

WEST YORKSHIRE PENSION FUND

ADMINISTERED BY CITY OF BRADFORD METROPOLITAN DISTRICT COUNCIL

PENSION SCHEMES REGISTRY NUMBER 10041078



REPORT AND ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2018



West Yorkshire Pension Fund

SECTION 1- FOREWORD

West Yorkshire Pension Fund (WYPF) is a local government pension scheme, founded in 1974. At the end of March 2018 we had 286,471 members and 443 employers across the UK. Our largest employers are the five West Yorkshire councils; Bradford, Calderdale, Kirklees, Leeds and Wakefield.

Following the substantial increase in value of over 22% in 2016/17, the value of the fund decreased slightly during 2017/18 by 0.48% (£65.6m) to £13.56 billion; this was mainly due to the substantial transfer of FirstGroup West Yorkshire's liabilities to Greater Manchester Pension Fund. With the continuing rise in equity markets over the first nine months of the year the Investment Advisory Panel decided that the exposure to equities which had reached over 70% should be reduced over this calendar year to the strategic benchmark allocation. This reduction, in addition to reducing volatility in the portfolio, will ensure a significant margin of liquid assets in the portfolio to meet further planned transfers to Greater Manchester Pension Fund as well as planned increases to investment in infrastructure, referred to in the section on pooling below. The Investment Advisory Panel will continue to review the asset allocation quarterly, and make adjustments against the benchmark based on future expected returns.

The government requires LGPS funds to pool assets in order to achieve cost efficiencies on investments. Having the lowest cost of investments of all the LGPS funds, we concur with the objectives, although we will benefit less than the average fund from the process. We are working with our pooling partners, two other large, efficient metropolitan funds, Greater Manchester and Merseyside, to develop the Northern Pool, and together have already achieved lower costs in some areas without compromising anticipated returns. The Northern Pool (NP) continues to meet all the deadlines set by the government. The NP has appointed Northern Trust Global Services PLC to be the joint custodian, and in respect of investing in infrastructure, the £1.4 billion fund we have established has already invested over £600m into greenfield and existing assets, which will generate a good return as well as providing a good yield to facilitate the payment of pensions.

Our pension's administration teams take great pride in delivering a high quality service at a very low cost. This has been achieved by system efficiencies, mostly developed in house by our dedicated staff. Other schemes have recognised our quality and low cost and as a result our shared service administration provision has grown. Last year we provided administration for Lincolnshire Pension Fund and eight Fire and Rescue Authorities. This has now increased to eleven Fire and Rescue Authorities, and will further increase to thirteen by summer 2018. The London Borough of Hounslow will also be joining our shared service arrangements in August this year demonstrating our ability to deliver a low-cost high quality service.

I would like to thank members of the Joint Advisory Group, the Investment Advisory Panel, and our External Advisors, as well as the administration and investment staff, for all their efforts and commitment, which is evident in the continuing success of the Fund.

SECTION 1- FOREWORD

As usual, I am sure you will find the Report and Accounts interesting and informative, as it demonstrates that the fund remains well funded and financially sound, and will provide financial security in retirement for its members.

Councillor Andrew Thornton
Chairman
Joint Advisory Group and
Investment Advisory Panel



SECTION 2- MANAGEMENT STRUCTURE

Management Structure

Members of the WYPF Joint Advisory Group		
Bradford Council		
Councillor A Thornton Chairman	Councillor G Miller Deputy Chairman	Councillor S Lal
Calderdale Council		
Councillor B Metcalfe	Councillor S Baines MBE	Councillor J Lynn
Kirklees Council		
Councillor E Firth	Councillor F Loonat	Councillor H Richards
Leeds Council		
Councillor P Davey	Councillor P Harrand	Councillor N Dawson
Wakefield Council		
Councillor D Jones	Councillor J Speight	Councillor G Stokes
Trades Union Representatives		
I Greenwood OBE – UNISON	Tristan Chard – GMB	Liz Bailey – UNISON
Scheme Member Representatives		
Kenneth Sutcliffe	Wendy Robinson	
Representative from the Councils of West Yorkshire		
Andrew Crookham Assistant Director, Finance and Procurement – BMDC		

SECTION 2- MANAGEMENT STRUCTURE

Members of the WYPF Investment Advisory Panel		
Bradford Council		
Councillor A Thornton Chairman	Councillor G Miller	
Calderdale Council		
Councillor B Metcalfe	Councillor S Baines MBE	
Kirklees Council		
Councillor E Firth	Councillor H Richards	
Leeds Council		
Councillor P Davey	Councillor P Harrand	
Wakefield Council		
Councillor Ms J Speight	Councillor L Shaw	
Trade Union Representatives		
I Greenwood OBE – UNISON Deputy Chairman Tristan Chard – GMB Liz Bailey – UNISON		
West Yorkshire Pension Fund		
Rodney Barton – Director		
External Advisers	Noel Mills	Mark Stevens
Representative from the Councils of West Yorkshire		
Nigel Broadbent Head of Finance – Calderdale Council		
Scheme Member Representatives		
Stuart Imeson	Gerald Hey	

SECTION 2- MANAGEMENT STRUCTURE

Members of the WYPF Local Pension Board		
Employer Representatives		
Councillor M Slater Bradford MDC Chairman	Councillor M Isherwood Wakefield MDC	Ruth Manning Northern School of Contemporary Dance
	Councillor G Hyde Leeds City Council	
Member Representatives		
Gary Nesbitt – GMB	Colin Sykes – Unison	Mark Morris – Unite
Mick Binks – Unison		

Internal Dispute Resolution Adjudicators	
Appointed Persons for Stage 1 Internal Dispute Resolution Procedure (IDRP)	Rodney Barton – Director, WYPF City of Bradford Metropolitan District Council WYPF Ground Floor Aldermanbury House 4 Godwin Street Bradford BD1 2ST
Appointed Persons for Stage 2 Internal Dispute Resolution Procedure (IDRP)	Kersten England Chief Executive City of Bradford Metropolitan District Council City Hall Bradford BD1 1HY
IDRP Medical Adviser	Santia Occupational Health Santia House Parc Nantgarw Cardiff CF15 7QX

SECTION 2- MANAGEMENT STRUCTURE

Appointed service providers and advisers		
Actuarial services	Aon Hewitt 25 Marsh Street Bristol BS1 4AQ	
AVC providers	Prudential Lancing BN15 8GB	Scottish Widows PO Box 902 15 Dalkeith Road Edinburgh EH16 5BU
	Equitable Life Assurance Society PO Box 177 Walton Street Aylesbury Buckinghamshire HP21 7YH	
Section 151 officer	Andrew Crookham Assistant Director-Finance and Procurement City of Bradford Metropolitan District Council Britannia House Bradford BD1 1HX	
Auditors	Mazars LLP Gelderd Road Gildersome Leeds LS27 7JN	
Banking and Custodial Services	HSBC 8 Canada Square Canary Wharf London E14 5HQ	
Legal Adviser	Michael Bowness Interim City Solicitor City of Bradford Metropolitan District Council City Hall Bradford BD1 1HY	

SECTION 2- MANAGEMENT STRUCTURE

Pensions Computer Services	Civica Plc Vanguard House Dewsbury Road Leeds LS11 5DD
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SECTION 3 – LOCAL PENSION BOARD ANNUAL REPORT

West Yorkshire Pension Fund Pension Board Annual Report

Pension Boards

Introduction

I am pleased to present the report of the local pension board of West Yorkshire Pension Fund (WYPF) for the year 2017/2018.

The board operates independently to both the Joint Advisory Group and Investment Advisory Panel and was setup in compliance with the provisions on the Public Sector Pensions Act 2013. The role of the board is to assist the administering authority to secure compliance with all regulations and legislations, and to help ensure the effective and efficient governance and administration of the scheme.

Local pension boards have no executive powers. The board can scrutinise compliance with regulations and call WYPF officers or the WYPF Joint Advisory Group and Investment Advisory Panel to account, but we are not a decision making body. The aim of the board is to focus our discussions on providing scrutiny to WYPF's decision-making process and provide input from the perspective of scheme members and employers.

Constitution and membership

Local pension boards must contain an equal number of employer and scheme member representatives. WYPF's pension board has been established with four employer and four member representatives. The membership of the board during the period was as follows.

Employer representatives

- Councillor Malcom Slater (Chair) – City of Bradford MDC
- Councillor Graham Hyde – Leeds CC
- Councillor Margaret Isherwood – Wakefield MDC
- John Morrison – Wakefield District Housing (until 31 July 2017)
- Ruth Manning – Northern School of Contemporary Dance (From 1 August 2017)

Member representatives

- Mark Morris – Unite
- Mick Binks – Unison
- Colin Sykes – Unison
- Gary Nesbitt – GMB

The pension board's term of office was established so that members would normally serve for a period of four years. However, upon initial establishment of the board in 2015, 50% of members (comprising two member representatives and two employer representatives) were appointed for a term of only two years in order to establish appointment on a rolling basis.

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During the year, therefore, the term of office was reviewed for two member and two employer representatives. Mark Morris and Colin Sykes were both re-nominated by Unite and Unison respectively, and Councillor Margaret Isherwood was also re-nominated by Wakefield MDC. All three of these board members were therefore reappointed to the board to serve a further four-year term (so long as they remain relevant members – in accordance with the terms of reference).

John Morrison, one of the employer representatives, did not seek re-nomination and an exercise was undertaken in the summer to identify a new employer representative. Ruth Manning, Director of Finance and Resources at the Northern School of Contemporary Dance, was appointed and therefore replaced John as an employer representative from August 2017.

Meetings

Three meetings were held within the year, on 19 April 2017, 8 November 2017 and 28 March 2018. Information about the board, including minutes of Board meetings, is available on the WYPF website via the following link:

www.wypf.org.uk/Member/PensionBoard/WYPF/PensionBoard_WYPF_Index.aspx

Local pension board member training

The Public Service Pensions Act 2013 requires that members of local pension boards have an appropriate level of knowledge and understanding to carry out their role. The training undertaken by Pension Board members during the past year include:

External training events

- LGPS – Trustees Conference
- LGA – Fundamentals (3 day training activity)
- CIPFA – Local Pension Board 2 years on
- PLSA – Local Authority Conference

Webinar events

- Enabling better quality data

WYPF internal events

- Ill health retirement workshop
- Pensions Regulator awareness
- Understanding the requirements of the Report and Accounts and other financial requirements
- WYPF policies and procedures on High Risk Pensioners, Internal Dispute Resolution Procedures
- General Data Protection Requirements

In addition, all pension board members are encouraged to undertake the Pensions Regulator Toolkit training.

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WYPF Local Pension Board work programme

As you would expect, the topic of pooling of assets has been high on the board's agenda over the year and this has been discussed at all meetings. The board has also received reports summarising WYPF compliance with the Pensions Regulator's code of practice in respect of the governance and administration of public service pension schemes and how this has been assessed.

At every meeting the board consider the following items as standing agenda items:

- Minutes of the Joint Advisory Group and Investment Advisory Panel meetings
- Register of breaches

At the meeting in April, the board considered the following items:

- Review of key pension board policies
- Compliance with the Pensions Regulator's code of practice and register of breaches
- Triennial actuarial valuation process and results
- Updates on the GMP reconciliation exercise
- Five-year audit plan.

At its November meeting, the board considered the following items:

- Report and Accounts 2016/17
- Internal audit summary 2016/17
- Pensions board's liability insurance
- Update on the GMP reconciliation exercise
- Presentation on General Data Protection Regulation
- Update on the investment reforms criteria.

At the March 2018 meeting the board considered a range of items in including:

- Report on pensions administration services and performance
- Update on the Local Government Pension Scheme
- Pensions Regulator's record keeping requirements
- Update on the GMP reconciliation exercise
- WYPF's pensions administration strategy and communications policy
- Update on the investment reforms criteria.

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Conclusion

This is the third year of the local pension board. I consider the governance and Administration of the scheme to be sound. I would like to thank all members of the board, our officers and advisers for their continued support and assistance.

Councillor Malcolm Slater
Chairman
WYPF Pension Board



SECTION 4 – PENSIONS ADMINISTRATION REVIEW

Pensions Administration Review

Overview and legal status of West Yorkshire Pension Fund

West Yorkshire Pension Fund (WYPF) is part of the Local Government Pension Scheme (LGPS). The LGPS is a statutory scheme and benefits are paid under the provisions of the Local Government Pension Scheme Regulations 2013, the Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014 and other applicable legislation. The government issues local government pension scheme guidance and regulations through the Department for Communities and Local Government, as such these have the force of law.

Administering Authority

City of Bradford Metropolitan District Council is the administering authority for WYPF. Bradford Council's administering authority responsibilities are met by WYPF's in-house pension's administration and investment teams. WYPF's Pension Scheme's Registration number with HMRC is 10041078. Contributing members of the Scheme were contracted out of the State Second Pension until 5 April 2016 when the State Second Pension was abolished replaced by a single-tier state pension. The result is that employers and members now pay the full Class 1 National Insurance Contributions (NICs) and members will benefit from the single-tier state pension.

HMRC Registration

HM Revenue and Customs (HMRC) has granted the scheme 'exempt approval' for the purposes of the Income and Corporation Taxes Act 1988. The scheme became a Registered Pension Scheme under Part 4 of Chapter 2 of the Finance Act 2004 with effect from 6 April 2006.

Key activities during the year

Annual meetings

WYPF held its sixteenth annual meeting for scheme members at City Hall, Bradford on 1st November 2017.

The meeting was chaired by Councillor Andrew Thornton, The Chairman of WYPF's Investment Panel and Joint Advisory Group. As usual, there were presentations from Rodney Barton, WYPF's director, and from the Fund's external investment advisers Noel Mills and Mark Stevens. Our employers' annual meeting was held at the same venue on 2nd November. Topics covered were pension fund valuation, and updates on the Fund including its investments, administration and the general economic and financial market climate.

SECTION 4 – PENSIONS ADMINISTRATION REVIEW

Employer workshops

The free one-day and half-day workshop sessions for employers are a regular part of the training and support we offer to our Employers. The following workshops are provided for employers:

- Complete guide to administration (half day)
- Secure administration (half day)
- Employer Responsibilities (half day)
- Ill Health Retirements
- Pensionable Pay
- An introduction to pensions

These workshops were delivered by WYPF staff and are designed to give employers a good understanding of the pension scheme. Feedback from participants on these events has been consistently positive every year.

Last year we introduced a new workshop called '**An introduction to pensions**' aimed at new members of staff at employers or as a refresher for employers who have not been involved with pensions for a while.

Workshop on 'Planning for a positive retirement'

The workshops run by Affinity connect, to support and guide members who are considering what retirement might mean to them continue to be well attended by members.

The workshops raise awareness of key issues to consider and the decisions that members need to make as they approach this new stage in their life. It is especially useful for members thinking of retiring in the next couple of years, but valuable even if they're not yet sure when they want to retire.

Pension Increase

Each year, WYPF pensioners receive an annual increase in accordance with pension increase legislation. The increase is linked to movements in the Consumer Price Index (CPI). Deferred members' benefits are also increased by CPI. For the 2017/18 year an increase of 1.0% was applied on 10 April 2017.

Pension administration and cost

As in previous years, the workload of the pension administration section continued to increase, members numbers continue to rise despite the reductions in public service budgets.

SECTION 4 – PENSIONS ADMINISTRATION REVIEW

WYPF's service delivery continues to be underpinned by our accreditation to the International Organisation for Standardisation - ISO 9001:2000. Our quality management systems ensures that we are committed to providing the best possible service to customers, and will continue to ensure that we deliver best value to all our stakeholders. The latest published data for all LGPS funds administration costs shows that WYPF pensions administration cost per member is £14.35, this is the 7th lowest cost amongst 89 LGPS funds and well below national average of £20.73.

Shared Service

Our shared service partnership with Lincolnshire Pension Fund and eight Fire Authorities continues to flourish and has provided major cost savings for all partners. From April 2018 we will provide administration for an additional four Fire Authorities taking the total number of Fire authorities to twelve.

1. Buckinghamshire & Milton Keynes Fire
2. Humberside Fire
3. Lincolnshire Fire
4. Lincolnshire Pension Fund
5. North Yorkshire Fire
6. Northumberland Fire
7. Royal Berkshire Fire
8. South Yorkshire Fire
9. West Yorkshire Fire

Communications

Our contact centre continues to be a popular way for members to communicate with us about their pensions. Over 80,000 calls were received with 91% answered within 20 seconds.

Over 99% of annual benefit statements were issued to active members by the new shortened deadline of 31 August imposed by the Pensions Regulator. We also produced 100% of deferred benefit statements this year.

Regular newsletters continue to be issued to our members keeping them informed of important pension's news and developments.

MyPension

With WYPF's MyPension service members can view their pension record and statements, update personal details, tell us they've moved house and more. Members are being encouraged to sign up as we move to more online communications.

SECTION 4 – PENSIONS ADMINISTRATION REVIEW

LAPF Investment Awards

WYPF were the winners of the Scheme Governance Award hosted by the LAPF Investment Awards on 19th September at the British Medical Association headquarters in London. We were also shortlisted under the following categories:

- LGPS Fund of the Year (over £2.5 billion)
- Scheme Administration Award
- Collaboration Award

Pension Age Awards

WYPF were also shortlisted in the following categories by Pension Age Awards at the Marriott Hotel in London in February:

- DB Scheme of the Year
- Pension Scheme Communication Award
- Pensions Administration Award
- Pension Scheme Innovation Award

Pension Scheme of the year awards – Professional Pensions

WYPF won the ‘**Best DB Scheme Innovation**’ award at the Pension Scheme of the Year awards announced on 27 June in London. The awards are hosted by the Professional Pensions Journal.

