls short of expectations the Committee and the Investment Panel will identify the cause of this underperformance and will respond appropriately either to alter its Policy Portfolio (where asset allocation is the underlying cause) or to require changes to the management of the pooling vehicles (where management skill within LPP I is the underlying cause). This latter intervention is enabled through Committee’s discretion to remove any of the LPP I pooled funds from the list of approved funds for use within the

Policy Portfolio. In practice, LCPF would expect to work collaboratively with LPP I to identify and remedy the cause of any underperformance.

### 7. Environmental Social and Corporate Governance (ESG) Policy, and approach to social investments

The Fund is committed to being a long term responsible investor. The Fund complies with and follows the principles of both the UK Stewardship Code and to the UN-backed Principles of Responsible Investment.

Responsible Investment is an investment approach which recognises the significance of the long-term health and stability of the market as a whole and encompasses

- the integration of material ESG factors within investment analysis and decision-making
- the active use of ownership rights in order to protect and enhance shareholder value over the long term – primarily through voting and engagement.

The objective of responsible investment is to decrease investor risk and improve risk-adjusted returns. Responsible investment principles are at the foundation of the Fund’s approach to stewardship and underpin the Fund’s fulfilment of its fiduciary duty to scheme beneficiaries.

The Pension Fund has established a Responsible Investment Working Group with a remit to review current arrangements and to report to the Pension Fund Committee on findings and recommendations. This is in line with fulfilling the duties of Lancashire County Council as an administering authority under the LGPS regulations (the function

having been delegated to the Pension Fund Committee). The Working Group has consulted with the Local Pension



## Appendix 7

### Investment Strategy Statement

Board as part of developing an RI Policy and a Policy on Climate Change for the Fund which set out values, principles and priorities. Both policies are currently under recommendation to the Pension Fund Committee and are available at the following link.

Responsibility for the practical implementation of the Fund's approach to RI is devolved to LPP I as LCPF's provider of investment management services.

ESG integration and the active use of ownership influence are integral to the investment management services provided by LPP I, which are delivered in accordance with an LPP I Responsible Investment Policy. It is an LPP I RI belief that ESG factors are relevant at every stage in the investment cycle - within investment strategy, investment selection and within the stewardship of assets in ownership. As part of a prudent approach which applies care, skill and diligence LPP I procedures ensure that ESG issues are routinely considered as part investment analysis, are incorporated into the due diligence leading to investment selection and continue to be monitored and reviewed as part of the active ownership of assets under management.

The approach to incorporating ESG factors is to establish the type and materiality of relevant issues on a case by case basis, whilst taking account of global norms, rather than to apply artificial exclusions through negative screening. ESG factors are considered over the time horizon within which specific investments are likely to be held, in order to clarify the context that risks and returns operate within and assist the evaluation of investment risks and opportunities.

The Fund shall invest on the basis of financial risk and return having considered a full range of factors contributing to financial risk including both those detailed above and

relevant social factors to the extent these indirectly or directly impact on financial risk and return.

#### Exercising the Rights of Ownership

The Fund recognises that encouraging the highest standards of corporate governance and promoting corporate responsibility by investee companies protects the financial interests of pension fund members over the long term. The Fund's commitment to actively exercising the ownership rights attached to its investments, reflects the Fund's conviction that responsible asset owners should maintain oversight of the way in which, the enterprises they invest in are managed and how their activities impact upon customers, clients, employees, stakeholders, and wider society.

The routes for exercising ownership influence vary across asset types and a range of activities are undertaken on the Fund's behalf by LPP I, including direct representation on company boards, presence on investor & advisory committees and participation in partnerships and collaborations with other investors. In the case of listed equities the most direct form of ownership influence comes through shareholder voting and engagement.

#### Voting

In most cases the Fund holds no direct ownership of shares of companies. However, through the investments managed by LPP I, the Fund has indirect ownership interests in listed companies across the globe. To ensure effective and consistent use of the voting rights attached to these assets LPP I, works with an external provider of governance and proxy voting services.

Voting is undertaken centrally rather than being delegated to individual managers and is in line with LPP I's Shareholder Voting Policy, which promotes risk mitigation and long-term shareholder value creation by supporting responsible global corporate

governance practices. The policy is reviewed and updated on an annual basis to reflect emerging issues and trends.

A quarterly report on voting activity is available from the LPP website which is signposted via a link from the LCPF website.

#### Engagement

The Fund's approach to engagement recognises the importance of working in partnership to magnify the voice and maximise the influence of investors as owners. The Fund appreciates that to gain the attention of companies in addressing governance concerns, it needs to join with other investors sharing similar concerns. It does this primarily through:

- Membership of representative bodies including the Local Authority Pension Fund Forum (LAPFF) and the Pensions and Lifetime Savings Association (PLSA).
- Giving support to shareholder resolutions where these reflect concerns which are shared and represent the Fund interests;
- Joining wider lobbying activities when appropriate opportunities arise.

The Fund is a Tier 1 signatory to the UK Stewardship Code and a detailed statement of compliance which explains the arrangements which support its commitment to each of the seven principles is displayed on the Fund's website.

#### 8. Compliance with Myners' Principles

In 2000, the Government commissioned a 'Review of Institutional Investment in the United Kingdom' by Paul Myners. Following the report the Government issued a set of investment principles which have subsequently been reviewed by HM Treasury.

The Fund has considered the principles and considers that it is compliant with them.







## Contact Details

[www.yourpensionservice.org.uk](http://www.yourpensionservice.org.uk)

### Benefits and other administrative issues

LPP – Your Pension Service

PO Box 1381

Preston

PR2 0WP

Phone: 0300 323 0260

Email: [askpensions@localpensionspartnership.org.uk](mailto:askpensions@localpensionspartnership.org.uk)

### Investment management

LPP

Norwest Court

Guildhall Street

Preston

PR1 3NU

Phone: 0300 323 0260

Email: [info@localpensionspartnership.org.uk](mailto:info@localpensionspartnership.org.uk)

2nd Floor

169 Union Street

London SE1 0LL

Phone: 020 7369 6000

Email: [info@localpensionspartnership.org.uk](mailto:info@localpensionspartnership.org.uk)

### Pension Fund Accounts

Abigail Leech

Head of Pension Fund

Phone: 01772 530808

E-mail: [abigail.leech@lancashire.gov.uk](mailto:abigail.leech@lancashire.gov.uk)