WYPF were also shortlisted in the following categories:

- Public Sector Scheme of the Year
- DB Communications (public sector)
- Trustee Development Awards
- Best use of IT and Technology
- Best Administration

Disaster recovery and risk management monitoring

WYPF uses Bradford Council’s dedicated disaster recovery (DR) datacentre, which is located separately from the council’s primary datacentre, where our primary servers are hosted. Our DR Datacentre hosts standby servers, storage and network connectivity. WYPF’s primary datacentre is linked to the DR Datacentre by fibre optic cables. Both datacentres are live on the Council’s network.

SECTION 4 – PENSIONS ADMINISTRATION REVIEW

The equipment within the DR Datacentre provides service resilience and service continuity in case of primary system failure. All our main network, email services and software applications infrastructure are duplicated over the Primary Datacentre and the DR Datacentre sites. WYPF's data from the primary datacentre are backed up to the DR Datacentre and in addition an encrypted backup tape is sent to a dedicated offsite storage facility every week.

In the event of WYPF office accommodation becoming unavailable staff will be relocated to other council offices or work remotely. WYPF is covered by the Council's comprehensive disaster recovery plan for its services.

Social Media

WYPF's Facebook and Twitter accounts were launched in November 2014 to encourage members of all ages to engage more with the Fund.

www.facebook.com/westyorkshirepensionfund

General Data Protection Regulation (GDPR)

The General Data Protection Regulations came into effect on 25 May 2018. This is an EU legislation intended to strengthen and unify data protection for all individuals within the EU. These impose new requirements for organisations relating to the protection and management of personal data. It is no longer just about organisations storing and securing data, it is about capturing the context of data and being able to prove everything is being done to protect the member's data and the rights of the member. The new regulations will impact almost every area of our business – hardcopy, electronic, website data, images, recordings and written records.

Organisations who failed to prepare for these changes leave themselves open to heavy penalties in the form of fines for up to €20 million or 4% of revenue/turnover for any breaches. Work has started to ensure compliance with this regulation.

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Financial Performance – analytical review

The following table identifies movements in the Fund Account based on expenditure between 31 March 2017 and 31 March 2018 and provides reasons for variances. The full financial statements are within the Accounts section of this document.

Statutory Accounts Financial Performance Variance 2018 vs 2017

Table A – Dealing with members and employers

Dealings with members, employers and others directly involved in the Fund	31st March 2018	31st March 2017	Variance	Notes on significant variances
	£000	£000	£000	
Contributions receivable	407,345	382,610	24,735	Increase due to number of employers and members increasing
Transfers In	41,770	22,632	19,138	New members transfers existing pensions to WYPF
Non-statutory pensions and pensions increases recharged	22,129	22,667	-538	Reduction in number of members in receipt of unfunded pension element
Benefits Payable	-485,808	-472,524	-13,284	Increased number of members in receipt of pension benefits
Non-statutory pensions and pensions increase	-22,129	-22,667	538	Unfunded pension cost reduction
Payments to and on account of leavers	-480,737	-20,129	-160,608	The bulk of this relates to a partial bulk transfer in respect of First Group West Yorkshire (Firstbus) to Greater Manchester Pension Fund
Management expenses	-10,359	-10,278	-81	Increased cost of managing scheme during 2017/18

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Statutory Accounts Financial Performance Variance 2018 vs 2017

Table B – Fund assets performance

Returns on Investments	31st March 2018 £000	31st March 2017 £000	Variance £000	Notes on significant variances
Investment Income	392,115	341,464	50,650	Increased cashflow mainly from private equities
Taxes on income	-8,072	-6,399	-1,673	Increase in taxes on income is due to a reduction in withholding taxes repaid by overseas countries
Profit and losses on disposal and changes in value of investments	74,507	2,180,570	-2,106,063	General market impact – asset values not increasing with the same magnitude in 2017 and not as favourable compared to 2017.
Stock Lending	3,503	3,404	99	Increase in stock lending activities
Underwriting Commission	39	0	39	Due to market opportunities
Net return on investments	462,092	2,519,040	-2,056,948	Mainly due to financial investments market impact
Net Increase/(decrease) in the net assets available for benefits during the year	-65,697	2,421,350	-2,187,047	Mainly due to financial investments market impact
Opening net assets of the Fund	13,632,330	11,210,980	2,421,350	Mainly due to financial investments market impact
Closing net assets of the Fund	13,566,633	13,632,330	-65,697	Moderate increase, less large-scale transfer payment of £150m to Greater Manchester Pension Fund (GMPF)

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Fund account three year forecast and two year outturn

The table below shows a three-year budget estimate 2017/18 to 2020/21 and outturn figures for 2016/17 and 2017/18.

Fund Account - Estimates & Actuals	2020/21 ESTIMATE	2019/20 ESTIMATE	2018/19 REVISED ESTIMATE	2017/18 REVISED ESTIMATE	2017/18 OUTTURN	2016/17 OUTTURN
	£000	£000	£000	£000	£000	£000
Dealings with members, employers and others directly involved in the Fund						
Contributions receivable	421,100	416,400	411,800	386,900	407,345	382,610
Transfers in	43,000	42,600	42,200	22,900	41,770	22,632
Other income	0	0	0	0	0	0
Non-statutory pensions and pensions increases recharged	20,500	21,000	21,500	22,000	22,129	22,667
Total income from members and employers	484,600	480,000	475,500	431,800	471,244	427,909
Benefits payable	-502,100	-496,600	-491,200	-477,800	-485,808	-472,524
Non-statutory pensions and pensions increase	-20,500	-21,000	-21,500	-22,000	-22,129	-22,667
Payments to and on account of leavers	-19,500	-19,300	-19,100	-18,900	-480,737	-20,129
Total payments to members	-542,100	-536,900	-531,800	-518,700	-988,674	-515,320
Management expenses	-11,914	-11,475	-11,057	-10,648	-10,359	-10,278
Returns on investments						
Investment income	405,400	401,000	396,600	345,300	392,115	341,464
Taxes on income	-8,400	-8,300	-8,200	-6,500	-8,072	-6,399
Profit and losses on disposal of and changes in value of investments	357,900	354,000	350,200	212,500	74,507	2,180,570
Stock lending	3,500	3,500	3,500	3,500	3,503	3,404
Underwriting commission	0	0	0	0	39	0
Net return on investments	758,400	750,200	742,100	554,800	462,092	2,519,039
Net increase in the net assets available for benefits during the year	710,914	702,875	694,957	477,048	-65,697	2,421,350
Opening net assets of the Fund	15,741,513	15,038,638	14,343,681	13,866,633	13,632,330	11,210,980
Closing Net assets of the Fund	16,452,427	15,741,513	15,038,638	14,343,681	13,566,633	13,632,330
% INCREASE IN NET ASSETS	4.52%	4.67%	4.85%	3.44%	-0.48%	21.59%

Estimates are based on straight line projection of outturn figures in previous years, adjusted for the Fund operational activities, with the exception of management expenses which are based on current costs of operational activities and our business plans.

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Management expenses forecast and outturn report

The table below gives the management cost forecast 2017/ 18 to 2020/21 and outturn figures for 2017/18.

	2020/2021	2019/20	2018/19	2017/18	2017/18	2017/18
	Estimate	Estimate	Estimate	Revised Estimate	Full Year Outturn	Variance outturn
	£	£	£	£	£	£
<u>Expenditure</u>						
Accommodation	335,711	319,725	304,500	289,600	356,607	-67,007
Actuarial Costs	200,000	200,000	200,000	200,000	78,325	121,675
Computer Costs	905,153	862,050	821,000	843,000	719,604	123,396
Employee Costs	7,608,143	7,245,851	6,900,810	6,340,809	6,234,752	106,057
Internal Recharges from Bradford Council	482,895	459,900	438,000	383,000	421,866	-38,866
Printing and Postage	420,273	400,260	381,200	436,301	407,863	28,438
Other Running Costs	1,724,972	1,642,830	1,564,600	1,058,600	1,229,924	-171,324
Transaction costs	2,500,000	2,500,000	2,500,000	2,500,000	2,557,766	-57,766
Shared Service Income	-2,091,443	-1,991,850	-1,897,000	-1,240,000	-1,399,142	159,142
Other income	-172,100	-163,905	-156,100	-163,600	-248,271	84,671
	11,913,604	11,474,861	11,057,010	10,647,710	10,359,294	288,416

Estimates shown above are based on current costs of operational activities and our current and future business plans.

Variances between the revised estimate 2017/18 and outturn for 2017/18 are mainly due to:

Employee costs: Underspend is mainly due to systems and process improvements, increased automations translation to managed reduction in staffing costs and savings.

Computer costs: Underspend due to increased system efficiency and processes.

Internal recharges: Overspend due to changes in service provisions and increased level of service to support improvement actions.

Printing and Postage: Overspend mainly due to increased communication with members

Other running cost: Overspend due to increased service provision, investment in office facilities, general staff welfare and increased provision of shared service activities

Transaction Cost: Overspend due to increase in investment and financial market activities, this has been reduced by savings from renegotiating for unit price reductions

Shared service income: Underspend resulting from increased shared service activities

Other Income: Underspend due increased pension services to other pension funds

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Participating employers

Analysis of employers summarised by type

There were 443 active employers at the end of the financial year. A total of 30 employers ceased their membership of the fund during the year, converted to Academy status or joined Multi Academy Trusts.

Employers	2017/18 Active	2017/18 Ceased	2017/18 Total	2016/16 Total
Admitted body	163	17	180	171
Scheduled body	280	13	293	285
Total	443	30	473	456

Analysis of contributions received on time and late

The table below shows the value of pension contributions that have been received both on time and late. West Yorkshire Pension Fund receives contributions from over 400 employers every month with a total monthly value of almost £34m. Contributions are due by the 19th of the month following the payroll month. Contributions received late were late by less than one month; therefore, no statutory late payment interest was charged.

Contribution Payment Performance	2017/18 Total	2017/18 Received on time	2017/18 Received on time	2017/18 Received late	2017/18 Received late	2016/17 Received late
	£000	£000	%	£000	%	%
Employer contributions	296,198	295,885	99.9	313	0.1	0.2
Employee contributions	111,147	111,048	99.9	99	0.1	0.2
	407,345	406,933	99.9	412	0.1	0.2

Data Governance and Monthly returns

Since April 2014 all employers who participate in the fund have been required to submit a detailed monthly return to WYPF for staff who are active members in the fund. The information collected each month includes members' data and contribution payments made to the fund. The data is used to update members' records on the pension administration system and as a means of reconciling contribution income received monthly. This has improved efficiency and removed the need for the year-end reconciliation process. The process also improved our data governance significantly.

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Monthly Returns Performance Data	2017/18	%	2016/17	%	2015/16	%
Number of returns expected in the year from all employers.	5468	100.00	5,549	100.00	5,002	100.00
Number of returns received by 19 April	5468	100.00	5,549	100.00	5,002	100.00
Number of returns not received by 31 May	0	0.00	0	0.00	0	
Returns processed within 10 working days.	4,490	82.11	4,773	86.02	4,121	82.39
Number of records on return.	1,275,273	100.00	1,194,762	100.00	1,132,356	100.00
Number of new member records set up using monthly return.	23,172	1.82	17,852	1.49	17,375	1.53
Number of leaver notifications processed using monthly returns	12,091	0.95	11,036	0.92	8,514	0.75

Employers who made contributions to the Fund during 2017/18

Employer name	Number of Active Members	Contribution to Reduce Deficit	Employer Rate	Employee Contribution	Employer Contributions
	Count	£	%	£	£
BRADFORD COUNCIL	13,783	145,000	17.5	13,693,071	37,326,330
LEEDS COUNCIL	19,538	0	15.6	23,920,179	63,308,355
CALDERDALE MBC	5,362	0	17.5	5,165,716	14,149,728
KIRKLEES COUNCIL	11,909	0	16.1	11,722,520	30,972,124
WAKEFIELD MDC	7,015	952,000	17.4	7,842,183	22,105,841
ABBEY GRANGE CE ACADEMY	269	0	15.4	198,896	574,072
ABBEY M A T (BISHOP YOUNG C OF E ACADEMY)	44	0	15.6	27,883	109,547
ABBEY M A T (MANSTON ST JAMES ACADEMY)	27	0	15.6	13,328	39,371
ABSOLUTELY CATERING LTD (BGS)	3	0	20.4	1,309	4,910
ACCORD MULTI ACADEMY TRUST (HORBURY)	286	0	14.8	187,216	460,952
ACKWORTH PARISH COUNCIL	3	0	18.5	3,563	10,676
ACTION FOR CHILDREN (BRADFORD COUNCIL)	11	0	4.2	9,232	6,854
ACTIVE CLEANING LTD (CROFTON ACADEMY)	5	0	15.2	1,514	8,195
ADDINGHAM PARISH COUNCIL	2	100	21.3	839	3,251

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Employer name	Number of Active Members	Contribution to Reduce Deficit	Employer Rate	Employee Contribution	Employer Contributions
ADEL ST JOHN THE BAPTIST C E (V A) PRIMARY SCHOOL	18	0	15.6	7,691	21,293
AFFINITY TRUST	10	0	NIL	11,571	0
AIREBOROUGH LEARNING PARTNERSHIP TRUST	363	0	15.6	199,582	532,480
AIREDALE ACADEMY	215	0	15.8	142,908	379,297
ALL SAINTS CE JNR SCHOOL	33	0	17.5	11,504	35,782
ALL SAINTS RICHMOND HILL CHURCH OF ENGLAND PRIMARY SCHOOL	27	0	15.6	13,686	37,905
ALWOODLEY PARISH COUNCIL	1	0	21.4	382	1,566
AMEY COMMUNITY LTD (BFD BSF PHASE 1 FM SERVICES)	7	0	NIL	6,104	23
AMEY COMMUNITY LTD BRADFORD BSF PASE 2 FM SERVICES	15	7,500	16.5	14,203	29,157
AMEY INFRASTRUCTURE SERVICES LTD (WAKEFIELD)	6	0	12.1	11,064	19,577
AMEY LG LTD (CALDERDALE)	0	0	NIL	11,545	7,832
APPLETON ACADEMY	4	0	15.8	30,185	76,820
ARAMARK LTD	8	0	7.3	6,924	9,287
ARCADIS (UK) LTD	24	0	8.6	44,387	79,069
ARTS COUNCIL ENGLAND	9	0	29	25,423	98,093
ASPENS SERVICES LTD	6	0	9.7	3,751	6,257
ASPENS SERVICES LTD (APPLETON ACADEMY)	11	0	10.8	5,224	10,243
ASPENS SERVICES LTD (LEEDS EAST ACADEMY)	2	4,800	21.1	969	3,561
ASPENS SERVICES LTD (LEEDS WEST ACADEMY)	7	0	12.1	3,938	6,811
ASPENS SERVICES LTD (OASIS ACADEMY)	5	0	24.1	3,223	12,820
ASPIRE COMMUNITY BENEFIT SOCIETY LTD	605	0	12.4	762,159	1,556,866
ASPIRE-I	14	70,700	25.1	38,467	121,729
B B G ACADEMY	25	0	12.1	24,343	49,175
BAILDON TOWN COUNCIL	6	0	18.7	3,793	12,441
BARDSEY PRIMARY FOUNDATION SCHOOL	16	0	15.6	8,968	24,377
BARKEREND ACADEMY	3	0	18.2	10,370	29,289
BARNARDOS (ASKHAM GRANGE PRISON)	5	0	NIL	4,005	0
BARNARDOS (BRADFORD CHILDRENS CENTRE BD5)	4	0	NIL	872	0
BARNARDO'S (LEEDS PORTAGE)	1	0	NIL	1,294	0
BATLEY GIRLS ACADEMY	144	0	16	108,437	286,379
BATLEY GRAMMAR SCHOOL	45	0	18.2	23,880	71,925

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Employer name	Number of Active Members	Contribution to Reduce Deficit	Employer Rate	Employee Contribution	Employer Contributions
BATLEY MULTI ACADEMY TRUST (HEALEY J AND I SCHOOL)	0	0	16	0	0
BEECH HILL SCHOOL	126	0	15.9	54,335	147,807
BEESTON HILL ST LUKES C E PRIMARY SCHOOL	84	0	15.6	27,391	75,204
BEESTON PRIMARY TRUST	67	0	15.6	37,512	102,967
BELLE ISLE TENNANT MANAGEMENT	29	22,400	17.3	56,460	190,674
BID SERVICES	1	0	16.4	1,595	4,025
BINGLEY GRAMMAR SCHOOL	75	0	17.5	82,858	207,626
BIRSTALL PRIMARY ACADEMY	32	0	14.8	16,549	43,086
BISHOP WHEELER CATHOLIC ACADEMY TRUST	236	0	16.8	148,356	406,513
BLESSED CHRISTOPHER WHARTON ACADEMY TRUST	208	0	20.1	115,320	319,026
BLESSED PETER SNOW CA TRUST (KIRKLEES)	81	0	15.8	58,724	156,389
BLESSED PETER SNOW CATHOLIC ACADEMY TRUST (CALDERDALE)	77	0	15.8	33,363	91,853
BOLTON BROW PRIMARY ACADEMY	55	0	16	12,525	36,300
BOOTHROYD PRIMARY ACADEMY	80	5,800	14.2	48,861	120,330
BOSTON SPA SCHOOL	47	0	15.6	50,118	134,135
BRADFORD ACADEMY	170	7,500	13.1	140,090	291,049
BRADFORD BIRTH TO 19 TRUST	141	2,200	15.6	77,571	208,634
BRADFORD COLLEGE	658	27,800	14.5	584,845	1,335,964
BRADFORD COLLEGE EDUCATION TRUST	0	0	8.2	1,176	1,418
BRADFORD COUNCILLORS	1	0	N/A	13,294	-913
BRADFORD DIOCESAN ACADEMIES TRUST	645	0	14.8	439,431	1,084,688
BRADFORD DISTRICT CREDIT UNION	7	1,800	30.5	10,879	53,360
BRADFORD UNIVERSITY	634	135,000	19	787,288	2,620,636
BRADSHAW PRIMARY SCHOOL	47	0	13.1	20,723	47,417
BRAMLEY ST PETER'S C OF E SCHOOL	52	0	15.6	27,124	70,259
BRIGHOUSE ACADEMY	94	0	16.9	64,013	187,408
BRIGHTER FUTURES ACADEMY TRUST	96	0	15.3	42,037	111,714
BRIGSHAW LEARNING PARTNERSHIP	285	0	18.6	154,631	494,225
BRITISH GAS SOCIAL HOUSING LTD	1	0	NIL	2,054	586
BRODETSKY JEWISH (V A) PRIMARY SCHOOL	33	0	15.6	15,073	40,841

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Employer name	Number of Active Members	Contribution to Reduce Deficit	Employer Rate	Employee Contribution	Employer Contributions
BRONTE ACADEMY TRUST (HAWORTH PRIMARY SCHOOL)	58	0	16.9	23,176	68,982
BRONTE ACADEMY TRUST (LEES PRIMARY SCHOOL)	27	0	19.6	13,702	46,471
BRONTE ACADEMY TRUST (OAKWORTH PRIMARY SCHOOL)	65	0	20.3	31,359	112,611
BROOKSBANK SCHOOL SPORTS COLLEGE	121	0	16	78,868	210,634
BULLOUGH CONTRACT SERVICES (BINGLEY GRAMMAR SCHOOL)	1	0	33.7	393	0
BULLOUGH CONTRACT SERVICES (LEEDS COLLEGE OF ART)	2	0	17.6	308	1,378
BULLOUGH CONTRACT SERVICES LTD	2	0	17.6	695	2,223
BULLOUGH CONTRACT SERVICES LTD (BRIGHOUSE ACADEMY)	3	0	18.3	985	3,276
BURLEY PARISH COUNCIL	0	0	8.1	1,484	2,186
BURNLEY ROAD ACADEMY	40	0	15.9	14,682	42,210
CAFCASS	1,888	3,126,800	16.2	4,465,746	9,863,701
CALDERDALE & KIRKLEES CAREERS	126	115,700	16.4	232,541	474,017
CALDERDALE COLLEGE	311	72,400	14.7	366,420	788,875
CALVERLEY C OF E PRIMARY SCHOOL	41	0	15.6	15,095	41,856
CARDINAL HEENAN CATHOLIC HIGH SCHOOL	42	0	15.6	35,743	91,347
CARE QUALITY COMMISSION	5	612,000	31.1	15,561	62,900
CARILLION	9	0	8.3	6,453	9,035
CAROLL CLEANING COMPANY LTD (WAKEFIELD)	1	0	NIL	306	96
CAROLL CLEANING COMPANY LTD (WHETLEY)	3	0	NIL	810	176
CARROLL CLEANING CO LTD (BIRKENSHAW PRIMARY SCHOOL)	1	0	0.7	276	121
CARROLL CLEANING CO LTD (BOLTON BROW ACADEMY)	0	0	23.1	69	293
CARROLL CLEANING CO LTD (HOLY TRINITY PRIMARY)	1	0	4.4	429	445
CARROLL CLEANING CO LTD (LAPAGE PRIMARY SCHOOL)	3	0	14.2	980	2,678
CARROLL CLEANING CO LTD (LEE MOUNT PRIMARY SCHOOL)	2	0	3.3	165	142
CARROLL CLEANING CO LTD (ST JOSEPH'S BRADFORD)	1	400	28.8	135	629
CARROLL CLEANING COMPANY LIMITED (FRIZINGHALL)	3	0	9.1	465	829

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Employer name	Number of Active Members	Contribution to Reduce Deficit	Employer Rate	Employee Contribution	Employer Contributions
CARROLL CLEANING COMPANY LIMITED (MOORSIDE PRIMARY SCHOOL)	2	0	20.9	304	1,157
CARROLL CLEANING COMPANY LIMITED (THORNBURY)	3	0	7	449	697
CARROLL CLEANING COMPANY LTD (CALDERDALE)	0	0	NIL	159	48
CARROLL CLEANING COMPANY LTD (EAST GARFORTH PRIMARY ACADEMY)	2	0	19.8	360	1,295
CARROLL CLEANING COMPANY LTD (PEEL PARK PRIMARY SCHOOL)	0	0	22.5	882	3,607
CASTLE HALL ACADEMY	68	2,300	14.3	42,771	104,012
CASTLE HILL ACADEMY TRUST	105	0	20.6	85,437	237,161
CASTLEFORD ACADEMY	313	0	15.4	162,323	416,093
CATER LINK LTD (CRIGGLESTONE ST JAMES PRIMARY ACADEMY)	2	0	15.2	840	4,295
CATERLINK (GROVE LEA PRIMARY SCHOOL)	3	0	NIL	1,224	0
CATHOLIC CARE	1	178,000	36.3	576	3,755
CBRE MANAGED SERVICES LTD	7	-8,400	6.6	7,581	8,438
CHIEF CONSTABLE FOR WEST YORKSHIRE	4,059	2,666,667	15.3	7,218,209	14,535,537
CHURCHILL CONTRACT SERVICES (BRADFORD COLLEGE SECURITY)	4	400	16.4	3,732	10,553
CHURCHILL CONTRACT SERVICES (BRADFORD COLLEGE)	17	0	19.8	6,572	25,929
CHURHCILL CONTRACT SERVICES (BBG ACADEMY)	1	0	NIL	218	0
CLAYTON PARISH COUNCIL	2	100	12.2	1,362	3,021
COALFIELDS REGENERATION	9	0	18	28,538	66,265
COCKBURN SCHOOL ACADEMY	95	0	14.5	94,403	222,233
COLLINGHAM LADY ELIZABETH HASTINGS	28	0	15.6	8,950	23,953
COMMUNITY ACCORD	3	0	NIL	1,182	0
COMPASS (RADILLION) LEEDS PFI SCHOOLS	17	0	NIL	8,792	0
COMPASS CONTRACT SERVICES (GREEN LANE)	1	0	15	564	1,631
COMPASS CONTRACT SERVICES (LAISTERDYKE)	3	0	26.4	183	855
COMPASS CONTRACT SERVICES (NORTHERN EDUCATION TRUST)	13	0	20.7	1,318	4,882
COMPASS CONTRACT SERVICES (SPTA)	5	0	14.6	3,007	7,670
COMPASS CONTRACT SERVICES (ST JOHN FISHERS)	7	0	N/A	1,852	6,921

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Employer name	Number of Active Members	Contribution to Reduce Deficit	Employer Rate	Employee Contribution	Employer Contributions
COMPASS CONTRACT SERVICES (UK) (PONTEFRAC ACADEMIES TRUST)	23	0	22.1	9,938	25,867
COMPASS CONTRACT SERVICES (UK) LTD	8	0	17.9	6,167	59,136
COMPASS CONTRACT SERVICES (UK) LTD (CHARTWELLS)	1	0	9	754	987
COMPASS CONTRACT SERVICES (UK) LTD (SHARE MAT)	1	0	20	2,440	9,927
COMPASS CONTRACT SERVICES (WESTBOROUGH HIGH SCHOOL)	11	0	21.4	1,333	5,080
COMPASS CONTRACT SERVICES (WHETLEY ACADEMY)	5	0	18.8	281	900
COMPASS CONTRACT SERVICES LTD (MANOR CORFT)	4	0	NIL	1,801	0
CONSULTANT CLEANERS LIMITED (WESTBOROUGH HIGH SCHOOL)	8	0	20.4	1,225	4,545
CONSULTANT CLEANERS LTD (WY FIRE)	3	0	16.3	1,144	3,264
COOKRIDGE HOLY TRINITY C E PRIMARY SCHOOL	49	0	15.6	17,207	47,446
CO-OPERATIVE ACADEMY OF LEEDS	331	0	12.8	240,107	518,948
CORPUS CHRISTI CATHOLIC COLLEGE	72	0	15.6	60,805	182,032
CORPUS CHRISTI CATHOLIC PRIMARY SCHOOL	33	0	15.6	13,578	38,574
COTTINGLEY PRIMARY ACADEMY	22	0	16.7	18,543	47,317
CRAFT CENTRE & DESIGN GALLERY LTD	4	400	12.5	4,326	8,771
CRAWSHAW ACADEMY (RED KITE LEARNING TRUST)	46	8,000	16.8	43,490	120,467
CREATIVE SUPPORT LIMITED	10	0	NIL	17,756	0
CRESCENT FURTHER EDUCATION LIMITED	21	0	6.5	39,701	36,528
CRIGGLESTONE ST JAMES CE PRIMARY ACADEMY	31	0	15.9	15,435	43,448
CROFTON HIGH ACADEMY	74	0	15.7	36,917	100,163
CROW LANE PRIMARY AND FOUNDATION STAGE SCHOOL	0	0	16.1	0	0
DARRINGTON C OF E PRIMARY SCHOOL	20	600	17.8	7,280	22,592
DAVID YOUNG COMMUNITY ACADEMY	4	0	15.1	5,277	39,143
DEIGHTON GATES PRIMARY FOUNDATION SCHOOL	24	300	15.6	11,058	29,852
DENBY DALE PARISH COUNCIL	2	2,700	17	2,159	7,387

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Employer name	Number of Active Members	Contribution to Reduce Deficit	Employer Rate	Employee Contribution	Employer Contributions
DEVELOPING INITIATIVES FOR SUPPORT IN THE COMMUNITY (LEEDS C C)	2	0	20.2	1,836	5,957
DIXONS ACADEMIES CHARITABLE TRUST	345	0	14	304,108	766,830
EAST NORTH EAST HOMES LEEDS	0	0	N/A	0	26,077.28
EBOR GARDENS PRIMARY ACADEMY	44	0	14.3	32,038	64,259
ELITE CLEANING & ENVIRONMENTAL SERVICES LTD	5	0	NIL	2,170	1,949
ENGIE SERVICES LTD	264	0	8.1	189,579	475,929
ENGLISH BASKETBALL	1	21,700	28.6	2,613	8,067
ENHANCE ACADEMY TRUST	270	0	15.3	158,586	447,856
ENVIROSERVE (CALDER HIGH SCHOOL)	0	0	N/A	0	0
ENVIROSERVE (EBOR GARDENS PRIMARY ACADEMY)	0	0	N/A	0	0
ENVIROSERVE (VICTORIA PRIMARY ACADEMY)	0	0	N/A	0	0
EXCEED ACADEMIES TRUST	229	0	12.8	120,256	265,086
EXCEED ACADEMIES TRUST (APPLETON ACADEMY)	66	0	12.8	38,008	78,131
FEATHERSTONE ACADEMY	21	200	16	18,825	49,349
FEVERSHAM COLLEGE ACADEMY	133	4,200	15.5	79,828	201,844
FEVERSHAM PRIMARY ACADEMY	48	0	12.2	21,873	46,678
FIELDHEAD JUNIOR INFANT & NURSERY ACADEMY	26	0	11.5	17,045	33,853
FIRST WEST YORKSHIRE LTD	0	2,550,000	30.2	378,816	1,563,186
FLEET FACTORS (LIMITED)	1	0	NIL	2,421	0
FOXHILL PRIMARY SCHOOL	31	0	17.5	17,857	54,827
GOLCAR JUNIOR INFANTS & NURSERY SCHOOL	0	0	16.1	0	0
GREENHEAD COLLEGE	95	26,900	17.4	76,019	211,735
GREETLAND ACADEMY	83	3,200	17	29,442	76,656
GROUNDWORK WAKEFIELD	7	1,100	16.9	13,232	35,355
HALIFAX HIGH	68	0	15.1	62,478	150,473
HALIFAX OPPORTUNITIES TRUST (CALDERDALE)	40	0	17.3	41,939	121,265
HANSON SCHOOL	100	0	17.5	66,882	209,750
HARDEN PRIMARY SCHOOL	23	4,900	16	11,364	31,863
HAWKSWORTH C E (VA) PRIMARY SCHOOL	8	0	15.6	2,806	8,804
HEBDEN ROYD TOWN COUNCIL	19	5,100	13.6	13,015	27,726
HECKMONDWIKE GRAMMAR SCHOOL ACADEMY	101	15,100	18.8	75,340	228,632
HEMSWORTH TOWN COUNCIL	18	2,000	14.9	18,834	44,608
HEPWORTH GALLERY TRUST	2	0	14.6	8,930	14,303

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Employer name	Number of Active Members	Contribution to Reduce Deficit	Employer Rate	Employee Contribution	Employer Contributions
HIGH CRAGS ACADEMY	1	0	17	10,696	31,062
HILL TOP FIRST SCHOOL	37	0	17.5	15,006	45,548
HOLLINGWOOD PRIMARY SCHOOL	60	0	17.5	32,958	97,046
HOLLYBANK TRUST	14	167,000	29.9	24,217	106,968
HOLME VALLEY PARISH COUNCIL	1	0	7.2	2,173	2,407
HOLY FAMILY CATHOLIC (VA) PRIMARY SCHOOL	24	0	15.6	11,157	30,087
HOLY TRINITY ACADEMY	67	0	16.2	30,212	84,941
HOME FARM TRUST	12	0	NIL	12,887	0
HONLEY HIGH SCHOOL	0	0	16.1	0	0
HORBURY BRIDGE CE J & I SCHOOL	25	400	15.1	10,103	26,521
HORSFORTH SCHOOL ACADEMY	77	0	14.4	69,379	159,964
HORSFORTH TOWN COUNCIL	1	0	13	1,840	4,972
HORTON HOUSING ASSOCIATION (BRADFORD)	2	0	11.3	2,610	4,631
HORTON HOUSING ASSOCIATION (CSL)	0	0	N/A	304	528
HUDDERSFIELD NEW COLLEGE	112	13,000	14.7	84,955	211,555
HUDDERSFIELD UNIVERSITY	2,822	659,600	14.2	2,258,680	4,889,101
HUGH GAITSKELL PRIMARY SCHOOL TRUST	55	0	15.6	30,518	84,102
HUNSLET ST JOSEPHS CATHOLIC (VA) PRIMARY SCHOOL	20	0	15.6	8,961	25,062
HUNSLET ST MARYS C E (VA) PRIMARY SCHOOL	28	0	15.6	13,553	37,087
I S S FACILITIES SERVICES LTD	0	14,000	20.1	8,268	24,409
I S S MEDICLEAN LTD	278	0	14.9	131,635	452,198
IGEN	12	210,400	25.9	22,161	90,428
ILKLEY GRAMMAR SCHOOL ACADEMY	98	0	16.7	72,639	205,980
ILKLEY PARISH COUNCIL	4	300	14.3	2,738	6,981
IMMACULATE HEART OF MARY CATHOLIC PRIMARY SCHOOL	46	0	15.6	17,292	47,710
INCOMMUNITIES	969	0	14.5	1,562,065	3,519,692
INITIAL CATERING SERVICES	9	0	19.5	4,637	16,175
INITIAL FACILITIES MANAGEMENT LTD	6	0	4.5	5,379	4,049
INNOVATE SERVICES LTD (CROSSFLATTS)	5	0	19.7	978	3,505
INNOVATE SERVICES LTD (PRIESTHORPE)	2	0	22.8	41	129
INSPIRE PARTNERSHIP MULTI ACADEMY TRUST	200	0	17.1	93,353	271,658

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Employer name	Number of Active Members	Contribution to Reduce Deficit	Employer Rate	Employee Contribution	Employer Contributions
INTERACTION AND COMMUNICATION ACADEMY TRUST (HIGH PARK)	110	0	20.6	70,005	250,868
INTERSERVE (FACILITIES MANAGEMENT) LTD	36	0	NIL	14,354	0
INTERSERVE (FM) LTD (P.C.C FOR WEST YORKSHIRE)	7	0	21.3	5,891	20,525
INTERSERVE PROJECT SERVICES LTD	18	0	NIL	15,031	0
IQRA ACADEMY	66	0	12	30,604	66,020
JERRY CLAY LANE ACADEMY	32	1,700	16	13,548	37,708
JOHN SMEATON ACADEMY	49	0	12.7	40,588	83,982
JOSEPH NORTON ACADEMY	41	0	16.1	35,401	125,494
KEELHAM PRIMARY SCHOOL	30	0	17.5	9,848	30,500
KEEPMOAT PROPERTY SERVICES LTD	3	0	12.5	2,842	6,153
KEIGHLEY TOWN COUNCIL	5	600	9.9	4,664	7,356
KHALSA SCIENCE ACADEMY	10	800	11.1	4,194	8,572
KIDS	0	0	18	505	1,400
KILLINGHALL PRIMARY SCHOOL	93	0	17.5	45,411	139,360
KING JAMES SCHOOL	45	0	14.3	45,693	107,235
KIRKBURTON PARISH COUNCIL	1	0	20	1,583	4,871
KIRKLEES ACTIVE LEISURE	603	0	9.6	355,148	561,465
KIRKLEES COLLEGE	635	1,000	15.8	614,176	1,566,808
KIRKLEES NEIGHBOURHOOD HOUSING	836	0	13	1,639,980	3,431,624
KIRKSTALL ST STEPHENS C E (VA) PRIMARY SCHOOL	27	0	15.6	13,032	35,515
KNOTTINGLEY ST BOTOLPHS C OF E ACADEMY	37	0	14.9	18,887	49,645
LADY ELIZABETH HASTINGS	12	0	15.6	5,918	16,628
LAISTERDYKE LEADERSHIP ACADEMY	67	0	17.9	46,142	139,266
LANE END PRIMARY TRUST	40	0	15.6	18,171	49,530
LEARNING ACCORD MULTI ACADEMY TRUST	67	0	16.2	35,265	94,544
LEEDS BECKETT UNIVERSITY	1,727	1,024,000	13.1	2,866,983	5,561,463
LEEDS CC COUNCILLORS	0	0	N/A	0	0
LEEDS CENTRE FOR INTEGRATED LIVING	22	0	16.5	29,261	49,107
LEEDS CITIZENS ADVICE BUREAU	46	15,000	15.8	61,007	142,756
LEEDS CITY ACADEMY	54	0	16.4	46,336	126,760
LEEDS CITY COLLEGE	718	177,900	15.1	783,608	2,025,684
LEEDS COLLEGE OF ART & DESIGN	113	34,200	14.3	185,190	378,669
LEEDS COLLEGE OF BUILDING	222	0	14.6	218,912	508,872
LEEDS COLLEGE OF MUSIC	275	21,500	13.4	325,037	633,927

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Employer name	Number of Active Members	Contribution to Reduce Deficit	Employer Rate	Employee Contribution	Employer Contributions
LEEDS EAST PRIMARY PARTNERSHIP TRUST	213	0	15.6	97,032	263,927
LEEDS GRANDE THEATRE & OPERA HOUSE	123	0	15.3	144,405	278,203
LEEDS GROUNDWORK TRUST	1	10,900	17	6,810	10,386
LEEDS HOUSING CONCERN	8	0	NIL	10,030	0
LEEDS INSTITUTE FOR THE BLIND	4	0	NIL	5,411	8
LEEDS JEWISH FREE SCHOOL	4	0	20	2,485	7,124
LEEDS MIND	0	8,300	20	20,151	21,183
LEEDS NORTH WEST EDUCATION PARTNERSHIP	219	0	15.6	157,067	420,361
LEEDS RACIAL EQUALITY COUNCIL	0	8,600	N/A	0	0
LEEDS TRINITY UNIVERSITY COLLEGE	281	70,000	17.7	463,382	1,219,879
LEODIS ACADEMIES TRUST	238	0	16.2	155,474	428,149
LIBERTY GAS OUTER WEST	1	0	23.8	1,287	5,121
LIBERTY GAS WEST	2	0	21.4	3,922	12,911
LIDGET GREEN COMMUNITY CO-OPERATIVE LEARNING TRUST	69	0	17.5	40,794	144,608
LIGHTCLIFFE CE J&I SCHOOL	5	0	17.5	6,457	19,982
LIGHTHOUSE SCHOOL	49	1,500	9.3	32,036	51,431
LINDLEY C E INFANT ACADEMY	48	0	17.2	18,513	55,302
LINDLEY JUNIOR SCHOOL ACADEMY	36	500	17	16,234	48,979
LOCALA	4	0	19.4	4,610	24,650
LOCALA (CALDERDALE)	1	0	23.1	486	1,451
LONGROYDE JUNIOR SCHOOL	72	0	17.5	30,106	92,761
LPM CLEANING LTD	2	0	NIL	1,758	-2,884
MAKING SPACE	3	0	NIL	3,654	0
MANSTON ST JAMES ACADEMY	0	0	14	1,618	3,914
MAST ACADEMY TRUST	102	0	17.9	62,818	183,068
MEANWOOD C E (VA) PRIMARY SCHOOL	26	0	15.6	8,163	22,903
MEARS FACILITIES SERVICES (SOUTH)	33	0	NIL	66,612	16,403
MEARS FACILITIES SERVICES (WEST)	13	0	NIL	25,808	0
MEARS LTD	0	0	N/A	197	102
MELLORS CATERING SERVICES (SOUTHFIELD GRANGE)	4	2,500	17.4	2,190	6,849
MELTHAM TOWN COUNCIL	2	200	15.1	1,383	3,600
MENSTON PARISH COUNCIL	2	100	21.4	677	2,083
MICKLEFIELD PARISH COUNCIL	1	200	12.4	928	1,985
MIDDLETON PRIMARY SCHOOL TRUST	82	0	15.6	50,175	133,019
MINSTHORPE ACADEMY TRUST	129	0	14.8	120,430	297,110

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Employer name	Number of Active Members	Contribution to Reduce Deficit	Employer Rate	Employee Contribution	Employer Contributions
MIRFIELD FREE GRAMMAR ACADEMY	153	0	14.8	149,503	383,943
MITIE (PFI LTD)	6	0	16.1	5,910	26,471
MITIE PEST CONTROL	1	0	NIL	1,094	0
MOOR END ACADEMY TRUST	141	0	14.7	101,615	242,054
MORLEY TOWN COUNCIL	1	0	8.5	1,083	1,587
MOUNT ST MARYS CATHOLIC HIGH SCHOOL	108	0	15.6	54,329	143,035
MOUNTAIN HEALTHCARE LTD (W Y POLICE)	1	0	19.6	836	2,843
MYRTLE PARK PRIMARY SCHOOL	27	0	17.5	14,513	44,817
N I C SERVICES GROUP LTD (COOKRIDGE HOLY TRINITY SCHOOL)	0	100	21.8	342	1,291
N.I.C. SERVICES GROUP LIMITED (MIDDLETON ST MARYS LEEDS)	5	0	24.9	393	2,342
NATIONAL ASSEMBLY FOR WALES	1	0	NIL	1,461	0
NATIONAL COAL MINING MUSEUM	80	20,700	20.1	87,766	277,636
NEW COLLABORATIVE LEARNING TRUST	104	0	14	77,200	188,514
NEW COLLEGE PONTEFRACT	4	21,200	14	12,228	27,875
NIC SERVICES GROUP LTD	0	0	31.7	51	323
NORMANTON TOWN COUNCIL	5	400	11.6	4,842	9,023
NORTH HALIFAX GRAMMAR ACADEMY	67	3,900	17	55,445	153,103
NORTH HALIFAX PARTNERSHIP LTD	29	0	3.4	31,254	17,968
NORTH HUDDERSFIELD TRUST SCHOOL	0	0	16.1	0	2,159
NORTH KIRKLEES CAB	6	0	15.9	7,431	18,825
NORTHERN EDUCATION TRUST	197	0	14.2	103,298	265,811
NORTHERN SCHOOL OF CONTEMPORARY DANCE	37	0	13	37,968	72,920
NORTHORPE HALL TRUST	3	0	14.3	3,273	7,194
NOTRE DAME 6TH FORM COLLEGE	57	0	14.8	83,746	157,378
NPS LEEDS LIMITED	17	0	NIL	44,399	-2,349
OASIS ACADEMY LISTER PARK	55	4,500	13.7	42,455	96,481
OFSTED	1	0	NIL	2,246	6,706
OLD EARTH ACADEMY	77	600	15.9	34,343	92,434
ONE IN A MILLION FREE SCHOOL	29	0	14.6	21,554	52,246
OPEN COLLEGE NETWORK YHR	1	0	45	3,623	101,524
OSSETT ACADEMY & 6TH FORM COLLEGE	2	0	N/A	0	23,831
OSSETT PENSION (TRUST)	91	0	17.4	57,836	171,970
OTLEY TOWN COUNCIL	6	0	10.6	7,626	13,212

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Employer name	Number of Active Members	Contribution to Reduce Deficit	Employer Rate	Employee Contribution	Employer Contributions
OUR LADY OF GOOD COUNSEL CATHOLIC PRIMARY SCHOOL	30	0	15.6	10,016	27,389
OUTWOOD GRANGE ACADEMY	235	19,200	14.5	204,752	463,515
OUTWOOD PRIMARY ACADEMY KIRKHAMGATE	31	0	15	10,712	28,722
OUTWOOD PRIMARY ACADEMY LEDGER LANE	45	0	14.6	16,793	44,001
OUTWOOD PRIMARY ACADEMY LOFTHOUSE GATE	53	300	15.9	17,940	50,499
PADDOCK JUNIOR INFANT AND NURSERY SCHOOL	0	0	16.1	0	0
PARK LANE LEARNING TRUST	32	0	17.5	31,069	89,666
PINNACLE BUSINESS SERVICES (LEEDS)	15	0	17.5	9,488	28,721
PINNACLE LTD (KIRKLEES)	3	0	6.6	2,080	2,210
PONTEFRAC T ACADEMIES TRUST	487	8,300	16.5	240,105	677,721
POOL PARISH COUNCIL	1	200	23.7	567	2,441
POSSABILITIES CIC	7	0	24	37,831	32,455
PRIESTHORPE SCHOOL TRUST	0	0	15.6	31,649	85,210
PRIESTLEY ACADEMY TRUST	229	0	14.3	132,592	324,596
PRIMROSE LANE PRIMARY FOUNDATION SCHOOL	31	0	15.6	38,642	33,250
PRINCE HENRYS GRAMMAR	77	0	14.8	69,356	169,850
PROSPECTS SERVICES (BRADFORD 3)	2	0	NIL	4,804	0
PROV COMPASS CONTRACT SERVICES (SPTA)	3	0	NIL	1,719	-1,091
PROV TNS CATERING (SPTA)	9	0	NIL	4,911	0
PROV TNS CATERING MAN LTD (ST BOTOLPHS)	3	0	3.3	1,129	678
PUDSEY GRANGFIELD TRUST	58	0	15.6	47,955	124,449
PUDSEY SOUTHROYD PRIMARY SCHOOL TRUST	50	0	15.6	18,948	51,789
RAINBOW PRIMARY FREE SCHOOL	32	700	11.5	11,764	22,939
RASTRICK HIGH SCHOOL ACADEMY TRUST	93	0	15.4	77,558	189,168
RAWDON PARISH COUNCIL	1	100	17.3	629	1,978
REEVY HILL PRIMARY SCHOOL	27	0	17.5	17,069	50,424
RIDGE CREST CLEANING LTD	1	0	5.9	280	1,070
RIPON DIOCESAN C OF E COUNCIL FOR SOCIAL AID- CARDIGAN HOUSE	8	7,500	23.4	13,307	47,074
RIPON HOUSE	6	2,500	19.3	8,625	29,411
RM EDUCATION PLC	1	0	NIL	1,034	0
RODILLIAN ACADEMY	46	0	15.1	66,150	146,402
ROOKS NEST ACADEMY	73	2,200	17.9	29,503	88,792

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Employer name	Number of Active Members	Contribution to Reduce Deficit	Employer Rate	Employee Contribution	Employer Contributions
ROTHWELL CHURCH OF ENGLAND PRIMARY ACADEMY	0	0	18.8	732	2,390
ROTHWELL ST MARYS CATHOLIC (VA) PRIMARY SCHOOL	29	0	15.6	8,613	23,126
ROUNDHAY ST JOHNS C E (VA) PRIMARY SCHOOL	20	0	15.6	11,786	32,334
ROYDS COMMUNITY ASSOCIATION	1	12,000	31.9	5,047	5,804
ROYDS HALL TRUST SCHOOL	0	0	16.1	0	0
ROYDS LEARNING TRUST	39	0	15.6	54,019	220,451
RUSSELL HALL FIRST SCHOOL	33	0	17.5	16,111	45,489
RYBURN VALLEY ACADEMY	74	0	14.8	55,469	143,096
RYHILL PARISH COUNCIL	1	0	13	451	919
SACRED HEART CATHOLIC (VA) PRIMARY SCHOOL	20	0	15.6	10,324	50,721
SALENDINE NOOK ACADEMY TRUST	67	0	13	57,723	124,914
SALTERLEE ACADEMY TUST	26	600	12.8	6,765	14,991
SAMUEL LISTER ACADEMY	56	900	17.2	47,325	138,646
SCHOOL PARTNERSHIP TRUST ACADEMIES	655	0	14.6	439,901	1,072,534
SCHOOLS LETTINGS SOLUTIONS (FREESTON ACADEMY)	0	0	4.3	196	401
SCOUT ROAD ACADEMY	20	1,500	15.7	9,188	23,373
SEA FISH INDUSTRY	34	0	28.8	104,116	388,659
SEACROFT GRANGE PRIMARY SCHOOL	0	0	N/A	0	0
SERVEST BBG ACADEMY	5	0	NIL	2,551	-192
SHANKS WASTE MANAGEMENT LTD	14	0	14	23,802	51,343
SHARE MULTI ACADEMIES TRUST	206	0	16	131,266	352,668
SHIBDEN HEAD PRIMARY ACADEMY	43	0	18	19,021	61,121
SHIPLEY COLLEGE	190	14,600	16.1	154,760	375,441
SHIRLEY MANOR PRIMARY ACADEMY	25	1,500	14.3	15,978	39,544
SITLINGTON PARISH COUNCIL	3	0	24.1	1,493	6,283
SKILLS FOR CARE	55	200,000	19.9	183,832	525,063
SOUTH ELMSALL TOWN COUNCIL	2	4,100	16.2	4,319	9,857
SOUTH HIENDLEY PARISH COUNCIL	1	0	14	493	1,075
SOUTH KIRBY & MOORTHORPE TOWN COUNCIL	24	0	15	21,181	53,956
SOUTH OSEET INFANTS	18	0	17.5	7,755	23,676
SOUTHERN ELECTRIC	14	22,300	19.2	31,238	89,092
SOUTHFIELD GRANGE TRUST	270	19,000	14.4	206,074	618,938

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Employer name	Number of Active Members	Contribution to Reduce Deficit	Employer Rate	Employee Contribution	Employer Contributions
SOUTHWAY AT THE RODILLIAN ACADEMY LTD	15	0	15.1	12,796	33,045
SPEN VALLEY FOUNDATION TRUST	0	0	16.1	0	0
SPIE LTD	20	0	NIL	13,778	174
SPRINGWELL ACADEMY LEEDS	96	0	18.3	92,376	271,175
ST ANNES COMMUNITY SERVICES	340	0	22.8	415,237	1,551,718
ST ANNES COMMUNITY SERVICES (BRADFORD)	9	6,500	19.8	14,978	46,937
ST ANTHONYS CATHOLIC (VA) PRIMARY SCHOOL	27	0	15.6	8,493	23,177
ST AUGUSTINES CATHOLIC PRIMARY SCHOOL	45	0	15.6	19,672	54,993
ST CHADS C OF E PRIMARY SCHOOL	38	0	17.5	12,663	39,087
ST EDWARDS CATHOLIC (VA) PRIMARY SCHOOL	14	0	15.6	4,632	13,013
ST FRANCIS CATHOLIC PRIMARY SCHOOL	38	0	15.6	10,871	30,294
ST FRANCIS OF ASSISI CATHOLIC (VA) PRIMARY SCHOOL	30	0	15.6	12,992	36,566
ST GILES CHURCH OF ENGLAND ACADEMY	38	1,100	15.8	20,072	55,804
ST GREGORY THE GREAT CATHOLIC ACADEMY TRUST	19	0	18.8	8,401	27,547
ST JOHN'S (CE) PRIMARY ACADEMY TRUST	34	0	15.8	16,554	46,318
ST JOHNS CE PRIMARY SCHOOL	11	0	17.5	21,700	65,374
ST JOHNS HOSTEL	11	0	21.9	20,067	95,515
ST JOHNS PRIMARY ACADEMY RISHWORTH	10	0	17.5	6,316	19,033
ST JOSEPHS CATHOLIC (VA) PRIMARY SCHOOL WETHERBY	27	0	15.6	8,989	24,668
ST MATTHEWS C E PRIMARY SCHOOL	64	0	15.6	16,778	47,053
ST MICHAEL & ALL ANGELS SCHOOL	39	0	17.5	16,960	53,336
ST NICHOLAS CATHOLIC PRIMARY SCHOOL	38	0	15.6	14,964	40,816
ST OSWALDS CHURCH OF ENGLAND PRIMARY SCHOOL	49	0	15.6	17,536	47,567
ST PATRICKS CATHOLIC (VA) PRIMARY SCHOOL	27	0	15.6	10,089	27,838
ST PAULS CATHOLIC (VA) PRIMARY SCHOOL	20	0	15.6	9,134	24,397
ST PETERS C E PRIMARY SCHOOL	38	0	15.6	14,992	40,158
ST PHILIPS CATHOLIC PRIMARY SCHOOL	30	0	15.6	14,116	38,707

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Employer name	Number of Active Members	Contribution to Reduce Deficit	Employer Rate	Employee Contribution	Employer Contributions
ST THERESAS CATHOLIC PRIMARY SCHOOL	61	0	15.6	23,685	65,205
ST URBANS CATHOLIC (VA) PRIMARY SCHOOL	21	0	15.6	9,426	26,046
ST VINCENT DE PAUL SOCIETY	0	0	N/A	1,928	6,615
SUEZ RECYCLING AND RECOVERY UK LIMITED	11	0	12.1	18,875	36,692
SWALLOW HILL COMMUNITY COLLEGE ACADEMY	35	0	15.8	30,443	104,488
TAYLOR SHAW	5	0	4.2	2,509	4,384
TAYLOR SHAW LIMITED (GORSE ACADEMIES TRUST)	4	0	20.5	1,840	6,719
TAYLOR SHAW LTD (BATLEY GIRLS HIGH SCHOOL)	4	2,800	21.7	2,155	8,277
TAYLOR SHAW LTD (FIELDHEAD GRIMES MANSTON)	1	9,800	20.6	1,015	3,723
TAYLOR SHAW LTD (PARKLANDS PRIMARY)	2	0	8.1	194	0
TAYLORSHAW LTD (COOKRIDGE HOLY TRINITY SCHOOL)	3	0	6.5	1,124	1,297
TAYLORSHAW LTD (CROSSGATES BEECHWOOD WHITE LAITH)	6	0	NIL	1,795	0
TAYLORSHAW LTD (INTERSERVE CRAWSHAW)	5	0	NIL	3,032	0
TAYLORSHAW LTD (SWARCLIFFE PRIMARY SCHOOL)	4	0	NIL	1,663	0
TEMPLE LEARNING ACADEMY	26	0	12.9	13,656	29,279
TEMPLE NEWSAM LEARNING PARTNERSHIP	334	0	15.6	233,237	700,058
THE ANAH PROJECT	1	0	NIL	2,770	0
THE BECKFOOT & HAZELBECK ACADEMY TRUST	664	0	16	476,867	1,284,091
THE BISHOP KONSTANT CATHOLIC TRUST	506	0	16.6	260,613	741,937
THE CATHEDRAL C of E	15	0	14.2	46,396	126,556
THE CROSSLEY HEATH ACADEMY TRUST	87	5,000	16.9	56,187	157,796
THE GORSE ACADEMIES TRUST	680	0	14.3	419,624	991,763
THE JOHN CURWEN CO-OPERATIVE PRIMARY ACADEMY	32	0	14.6	23,572	57,811
THE LANTERN LEARNING TRUST	222	0	15.6	125,020	339,675
THE POLICE & CRIME COMMISSIONER FOR WEST YORKSHIRE	76	0	15.3	205,127	396,615
THORNBURY ACADEMY	3	0	14.9	17,273	71,933
THORNHILL COMMUNITY ACADEMY	70	0	14.2	48,371	109,933
THORNHILL JUNIOR AND INFANT SCHOOL	46	0	19.7	22,558	77,947

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Employer name	Number of Active Members	Contribution to Reduce Deficit	Employer Rate	Employee Contribution	Employer Contributions
THORNTON PRIMARY SCHOOL	48	0	15	29,433	74,942
THORP ARCH LADY ELIZABETH HASTINGS C E (VA) PRIMARY SCHOOL	22	0	15.6	5,588	15,649
TODMORDEN TOWN COUNCIL	3	0	8	3,980	3,753
TOGETHER HOUSING ASSOCIATION LTD (GREENVALE)	93	14,000	15.3	170,048	374,745
TOGETHER HOUSING ASSOCIATION LTD (PENNINNE)	449	90,000	15.2	787,722	1,831,234
TONG LEADERSHIP ACADEMY	93	0	14.4	91,978	210,518
TRINITY ACADEMY HALIFAX	284	0	10.6	184,454	319,833
TURNING POINT	3	0	NIL	3,598	0
TURNING POINT (WAKEFIELD)	1	0	NIL	2,950	0
UNITED RESPONSE	8	0	NIL	11,343	2,349
UNIVERSITY ACADEMY KEIGHLEY	83	2,000	15.4	54,831	137,682
UNIVERSITY TECHNICAL COLLEGE LEEDS	10	0	11.3	9,560	17,743
VICTORIA PRIMARY ACADEMY	67	0	15.9	31,736	94,678
WAKEFIELD & DISTRICT HOUSING	1,330	0	14.3	2,495,903	5,228,358
WAKEFIELD CITY ACADEMIES TRUST	492	0	16.3	319,223	906,021
WAKEFIELD CITY ACADEMY	0	0	16.7	0	27,430
WAKEFIELD COLLEGE	443	0	14.7	391,105	930,588
WAKEFIELD COUNCILLORS	0	0	N/A	0	0
WATERTON ACADEMY TRUST	379	0	15.5	167,971	456,366
WEST NORTH WEST HOMES LEEDS	1	0	N/A	4,399	-66,263
WEST VALE PRIMARY SCHOOL	3	0	17.5	12,191	37,072
WEST YORKSHIRE COMBINED AUTHORITY	504	1,215,000	14.6	1,318,277	2,026,636
WESTBOROUGH HIGH SCHOOL	0	0	16.1	0	0
WESTWOOD PRIMARY SCHOOL TRUST	32	0	15.6	16,969	47,375
WETHERBY TOWN COUNCIL	7	0	15	6,984	17,383
WHINMOOR ST PAULS C E PRIMARY SCHOOL	19	0	15.6	11,151	37,288
WHITEHILL COMMUNITY ACADEMY	132	0	15.5	56,371	148,331
WILLIAM HENRY SMITH SCHOOL	81	35,200	26.7	105,135	493,263
WILSDEN PRIMARY SCHOOL	41	0	16.6	20,641	58,979
WOLSELEY UK LTD	1	0	12.2	2,038	3,826
WOODHOUSE GROVE SCHOOL	2	58,400	32.7	3,170	16,525
WOODSIDE ACADEMY	100	0	12.2	42,039	90,830
WORTH VALLEY PRIMARY SCHOOL	32	0	16.8	19,218	54,214
WRAT - LEEDS EAST ACADEMY	44	0	11.5	45,082	84,626
WRAT - LEEDS WEST ACADEMY	76	24,000	13.7	88,168	192,582

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Employer name	Number of Active Members	Contribution to Reduce Deficit	Employer Rate	Employee Contribution	Employer Contributions
WY FIRE & RESCUE	331	0	17.2	533,918	1,522,146
WY POLICE CIVILIAN	0	0	0	7,169	0
YORKSHIRE HOUSING LTD	2	0	19.3	2,441	8,123
YPO	492	0	14.4	850,065	1,880,009
Total	101,857	15,072,267		111,146,835	281,125,586

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Benefits paid

West Yorkshire Pension fund pays almost 113,870 pensioners and beneficiaries with a gross pension payroll in excess of £46m each month for West Yorkshire members and shared services members. Only West Yorkshire Pension Fund members are charged to the account in the financial statements.

Shared service provision

In addition to the Local Government pensions paid each month, West Yorkshire Pension Fund also provide a Pensions Administration and payroll service for the following organisations:

- Lincolnshire Pension Fund
- Lincolnshire County Council Fire
- West Yorkshire Fire & Rescue Authority
- North Yorkshire Fire & Rescue Authority
- Humberside Fire & Rescue Authority
- South Yorkshire Fire & Rescue Authority (the fund provides the administration function only).
- Royal Berkshire Fire & Rescue Authority
- Buckinghamshire & Milton Keynes Fire & Rescue Authority
- Northumberland Fire

The combined shared service membership for the 2017/18 financial year is shown in the following table:

Shared Service Partners	2017/18 Active	2017/18 Pensioners	2017/18 Beneficiaries	2017/18 Deferred	2017/18 Undecided	2017/18 Frozen	2017/18 Total	2016/17 Total
WYPF	102,017	75,363	11,504	87,414	2,623	7,550	286,471	284,820
Lincolnshire LGPS	26,154	17,717	2,510	26,804	2,419	1,875	77,479	76,212
Lincolnshire Fire	703	280	62	354	56	27	1,482	1,425
West Yorkshire Fire	1,067	2,023	320	212	1	3	3,626	3,615
North Yorkshire Fire	659	479	83	205	31	0	1,457	1,400
Humberside Fire	768	858	133	179	1	2	1,941	1,889
South Yorkshire Fire	611	1,099	177	86	0	13	1,986	1,965
Royal Berks Fire	457	428	49	138	6	1	1,079	1,057
Bucks and MK Fire	465	369	68	226	4	5	1,137	1,091
Northumberland Fire	246	288	60	203	4	1	802	0
Total	133,147	98,904	14,966	115,821	5,145	9,477	377,460	373,474

SECTION 5 – FINANCIAL MANAGEMENT AND PERFORMANCE

Pension overpayment

Occasionally pensions are paid in error. When this happens, we have processes in place to recover the overpayments. The table below shows a summary of the value of the overpayments involved. Every effort is made to recover these, whilst managing the financial impact on overpaid pensioners.

Overpayments	2017/18	2016/17	2015/16	2014/15	2013/14
	£000	£000	£000	£000	£000
Annual payroll	380,862	370,147	357,890	342,087	327,405
Overpayments	76	315	320	237	67
Overpayments written off	7	17	4	17	11
Overpayments recovered	161	217	102	96	59

The table below shows a summary of transactions processed during the year:

Analysis of overpayments	2017/18	2016/17	2015/16	2014/15	2013/14
	No. of payments	No. of payments	No. of payments	No. of payments	No. of payments
Number of pensions paid during reporting period	1,042,404	1,036,008	995,592	985,776	949,128
Number of cases overpaid	54	479	355	333	198
Number of cases written off	29	18	7	27	18
Number of cases recovered	262	332	177	201	173

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Fraud Prevention – National Fraud Initiative

West Yorkshire Pension Fund takes part twice a year in the National Fraud Initiative (NFI). The data that is submitted by the Fund includes pensioners, beneficiaries and deferred member information for Local Government Pension Scheme and Fire Services Pension members managed by the Fund.

A summary of the latest results of these exercises is shown below:

Pensioners, beneficiaries and deferred members	No of record sent	No of mismatches		Overpayments identified		Possible Frauds	mismatches carried forward at 31 March
2017/18	229,994	518	0.23%	35	0.02%	2	10
2016/17	224,122	1,425	0.64%	5	0.00%	4	5
2015/16	219,313	868	0.40%	61	0.03%	3	10
2014/15	159,928	656	0.41%	25	0.02%	0	5
2013/14	154,616	1,456	0.94%	82	0.05%	3	8

Internal Audits completed during 2017/18

The Internal Audit function for the West Yorkshire Pension Fund is carried out by Bradford Council; each year an agreed number of planned audits are performed on financial systems and procedures across the organisation. Listed below is a summary of reviews that were carried out during the financial year 2017/18.

- **Transfers Out** – This was an audit of the risks and control processes in place to manage benefit transfers for individuals leaving employment of a West Yorkshire Pension Fund admitted body. The control environment was found to be of an effective standard with no recommendations arising from the work carried out.
- **Reimbursement of Agency Payments** – This audit examined the reimbursement of payments made in respect of the administration service provided by the WYPF for Lincolnshire Pension Fund and the payment of West Yorkshire, North Yorkshire, Humberside, South Yorkshire, Lincolnshire, Royal Berkshire and Buckinghamshire and Milton Keynes Fire Officers pensions and also for payment of Teachers Gratuities for Bradford MDC. The work identified that services provided were not backed up with an up to date contractual agreement due to delays in completing legal reviews. The resulting recommendation for improvement was made and accepted.

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- **AVC Arrangements** – Members of the Local Government Pension Scheme have the opportunity of paying extra contributions into the West Yorkshire Pension Fund AVC Plan, which can be arranged with two providers, Scottish Widows or Prudential. The standard of control around these arrangements was found to be effective with no issues identified.
- **New Pensions and Lump Sums – Deferred Pensions** – This audit examined pension benefit calculations of deferred benefits for those members who have left the employment of a scheme employer. The control environment for this process was found to be fully effective with no issues identified.
- **Review of the West Yorkshire Pension Fund 2016/17 Accounts** – This is an annual account review process, that ensures the final account is consistent with internal control reviews carried out by our Internal Audit Team during the year.
- **Verification of Assets** – This audit ensures that the assets held by the West Yorkshire Pension Fund are fully reconciled once a month and our transactions are balanced daily with our investment book of records and our custodian HSBC. The standard of control in place to achieve this was found to be excellent.
- **UK Fixed and Index Linked Public and Corporate Bonds** – Control of this class of investment asset class was found to be effective with no issues identified.
- **Stock Lending** – Stock lending for our asset is undertaken by HSBC Bank as part of the custodial arrangements for the West Yorkshire Pension Fund. Controls were examined to ensure that the risks in this process were appropriately managed, these were found to be mostly effective with one recommendation for improvement made.
- **Equities** – All quoted investments are held under the custody of the HSBC, and represent a significant proportion of the West Yorkshire Pension Fund investment portfolio, the audit review found the process to be well controlled.
- **Treasury Management** – This audit reviewed the arrangements in place for treasury management, to ensure that surplus cash is invested in the most appropriate ways. Controls in this area were found to be mostly effective with one recommendation for improvement.
- **UK Property Unit Trusts** – Approximately 4.2% of the West Yorkshire Pension Fund investment portfolio is held in property unit trusts. The control environment surrounding the UK Property Unit Trusts was deemed to be effective with no issues identified in the process.

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ISO 9001:2015

WYPF is an ISO 9001:2015 accredited service provider. All our services are quality assured using rigorous quality management systems and assessed by external assessors twice a year. WYPF first achieved accreditation in 1994 and we have successfully maintained this accreditation since.

The purpose of the ISO 9001:2015 certification is to ensure that WYPF provides quality Local Government Pension Scheme administration to employers, members and beneficiaries within the scope of Local Government Pension Scheme Regulations and the Firefighters' Pension Scheme Order.

WYPF quality policy

We will provide an efficient and effective service to all our scheme members by responding quickly to requests for information and advice.

We will provide an efficient and effective service to all beneficiaries i.e. current pensioners, dependants and deferred members and receivers of early leavers' benefits by paying correct benefits on time.

We will provide an efficient and effective service to all employers whose employees participate in a pension scheme administered by WYPF, responding quickly to requests for information, advice and training, provide detailed guidance on implications of any new legislation affecting the scheme.

Quality management system

As part of the Quality Management System, several systems and procedures have been put in place to ensure our service continually improves. These include:

- Having procedures in place for dealing with customer complaints and faults and ensuring appropriate corrective and preventative actions are taken.
- Conducting internal quality audits to ensure quality is maintained and to identify improvements.
- Monitoring our processes to obtain statistical data on our efficiency in calculating and paying pensions, so we can ensure benefits are paid on time.
- Surveying customers about their experience of our service
- Holding regular service review meetings to review service performance and quality issues

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Management and Customer Service Key Performance Indicators

WYPF monitors its performance against several Key Performance Indicators (KPIs). All aspects of our administrative structure, processes and systems are reviewed on a planned cycle.

Our key performance indicators during the year measured against our targets are shown in the table below. Critical business areas impacting on pensioners and their family takes priority, these being, members requiring immediate payment for retirements, redundancies, dependents pensions and death grants.

Work type	Total cases	Target days	Target cases met	KPI target %	Actual KPI 2017/18 %	Actual KPI 2016/17 %
Payment of pensioners (WYPF LG pensioners and beneficiaries)	1,042,404	Due days	1,042,404	100.00	100.00	100.00
Transfer-in quote	563	35	559	85.00	99.29	96.44
Transfer-in payment received	353	35	331	85.00	93.77	88.17
Divorce quote	516	35	499	85.00	96.71	96.12
Refund quote	2,457	35	2,421	85.00	98.53	89.89
Refund payment	2,704	10	2,655	95.00	98.19	98.96
Transfer-out quote	1424	35	1339	85.00	94.03	92.13
Transfer out payment	245	35	232	85.00	94.69	91.62
Pension estimate	6,317	10	4,816	75.00	76.24	83.19
Retirement actual	2,863	3	2,625	90.00	91.69	94.26
Deferred benefits into payment actual	1,999	5	1,777	90.00	88.89	93.03
Death grant single payment	447	5	395	90.00	88.37	99.06
Change of address	4,529	5	4,381	85.00	96.73	97.64
Life certificate received	5,046	20	4,876	85.00	96.63	98.48
Payroll changes	1,941	5	1,866	90.00	96.14	97.77
Change to bank details	1,483	5	1,305	90.00	88.00	97.48
Death in retirement	2,384	5	2,177	85.00	91.32	92.91
Retirement quote	3,086	10	2,843	85.00	92.13	94.36

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Cost per member

The latest published data (2016/17) for all LGPS funds administration costs shows that WYPF pensions administration cost per member is £14.35, the 7th lowest cost amongst 89 LGPS funds and well below the national average of £27.81.

WYPF has the lowest total cost per members (administration, investment and oversight & governance) at £38.03, the national average for LGPS in 2016/17 is £214.87

The 2017/18 annual cost of administering the West Yorkshire Pension Fund per member is £14.35, investment management cost per member is £20.32, oversight and governance cost per member £1.91 and the total management cost per member is £36.58. These figures compare favourably with the average cost for authorities in the DCLG –SF3 results for 2016/17 as shown in the table below:

Cost per member 2016/17	Position	West Yorkshire Pension Fund	LGPS Lowest	LGPS Highest
Admin cost per member	7th	£14.35	£10.92	£86.43
Investment cost per member	1st	£20.58	£20.58	£476.36
Oversight & Governance	9th	£3.10	£0.00	£78.62
Total cost per member	1st	£38.03	£38.03	£531.84

LGPS figures are from DCLG SF3 2016/17 data set.

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Staff numbers

Staff full time equivalent (FTE)	2014/15	2015/16	2016/17	2017/18
	FTE	FTE	FTE	FTE
Investments	21.4	19.6	19.6	21.6
Service centre staff	42.3	53.2	54.7	58.1
Payroll	16.6	17.6	16.6	19.0
ICT/UPM staff	11.5	12.6	12.6	13.7
Finance Staff	14.8	14.0	14.0	16.0
Business support staff	23.9	24.1	26.0	27.4
Technical	3.7	4.6	4.5	3.9
Total	134.2	145.7	148.0	159.7

Membership trends over a five year period

Fund membership continues to grow, with a total membership including undecided leavers and frozen refunds of 286,471 as at 31 March 2018. Active members are employed by 443 separate organisations; with the number of active members continually increasing due to auto enrolment.

Membership category (at 31st March each year)

WYPF Membership category (at 31st March each year)									
	2017/18	% change	2016/17	% change	2015/16	% change	2014/15	% change	2013/14
Active									
Members	102,017	0.1%	101,881	0.9%	100,927	3.5%	97,548	3.7%	94,056
Pensioners	75,363	1.0%	74,630	4.1%	71,675	0.7%	71,189	4.1%	68,358
Beneficiaries	11,504	-1.7%	11,704	3.7%	11,291	3.0%	10,959	2.1%	10,736
Deferred pensioners	87,414	4.4%	83,763	2.0%	82,154	5.6%	77,780	3.0%	75,522
Undecided leavers	2,623	-54.5%	5,768	-15.4%	6,817	13.8%	5,988	125.5%	2,655
Frozen refunds	7,550	6.7%	7,074	16.2%	6,087	14.5%	5,316	1.6%	5,234
Total	286,471	0.6%	284,820	2.1%	278,951	3.8%	268,780	4.8%	256,561

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Admissions to the Fund

Employees joining the Fund were as follows.

Members joining WYPF	2017/18	2016/17
Employees/councillors joining with no previous service	21,692	19,366
Employees with transfers from:		
: other LG fund	25	26
: other pension schemes	329	143
	22,046	19,535

Withdrawals from the Fund

Benefits awarded to members leaving employment were as follows.

Members leaving WYPF	2017/18	2016/17
Members awarded immediate retirement benefits	2,865	2,897
Benefits awarded on death in service	88	105
Members leaving with entitlement to deferred benefits, transfer of pension rights or a refund	9,192	6,206
Totals	12,145	9,208

Section 6

Investment Report

INVESTMENT ADVISORY PANEL – OPERATIONAL REVIEW

This is a review of the activities of the WYPF Investment Advisory Panel (IAP) for the financial year 2017/18. This report provides a summary of the investment market conditions that formed the backdrop to IAP meetings and highlight some of the investment decisions made. The report covers other aspects of the panel's work including:

- appraisal of new investment proposals
- review of updates detailing the pooling of assets with the Northern Pool
- review meetings with alternative assets fund managers
- governance related activities carried out during the period.

Panel meeting April 2017 - Market review

The previous financial year ended strongly continuing a period of extremely healthy investment returns particularly in equity markets. Global equities had risen over 6% from the beginning of the year up until the end of March 2017 and were showing very healthy gains over the previous twelve months. Markets had sold off in the immediate aftermath of the surprise US Presidential election result but soon recovered on hopes that a Trump presidency would lead to increased expenditure on infrastructure and the possibility of economically stimulating tax cuts. Pacific Rim and emerging markets were particularly strong. At the time of the meeting the "Trump trade" rally was beginning to lose momentum as investors began to worry about lack of progress in terms of implementation and the extent to which the campaign rhetoric was meeting the reality of a sceptical Congress.

The UK's departure from the EU was officially instigated a few weeks prior to the panel meeting by invoking article 50 of the EU treaty, putting in place a two-year deadline for exiting. Despite all the uncertainty since the 'Brexit' vote in the previous July the UK economy was continuing to grow, albeit at a moderate pace of 1.9%. However economic data for the UK was becoming more mixed, particularly consumer confidence which appeared to be weakening as pressure built on incomes which were failing to match inflation. Continental Europe in contrast was beginning to show signs of real economic momentum, Purchasing Managers' Index (PMI) figures across the continent were strong and getting stronger, even the cautious German consumer was showing real signs of spending recovery. Sweden in particular was highlighted as a market of interest and a strongly recovering economy. Japan was delivering steady economic growth, continued corporate governance reforms and an equity market which now appeared cheap in international terms. However, the dominant investment theme was the extent to which Sterling had fallen over the previous year. This had influenced both the returns on overseas assets to UK based investors and the FTSE100 index which is dominated by companies earning profits in overseas currencies. It was against this backdrop that the IAP considered the allocation of new cash flow into the scheme when meeting for the first time in the new financial year.

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The panel received detailed reports on the major equity, bond and property markets including specific developments in the WYPF direct property portfolio. Reports were also taken outlining the overall economic background and details of the current positioning of the fund relative to its own strategic benchmark. It was concluded that given the high weighting in equities at the fund level new cash flow would be directed towards listed alternative assets, corporate bonds and ring fenced in anticipation of a successful bid for a significant property asset in Manchester. After allocations were decided additional reports were taken on potential new investment opportunities for the next period.

In order to achieve and then maintain the agreed strategic weighting in Infrastructure it is necessary to commit new funds on a regular basis. The fund gains its infrastructure exposure from direct investment in funds managed by external providers and by committing to the GLIL joint venture as part of the Northern Pool.

Stock lending, Governance and Custodian review

Every financial year the panel receive a report on the operational controls of HSBC Securities Services, who act as custodian to the schemes assets. The assurance report on controls provided by HSBC Securities Services had been reviewed by KPMG with the full report being made available to IAP members at the April meeting. It was noted that controls in operation within HSBC are satisfactory. A separate governance report on the operations of the Investment Panel during the previous financial year, prepared by one of the scheme's independent investment advisors was also reviewed and noted.

On an annual basis the IAP review the operation of the WYPF's stock lending programme and approve both lending limits and counterparties for the following financial year. All stock lending is conducted on behalf of WYPF by HSBC on an agency basis. The panel agreed to continue a policy permitting a maximum level of 35% of the total portfolio to be lent at any one time. This was previously the maximum allowable under the regulations for stock lending however this ceiling has now been removed from the regulations. Details of the income generated for the fund including the source of this income by asset type were provided in the report. The scheme's end of year position was also reviewed including details of the amount and type of collateral held against the current loaned stock. Attached to the report was a detailed explanation of the principles and mechanics of stock lending which helped panel members less familiar with the practise.

Investment Strategy Statement

At the previous meeting the panel had approved a draft version of the Investment Strategy Statement (ISS). This document replaced the Statement of Investment Principles (SIP). Regulations require each administering authority to prepare, publish and maintain an ISS, which sets out the approach to investment, risk, social environmental and governance issues. The ISS is required to include policies on the exercise of voting rights that attach to investments. The ISS also covers the authorities approach to the pooling of assets including the use of collective investment vehicles and pooled services. The panel approved the revised version of the ISS, which included new detail on the WYPF approach to pooling and climate change policy.

Investment Pooling

A significant agenda item of the April 2016 meeting was a report detailing the WYPF's response to the Government's decision to work with LGPS administering authorities to ensure the future pooling of assets. Together with Greater Manchester Pension fund and Merseyside Pension Fund a joint submission had been made detailing how these three funds would meet the Government criteria as set out in the Investment pooling guidance. The April 2017 meeting received a report detailing the ongoing progress the three schemes were making in order to meet the Government's criteria. These included updates on the Infrastructure joint venture, GLIL, where WYPF had now made a £250m commitment and the panel were beginning to see cash

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drawn down into this venture. The report also included a summary of a joint meeting of the pool's officers and advisers that had recently taken place in Manchester, where the future development of the pool was agreed. The conclusion of the three funds was to continue to implement the vision of a low cost, simply structured pool with significant infrastructure and private markets capability as set out in the original proposal.

Panel meeting July 2017

The first item on the July agenda was to elect a Chairman and Deputy Chairman. Cllr Andrew Thornton and Ian Greenwood were duly elected. The second panel meeting of the financial year saw further modest gains to equity markets. European markets continued to perform strongly in part driven by better than expected economic performance and by positive reaction to the French Presidential election. In contrast the decision by Prime Minister May to hold an election to strengthen her position in part over 'Brexit' negotiating, rebounded disastrously and if anything appeared to have weakened Britain's position. The continued weakness in Sterling was now being seen in the increased inflation figures with UK bonds falling sharply over the period.

Against this background the panel decided to allocate most of new cash flow to "cash", with a small amount to listed alternatives where opportunities had been identified. Given the strong performance of most overseas markets and the sharp falls in Sterling the majority of the scheme's overseas assets were both overweight benchmark and, in some cases, close to the upper control range. Breaching these limits would require remedial action from the internal team in terms of selling assets. With this positioning in mind allocating to cash was the most appropriate action. At the meeting there was a discussion with advisors and officers about a reduction of equity if equity markets continued to race ahead and the funding position of the scheme continued to improve from an already healthy position. It was agreed that these major strategic decisions would continue to be raised and discussed at the upcoming panel meetings.

Large scale transfer to GMPF

The panel were informed during the July meeting of the decision by First Group West Yorkshire (Firstbus) to consolidate their pension arrangements within GMPF. This decision involving over £400m of assets will impact the investment strategy over the medium term as the preference is for GMPF to receive cash on a quarterly basis. The IAP would be kept informed as the arrangements for First Bus Group are finalised. The implications for strategy and allocations would be discussed further at the November meeting.

Northern Pool interim chair

A report was received providing an update on the development of the Northern Pool and the latest communication with the responsible civil servant. The report reiterated the approach being taken and specifically the simple low-cost nature of the pool structure. The panel were informed that progress being made in establishing the GLIL infrastructure joint venture was particularly well received. It was also reported by the Chairman, Cllr Thornton, that an interim Chairman of the Northern Pool had been appointed to oversee the implementation of the governance arrangements of the pool and Cllr Kieran Quinn from GMPF had accepted the role. The IAP also received a report updating information on the decision to appoint a common custodian for all the assets managed by the Northern Pool. As the WYPF are 100% internally managed and therefore have the largest take up of custodian services the project will be lead from Bradford. It is expected the final master contract will be in place for the common custodian by April 2018 and the IAP will be kept informed as the project progresses.

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Investment performance review, Benchmark review

WM Performance Services for many years had independently measured the investment performance of the fund. However, this service was no longer available and a search to find a suitable provider had been undertaken. Portfolio Evaluation Service (PEL) were in the process of completely taking over the detailed investment monitoring service. At the July meeting the panel were presented with basic fund level performance figures, as these were the first to be prepared. As noted in previous governance reports the investment approach adopted by the panel is genuinely long-term and consistent with the long-term nature of the liabilities of the fund. That said, it is still relevant and good governance to monitor investment performance over the short term as well. The panel reviewed performance over the previous financial year to March 2017. The fund returned 22.9% this compares with 20.4% for the scheme's specific benchmark. This very credible return resulted in the fund being ahead of its benchmark over three, five, ten and twenty-year periods. The panel congratulated the internal investment team for the performance achieved over both the short and long-term periods.

At the July meeting the IAP considered a report from the Director of the fund recommending a change to the fund specific benchmark against which the performance of the fund is measured. To reflect changes that have been gradually taking place and in consultation with the scheme actuary Aon Hewitt it had been decided to remove any allocation to hedge funds from the benchmark and to replace this allocation by increasing the benchmark allocation to Infrastructure. This change is not significant enough to impact on the expected risk and return at the portfolio level, however it does reflect the substantially increased commitment to infrastructure and the strategic commitment to GLIL as part of the pooling process.

Alternative Investment Working Group

A meeting of the alternative investment-working group (AIWG) was convened in London during October for face-to-face meetings with a broad selection of alternative investment fund managers running the private equity and Infrastructure investments for the scheme. As the holdings in fund of hedge funds had been almost completely exited during the previous financial year there were no presentations from hedge fund managers. These face-to-face meetings held over two days reviewed the performance and strategy of the investments and allow for a detailed look at the investment environment the managers are operating in. Receiving a number of presentations in such a short period of time allows the AIWG members a good overview of both market trends and how the various managers are responding to opportunities, as very buoyant public equity markets have presented many avenues for profitable exits for private equity managers.

Panel meeting November 2017

The November meeting was once again set against a backdrop of equities making further upward progress and bonds losing ground. Sterling continued to gradually strengthen against the US dollar a process that had started during the previous quarter. In contrast Sterling was still close to the recent lows against the Euro. The continued strength of global equity markets was more remarkable given geopolitical uncertainties surrounding developments on the Korean peninsula, Catalonia and apparent policy paralysis in Washington, where the much heralded Trump tax reforms had made little progress over the summer. However, synchronised global economic growth and inflation remaining subdued provided just enough impetus to keep stock markets buoyant, if stretched in valuation terms. Since the US election US equities had risen 20% with many other equity markets enjoying similar strong returns. Corporate earnings had also been strong often beating market expectations

In addition to receiving verbal and written reports on the major equity and bond markets the IAP reviewed three substantial strategy documents detailing the future policy, commitment levels and cash flow forecasts

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for Property, Private Equity and Infrastructure exposures over the next three years. After discussion and questioning the panel agreed the proposal for the three assets classes. It was also agreed that all net new cash flow expected into the fund over the next quarter would be required to meet expected property and infrastructure investments which by their nature are irregular and often sizable. It was also noted that most equity positions were above benchmark and that the schemes overall position in equity was towards to top the control range. A further decision was made to redeem in its entirety the last remaining hedge fund investment which combined with the sale of a property ETF (held for hedging purposes) provided sufficient cash for the expected drawdowns over the quarter.

The extent of the future commitments and strategy objectives in infrastructure and direct property combined with the transfer of £450m in assets to Greater Manchester Pension Fund (GMPF), pertaining to the First Group West Yorkshire (Firstbus), resulted in the fund having no net new cash flow for allocation over the medium term. In addition, there will be the need to raise cash to meet all commitments from sales of assets. This new situation combined with the very significant growth in the assets of the scheme in recent years has lead the panel to conclude that, even where net new cash flow returns to a positive position, the extent to which meaningful asset allocation decisions can be made without actively generating proceeds for investment from sales of assets has ended. It was decided that a paper should be presented to the IAP exploring different options for strategy implementation given this new environment. This paper, to be prepared by one of the external advisers to the fund would also examine the focus and training needs of the IAP over the next 12 to 18 months.

Updates on the development of the Northern pool are an agenda item at every IAP meeting. The November update contained details of the most recent meeting of the Joint Shadow Committee to the pool, where the head of pensions from the LGA had been in attendance. The panel were updated on the various pool work streams taking place and these included the completion of the terms of reference for the Pool Joint Committee, where Tameside MBC were acting as lead authority. Work continued to procure an FCA regulated operator for the GLIL infrastructure vehicle and the next major milestone was expected to be the appointment of the FCA regulated joint pool custodian. The panel noted the progress being made.

Members' and employers' annual meetings

Communication with both employers and members is an important aspect of the panel's activities. Immediately following the November panel meeting the annual meeting for the employers took place in Bradford Town Hall with a similar meeting for members arranged for the following day. The meetings provide an opportunity for employers, members and pensioners to hear about administration aspects of the fund, any changes that have taken place for members or employers, as well as the customer service levels being achieved. It is the administration function of the scheme that is the main day-to-day point of contact for members and pensioners. Consequently, the updates and information given at these annual meetings is always of interest to the attendees. For the employers meeting a presentation was given by the scheme actuary Aon Hewitt, this presentation focused on the more technical aspects of the funds liabilities and was of genuine interest for the employers looking for early insights into their budget planning.

In addition to the information on the functioning of the scheme provided by the Director, these annual gatherings include reviews of the global economic environment, changes to the asset allocation within the fund and a review of investment performance over both the short and long term. The external investment advisers to the fund provide these presentations. The members meeting concluded with member questions submitted prior the event being answered by the relevant scheme representative for the benefit of the whole meeting.

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Panel meeting January 2018

The final full panel meeting of the financial year was held in January. This was the first meeting since the untimely and tragic death of the leader of Tameside council and Chairman of GMPF and the Northern Pool shadow joint committee, Kieran Quinn. The panel paid their respects and reflected on this tragic news before the formal meeting began.

With the strength in global markets over the previous twelve months the scheme was now £14.4bn, 11.5% higher than at the end of the previous year. The largest influence in terms of return was the continued strength of global equity markets with the scheme's equity assets gaining over £1bn in value over the previous twelve months alone. Looking forward the eventual passing of the Republican bill cutting US corporate and personal income taxes had given the markets further confidence that growth will continue into 2018. Away from the US, Japanese and Asian markets continued to strengthen as the capital goods cycle matured. In Europe economic indicators remained positive although the strength in the Euro had begun to restrain earnings growth. The IAP noted that the further sustained rise in global equities had made markets even more expensive on both an earnings and dividend basis. The US in particular, on some measures, sits at a valuation level above that seen just prior to the 1929 crash. Even considering the historically low interest rates present in many markets the outlook for further significant rises in equities looked unlikely at the time.

It was with this background and with an asset distribution showing equities overweight in all markets except the UK that the IAP decided to return the fund to a benchmark weighting in equity with the phased sale of equity assets over the next twelve months. It was decided to implement this reduction in equity in approximately four equal tranches carried out during the next four quarters with the ratio between the various markets to be kept approximately unchanged. The internal team were given discretion on timing and the active management of the precise sales. It was also agreed that progress would be regularly monitored and adjusted if required at the forthcoming panel meetings.

The latest developments in terms of the pooling arrangements with GMPF and Merseyside PF were presented in a report. All the various work streams were on track and the appointment of a joint custodian for the approximately £40bn of pool assets was expected to be announced at the beginning of the new financial year. The business plan for the upcoming year, which included the new Investment Strategy Statement (ISS), were reviewed and approved. The panel also reviewed and approved a revised policy statement, which clarifies the delegation arrangements for investment selection and timing to investment managers. The report includes the objectives of investment, the responsibilities of the IAP and the in-house investment team. Activities between meetings and the general approach to investment were also detailed in the report.

During a busy meeting the IAP were also asked to note a new initiative for the fund, which had become a supporter of the "Climate Action 100+" project. Launched in 2017 at the One Planet summit in Paris. The project which is supported by several large investor groups will engage with more than 100 of the world's largest corporate greenhouse emitters with the aim of achieving substantial reductions through engagement and the strengthening of climate related financial disclosures. The panel noted and approved the membership of the action group.

Alternative Investments Working Group meeting February 2018

The final meeting of the financial year was held during February. The Alternative Investments Working Group (AIWG) met in Bradford and received presentations from a number of private equity managers and one private debt manager, where the fund has commitments. Most of these funds are classified as UK lower mid-market private equity in terms of geography and target investment size. As with the London meeting of the AIWG, face-to-face presentations provide members with the opportunity to ask questions of the managers and to

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gain a better understanding of the investment landscape in which these investments are being deployed. It is also a chance to receive updates on new fund raising by managers. A distinctive feature of this annual February meeting is that several of the underlying investments and management companies have a northern regional focus. This results in a number of AIWG members being able to quiz management teams with a very specific and well-informed local knowledge.

Training for panel members

Maintaining a good level of understanding amongst members of the IAP is important in maintaining strong levels of governance. Members are encouraged to make use of opportunities for training and attendance at industry events. These investment and training seminars are for the benefit of new panel members and existing members alike. The agenda of every panel meeting contains information on upcoming industry events and training opportunities with panel members encouraged to take part. Officers also arrange specific training events and the IAP, Pensions Board and Joint Advisory Group attended a training session by the Pensions Regulator just prior to the financial year end. Some discussion took place during the November panel meeting about the possibility of increasing the level of bespoke training available, with particular emphasis on investment training covering the many varied assets classes the scheme now invests in. This topic was included in the paper discussing the future operations of the IAP, a further paper prepared following the November meeting is under consideration by the Chairman and Deputy Chairman.

Voting rights

In terms of responsible ownership, the scheme exercises its shareholder voting rights in full. The panel continues to adopt the PIRC shareholder voting guidelines for this purpose, making use of the full-extended service. As a consequence, the fund is able to vote on every company represented in its investment portfolio anywhere in the world. Details of voting undertaken by WYPF at company AGMs and EGMs is available on the WYPF website. The Fund continues to engage directly with a number of company managements where there have been specific issues in terms of good governance and social responsibility. This engagement is conducted through the LAPFF where Deputy Chairman, Ian Greenwood, and Director of WYPF, Rodney Barton, continue as active members and sit on the LAPFF executive. As noted above the fund signed up for the Climate Action 100+ investor engagement initiative during the period.

New Panel members

The experience of the investment panel is important to the fund and ensures that investment decisions are reviewed and monitored to the highest standards and the scheme continues to operate with strong levels of governance. During any financial year it is usual for some members of the panel to leave and to be replaced with new faces. The 2017/18 financial year was unusually stable in this respect with only a single change, as we welcomed Cllr Matthew Morley, representing Wakefield, at the beginning of the financial year.

Conclusion

The financial year 2017/18 delivered excellent investment returns and leaves the funding level of the scheme in a healthy position. The IAP had to deal with a number of changing circumstances including the development of a direct property portfolio for the first time in the schemes' history. The substantial commitments to infrastructure both directly and through the GLIL vehicle have resulted in significant cash draws and the importance of careful cashflow planning and management. Progress towards the creation of the Northern Pool has also added to the work of the IAP. The substantial growth in the size of the scheme in recent years combined with the competing needs of the various investment opportunities, have led the IAP to conclude that the focus in terms of strategy and the quarterly operations of the panel will need to undergo an

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evolutionary process. The need to divest the assets of the First Group West Yorkshire (Firstbus) bought this into sharp focus and the IAP will be reviewing its future focus and approach to strategy changes in consultation with the external advisors and internal team over the financial year.

The coming year is expected to see the return of market volatility, many aspects of investment uncertainly remain in place both on the geopolitical and valuation fronts. The journey towards pooling will be completed by the end of the period and many exciting opportunities for co-operation and increased resources will be available to the IAP. The election of WYPF Deputy Chairman, Ian Greenwood, as the Chairman of the Northern Pool joint committee provides the IAP with excellent visibility into the evolving process. Given the experience of members, leadership and advice available to the panel, the investment governance of the WYPF remains strong and fit for purpose.

Investment management and strategy

The Fund's investment portfolio continues to be managed in-house on a day-to-day basis, supported by the Fund's external advisers. Investment strategy and asset allocation are agreed at quarterly meetings of the Investment Panel. There are fifteen professional investment managers and eight administration settlement staff in the in-house investment team.

In 2016/17, the fund's investment management costs were £20.58 per scheme member, the lowest for all local authority pension funds, which compares exceptionally well with the average LGPS cost of £191.51 for 2016/17

The Panel adopted a fund-specific benchmark in April 2005, which is reviewed and revised annually. Details of the benchmark currently being used are shown in the Investment Strategy Statement. The benchmark represents the optimal investment portfolio distribution between asset classes to bring WYPF up to 100% funding in accordance with the principles outlined in the Investment Strategy Statement. The Panel does however make tactical adjustments around the benchmark for each asset class within the set control range.

The volatility in markets at the end of the financial year, which is covered in more detail in the following sections, came after the decision at the January meeting to reduce exposure to equities. We continued to disinvest from hedge and currency funds during the year. The Fund holds 2.1% in cash, this increase in cash is to facilitate the planned asset transfer of around £450m to be paid to Greater Manchester Pension Fund (GMPF) for First Group West Yorkshire (Firstbus) in 2017/18 and 2018/19. The return on cash balances remains at a historic low.

Voting policy

The Fund will vote on resolutions put to the Annual and Extraordinary General Meetings of all companies in which it has a shareholding. The basis of the voting policy is set out in the Fund's Investment Strategy Statement. Full details of the voting policy is also available for viewing on the Fund's website, as are details of the Fund's voting activity at companies' Annual General and Extraordinary General Meetings. The Fund has appointed Pensions & Investment Research Consultants Ltd (PIRC) to manage voting rights, ensuring full engagement on governance and voting on all resolutions

Carbon Footprint

The Investment Strategy Statement requires the West Yorkshire Pension Fund to measure the carbon footprint of the equity portfolio on an annual basis. This has been carried out for the financial year 2017/18 and the carbon intensity of the global equity portfolio is considerably less than that of a comparative benchmark portfolio, highlighting yet another issue for funds adopting passive investment. The Fund also invests in renewable and carbon neutral energy through Infrastructure Funds, Equities and Alternative Investments, and has investments in wind, solar and hydro-electric power, plus innovative new areas such as tidal power. Investments in low carbon technology were valued in excess of £275million as at 31 March, with a further £200million already committed.

Custody of financial assets and stock lending

HSBC provides custodial services to the Fund and are responsible for safe keeping, settlement of transactions, income collection, overseas tax reclaim, stock lending, general custodial services and other administrative actions in relation to all the Fund's listed fixed-interest and equity shareholdings, with the exception of private equity and properties.

Investment performance

In 2017/18 our investments made a positive return of 3.3% placing WYPF in the third quartile, which is disappointing, but we remain above median over three years. The Fund has a very different asset strategy to that of the average LGPS Funds. The key difference is our relatively high commitment to equities and the commensurate underweighting of other assets. During the past reporting period, 2017/18, this would have had a positive impact on the Funds' performance relative to its peers as equities returns were considerably ahead of bonds.

SECTION 8 – INVESTMENT MARKETS

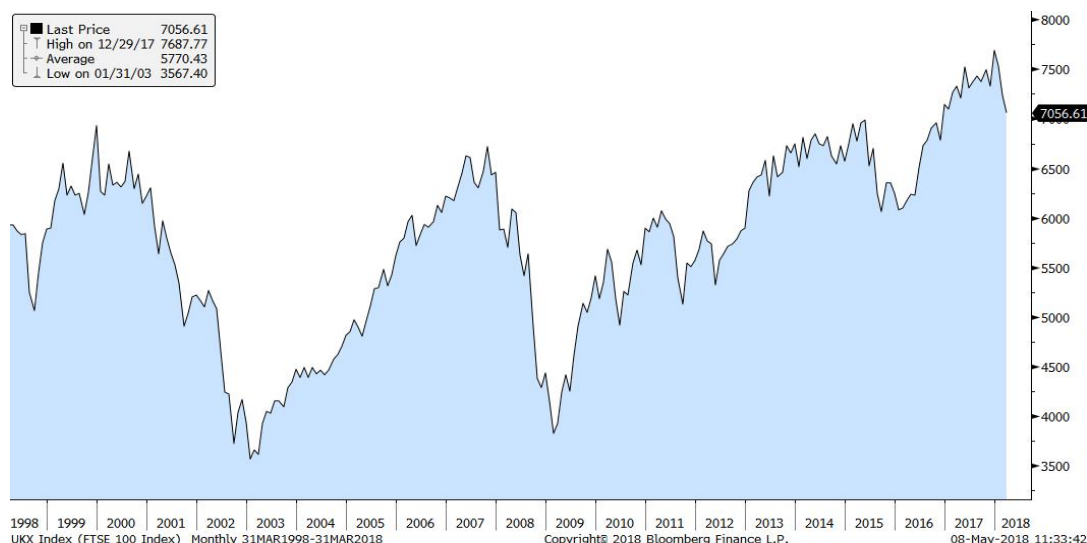
UK EQUITIES

New record high for the FTSE 100 Index

The UK equity portfolio, valued at £4,253m, continues to be the largest single asset class representing 30.8% of the total fund. UK equities continue to be an important asset class over the long term offering the growth and income required to outpace inflation and meet the fund's rising liabilities, and based in sterling match the fund's liability currency, although many UK equities are international companies with underlying earnings based in foreign currencies. The UK equity market has continued to grow very strongly since the referendum decision to leave the EU. The weakness in Sterling following the referendum has resulted in those overseas earners being more highly valued.

The UK equity market reached an all-time high in December 2017 as illustrated by the 20 year chart of the FTSE 100 Index below. A healthy 7% growth in earnings per share and dividends is expected over the course of 2018, however the valuation of 14.5x earnings in December appeared somewhat stretched, leading to the decision to reduce exposure and take a sizeable amount of profit. This has proved to be very well timed as the market fell back nearly 7% in the quarter ended March 2018. This reduced the return for the year to 1.25%. The dividend yield on UK equities for the year was 3.85%, well ahead of the pay out in other equity markets.

FTSE 100 Index April 1998 to March 2018



The UK equity portfolio outperformed the market significantly over the year to March returning 2.1% compared to the market return of just 1.25%. Over 5 years the UK equity portfolio continued to outperform the market returning on average 6.9% per annum which is an additional 31bp per annum over and above the market return. The UK equity portfolio generated dividend income of more than £171m over the year (a 3.9% dividend yield) which was predominantly used to pay pension liabilities and reinvest in other asset classes.

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Corporate actions and profit taking

There were a number of interesting corporate actions and takeovers during the year the largest of which was the takeover of SAB Miller by AB InBev for which the fund received £53.7m in cash. Other notable takeovers, of WS Atkins and Shawbrook Group, resulted in cash proceeds of £6.3m and £5.3m respectively.

In the final quarter of the year the internal team took advantage of the all-time high in the UK equity market by carrying out sales of £93m. This proved to be a timely move, by the end of that quarter the market had fallen by almost 7%.

Recovery in oil price

The oil price continued to recover during the financial year, largely as a result of an extension to the period of production cuts introduced by OPEC in early 2017. Despite the rise in oil share prices driven by the increase in the oil price, the dividend yield from the sector remains one of the highest in the UK equity market.

The USA substantially increased domestic oil production during the year, with more than 1,000 rigs now in operation, however this has not affected the global oil price recovery. Continued tensions in the Middle East, the threat of further sanctions against Russia and the possibility of trade wars have been mitigating factors in this

Brent Oil Price 1 April 2017 to 31 March 2018



Further political drama as the UK prepares to leave the EU

During the year the Conservative Government called a snap general election assuming that this would increase the government majority during the crucial negotiations on leaving the EU. This backfired somewhat when the result turned out to be a hung parliament. The UK is now in the final year of EU membership, trade negotiations continue but attention is currently on the tariff wars between US and China.

Domestically, GDP growth remains at a slower pace of 1.2% over the year to March 2018, and advancing just 0.1% in the last quarter. The pace of growth whilst still positive, has continued to slow over the last 3 years.

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The service sector continues to be a key driver of the UK economy. Although the UK enjoys full employment, and benefits from current strong global economic growth, domestic household income continues to be severely constrained by weak real wage growth. Wage growth net of inflation is roughly zero, resulting in a seven year low in the growth of consumer spending, much of which is being financed at the expense of household savings, which in turn are at their lowest proportion of household income for over 50 years.

Sterling recovers over the year

Over the year the value of sterling has been roughly stable against the Euro, but has appreciated significantly against the USD, reversing most of the weakness that occurred following the result of the EU referendum. This has helped reduce the inflationary effects of imports, and slowed the deterioration of real disposable income, but does have adverse effects on the UK export industry.

GBP against USD and Euro 31 March 2008 to 31 March 2018



GBP/USD ----- GBP/EURO -----

Challenging time for retailers

Consumer spending habits have evolved over the past decade. Online shopping has become increasingly important and the high street less so. Traditional retailers have had to improve their online shopping and distribution networks in order to keep up with internet competitors. During 2017 and early 2018 a number of household names fell victim to these changes, with Toys r Us, MultiYork and Maplin going in to administration. Many other large retail companies such as Debenhams, House of Fraser, and New Look are in financial difficulty, with some entering into special arrangements (CVAs) in order to manage their obligations and continue trading. A large number of stores have been closed or downsized, and there have been considerable job losses. Also, on the high street, a number of restaurant chains such as Jamie's Italian, Prezzo and Byron Burger have been forced into CVAs, and have closed dozens of outlets. The rapid expansion of these chains in recent years has proved costly to maintain in the medium term, as casual dining has lost some of its popularity.

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Commitment to Alternative Energy and Green Technology

Decarbonisation of the UK economy is continuing, faster declines in costs are being achieved for some low carbon technologies, especially solar and wind and these trends are continuing. The UK is able to generate power from green technologies and has recently produced power for a straight 48 hours without the need for coal powered generation. Government policy banning new diesel cars from 2040 highlights the long-term nature of investment in green technologies.

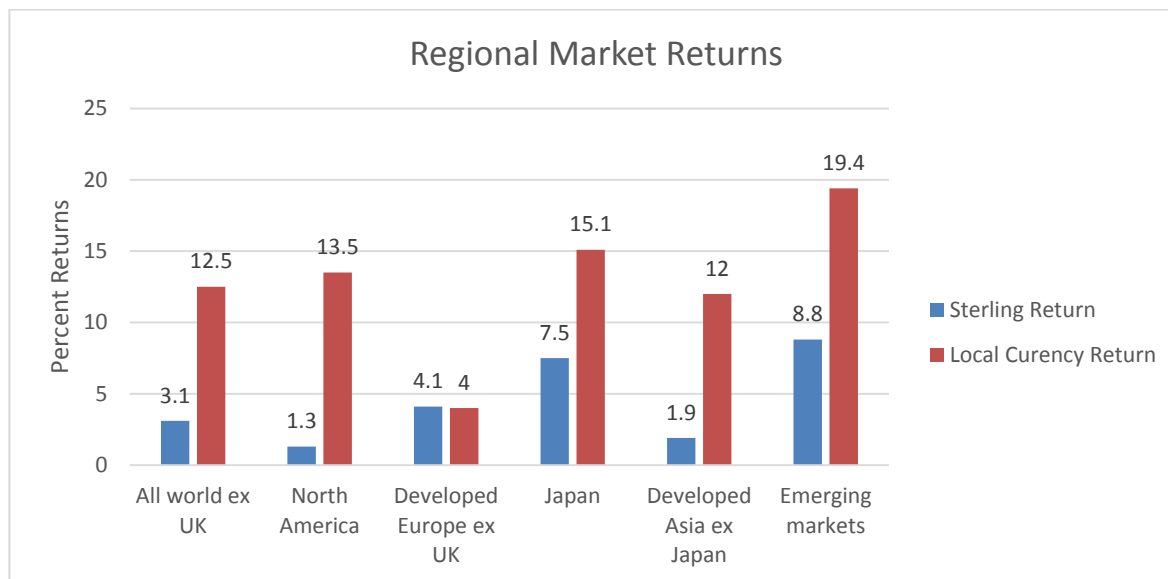
One major theme is that of energy storage. If the UK can generate green energy at a level that is competitive with other forms of energy production then storage for that energy is crucial, hence the major focus on energy storage. WYPF have exposure to these themes in several companies. Notably a company with energy storage in shipping container size units using vanadium, which does not degrade and has a life of around 25 years. Additionally, a company which stores energy as green hydrogen for decarbonising transport, industrial and residential applications, provides a rapid response and operates under high pressure meeting requirements for grid balancing.

Investments in this sector are relatively speculative and the exposure is limited by the small market capitalisation of these companies, and by the limited number of investment opportunities. It is hoped that the fund can gain exposure at this early stage to investments that will be highly beneficial in the future both financially for the Fund also to future generations in the development of more sustainable technologies.

INTERNATIONAL INVESTMENT MARKETS

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Global equity markets made a modest return of 3.1% in sterling terms over the year. Returns in local currency however, were greater at 12.5% although a stronger pound reduced this significantly. The best performing region was emerging markets that benefitted from a recovery in commodity prices whilst Europe was positive but more pedestrian. Strong US returns of 13.5% were negated by a 12.2% appreciation of the pound against the dollar, although this largely reflected a partial recovery in the pound from its post Brexit devaluation. The chart below shows the returns by region, and currency.



Stock markets rose steadily in value over the year, peaking on 26 January 2018, before selling off over the remainder of the financial year. The US Dow Jones Industrial Average Index for example, reached its all-time high of 26,616 on that day, before falling over 9% by the year end to close at 24,103. The reason for the market sell-off was a combination of factors including concern over elevated valuations in the US stock market, the impact of rising interest rates on economic activity, and the feared impact of a possible trade war in response to the US government's imposition of trade tariffs on imports.

Strong global economic growth

After a disappointing 2016, 2017 saw a marked improvement in GDP growth with positive momentum seen across all regions. Increasing demand in developed countries boosted global trade and led to an increase in exports from emerging markets and particularly from commodity exporters who also benefitted from a recovery in commodity prices. The International Monetary Fund (IMF) recorded global GDP growth for 2017 at 3.8%, the highest it has been since 2011, and estimates a growth rate of 3.9% for 2018. Within this top line figure however, mature developed markets are expected to grow at a modest 2.5% whilst emerging markets will grow at a faster pace of 4.9%. Looking ahead, the IMF believe that the pace of growth is likely to cool as China carefully slows its pace of growth, monetary stimulus from central banks is gradually removed, and trade barriers are erected.

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Monetary policy

Since the banking crisis of 2008, economic growth and the positive momentum of the stock markets has been largely driven by the monetary policies of central banks. The Bank of England, European Central Bank, Bank of Japan and most significantly the US Federal Reserve Bank, have introduced various policies designed to stimulate the economy. The key aim was to reduce borrowing costs and increase the money supply to encourage capital investment and high street spending. This was achieved by reducing central bank rates and purchasing government and corporate bonds. By doing so, money was injected in to the economy and bond prices rose causing their yields to fall.

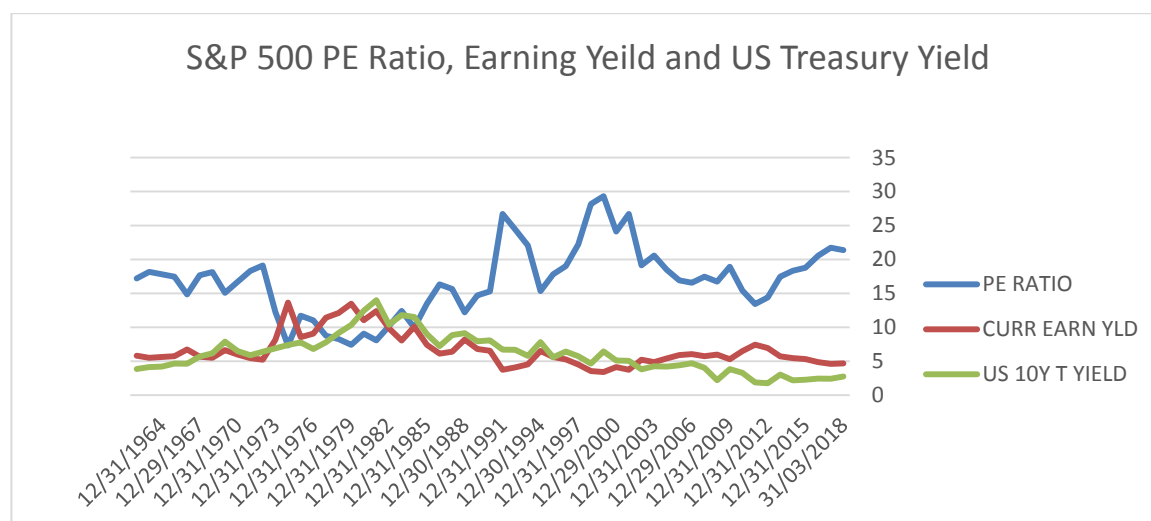
Nearly a decade on, many of these policies remain in place but significantly the US Federal Reserve has now ended this accommodative policy. It began raising interest rates in early 2016 and in October 2017 ceased buying US Treasury bills and began allowing it to run off from its balance sheet. By March 31 2018 interest rates reached 1.67% whilst the 10 Year Treasury Bill yield has risen from 2.4% to 2.7% over the year. These rates are somewhat higher than in most other developed economies.

The reason why the Federal Reserve did this was because unemployment had fallen to below 4% which would normally be expected to cause wages to rise and inflationary pressures to build. With steady economic growth and full employment, the Federal Reserve decided no further stimulus was necessary and the economy could grow by itself. Elsewhere however, economic growth and employment has been less strong and consequently the European Central Bank and Bank of Japan have maintained their current accommodative monetary policies.

Low bond yields and the equity market

Since the financial crisis the US stock market has enjoyed a long bull run. As each year has passed, earnings have risen, and relative valuations have grown. The typical valuation measure of equities is the Price to Earnings Ratio (PE) and this has expanded from a low of 11 times in 2008 to 21 today. The inverse measure of this is the Earnings to Price Ratio or Earnings Yield which can be compared with the key measure of bond valuations, the Bond Yield. As monetary policies have succeeded in driving bond yields down, making their returns less attractive, they have encouraged investors to buy shares, driving their values up and their earnings yield down in turn. The following chart illustrates this relationship. As can be seen, over time, bond and equity yields exhibit a strong correlation and as yields fall, the relative PE ratio rises. Yields are at relative lows today and consequently equities are trading at a relative high. Now that we have entered a period of rising interest rates and bond yields in the US, it appears likely that equity valuations will mirror this move and further PE multiple expansion will become less likely and may well contract.

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Developed economies outside the US have not, broadly speaking, shared the same experience as the US, with economic growth, inflation and stock market valuations remaining more subdued. Currently valuations are lower than that seen in the US with the FTSE All World Index Excluding the US, showing a current PE ratio of just 14.4 times. However, whilst these other markets offer better value, because the US represents over half the world's stock market, events in America will significantly affect sentiment in other markets as well.

Bonds – yields remain low and expectations of interest rate rises

Yields on UK government bonds remain at near historic lows. Short and medium dated gilts have increased slightly reflecting the 0.25% increase in bank rates and the expectation of further rate rises in the near term, but the yield on long dated gilts remains significantly under 2%.

Yields on investment grade UK corporate bonds also remain at low levels although they offer a further 1.8% yield above UK gilts. Corporates with higher credit risks or special situations offer more attractive rates.

The Fund has recently invested in the relatively new retail charity bonds sector. The first RCB was issued in 2014, there have now been seven issues and the Fund has participated in the last five. Although not credit rated and typically small in issue size, they have low risk characteristics and provide further diversification to the portfolio. The additional yield over gilts is typically 2.5% to 3%, and they have excellent socially responsible investment characteristics. Investment in RCB's at the end of March 2018 totalled £10.8m.

The performance of the Fund's UK corporate bond portfolio has been particularly impressive. The benchmark return for all non-gilt sterling bonds over the last year was 4.2% however the Fund achieved a return of 11% over the same period on its UK corporate bond portfolio, which is valued at £464m.

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Listed alternatives - In Search of Diversification and Yield

Although the UK equity market continues to deliver dividend yield, many of the asset classes which were previously relied upon to deliver both stable income and diversification from equities no longer offer these qualities. This is particularly true of bonds which have become volatile and low yielding.

A portfolio of listed alternative stocks has been established with the aim of returning a stable high yield and minimal correlation with either bonds or equities. The majority of the overall 7% target return should be received as income.

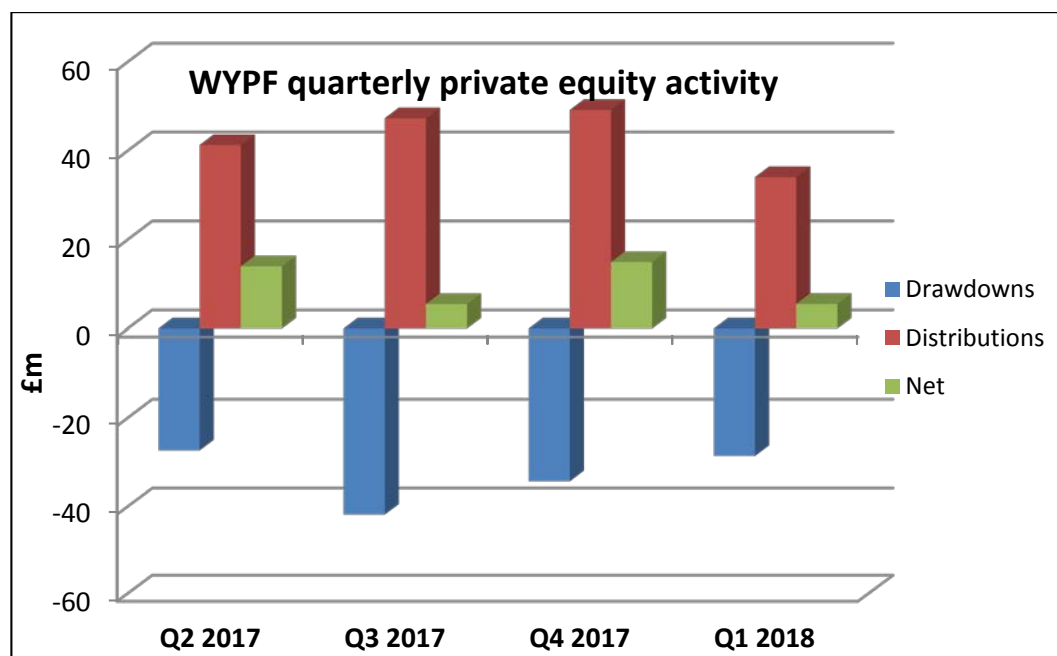
The Listed Alternatives portfolio has been very successful in delivering this, in the 3 years since being established it has grown to £190m in value with a return of 14.8% last year, 5.1% of which was returned in income and with very little correlation to equity and bond markets. Further investments will be made in this portfolio whenever suitable opportunities arise.

Alternative Investments

Private Equity

In the financial year to 31 March 2018, the value of private equity deals increased by approximately 19% globally on the prior year. However, included in this figure are deals announced but not necessarily completed. The WYPF private equity portfolio, in contrast, saw a decrease in drawdowns of 12% year-on-year. This difference could be due to a number of factors, including the use of short-term bridging finance (where the General Partner (GP) is yet to call capital) or that the managers to whom WYPF has exposure are exercising restraint in a highly priced market. Another reason could be the noticeable market increase in average deal size compared to WYPF's mid-market bias, i.e. the recent increase in large buyout activity is having less of an impact on WYPF's portfolio. The value of global private equity backed exits for 2017/18 was 18% lower than the previous year, with the first half of the year down by 16%, and the second by 23%. WYPF, on the other hand, experienced an increase of 44% in distributions in the first half of the year, followed by a 14% fall in second half. Overall, the WYPF portfolio received distributions 8% higher than the prior year. Similar to the last two years, WYPF has bucked the trend, partly due to heavy exposure to 2006/07 vintage funds that are now exiting portfolio companies as fund terms near expiry. Lower, but nonetheless strong, fund distributions have led to investors re-committing capital in order to maintain allocations or even grow them in some cases. In turn, this has led to another robust year for GP fundraising. Although the value of funds raised remained roughly the same globally compared to the prior year, this has been declining quarter-on-quarter, and the number of funds raised throughout the year has declined by over a quarter. As reported last year, the fundraising market is more competitive than ever, with investors favouring established managers with strong track records. This comes at a time when many investors want to streamline their manager relationships. Fund sizes are therefore increasing, capital awaiting drawdown remains elevated. This continues to put pressure on GPs to find attractively priced assets, making it a seller's market. GPs continue to capitalise on the availability of leverage and strong exit markets.

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For the year to 31 March 2018, net proceeds received from WYPF's private equity portfolio amounted to £39.9m overall, compared to £9.5m in the prior year. Meanwhile, the portfolio increased by £26m from £660m to £686m. Given good performance relative to other asset classes, the weighting of the private equity portfolio increased as a proportion to its target weight of 5.0%.

The table below shows the currency exposure of the private equity portfolio's undrawn commitments and net asset value (NAV) at the start of the period and the cashflows that followed. US managers distributed more than their proportionate share of NAV, taking advantage of market pricing, whilst Sterling denominated managers called more capital than their proportionate share of undrawn commitments. WYPF's Sterling denominated funds are typically focussed on the lower mid-market (companies with enterprise values of less than £100m) and encounter less competition in this space.

Currency denominated funds	% of total net undrawn commitments 31/03/17	% of NAV as at 31/03/17	£m called during 12m period 31/03/17	£m distributed during 12m period 31/03/17	Net £m invested (realised) 31/03/17
EUR	12.5	24.3	15.8	32.7	-16.9
GBP	11.9	19.4	24.8	19.7	5.1
USD	75.6	56.3	90.2	118.3	-28.0
Total	100.0	100.0	130.8	170.7	-39.8

WYPF's private equity portfolio remains well diversified across industry sectors, geographies, vintage years, financing stages and managers. The portfolio, split between Euro, Sterling and Dollar denominated funds,

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produced internal rates of return (IRRs) of 17.2%, 14.6% and 18.3% in their local currency. When translated into Sterling, the overall IRR (in Sterling) was 10.8% for the year to 31 March 2018.

Commitments during the year were made to the following private equity funds:

Private equity fund	WYPF Commitment
	£m
BlackRock co-investment mandate	30.0
HarbourVest Co-Invest IV AIF	20.0
Enterprise Venture Growth Fund II	10.0
Trilantic Capital Partners VI	29.0
Bridgepoint Europe VI	34.8
Equistone Partners Europe Fund VI	30.6
NorthEdge Capital SME Fund	5.0
Total	159.4

At 31 March 2018, undrawn commitments amounted to £429.5m.

The strategy and approach for this asset class remains unchanged. Net investment will continue to be monitored, and a commitment strategy followed to achieve a 5% exposure to private equity.

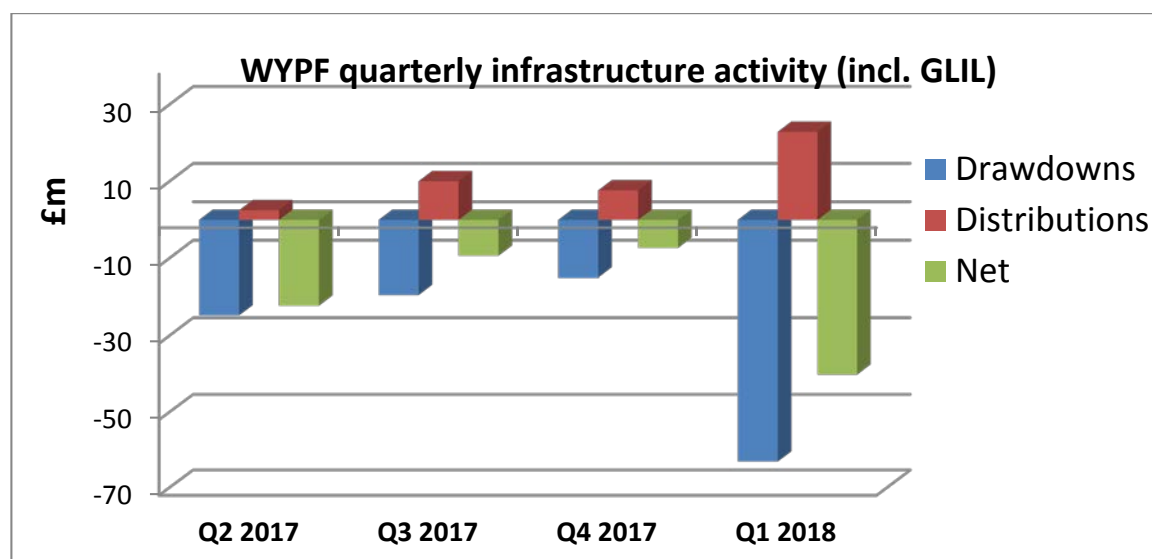
Infrastructure

In the financial year to 31 March 2018, the value of reported infrastructure deals globally declined 30%. However, the number of deals remained fairly static compared to the prior year (Preqin). WYPF infrastructure portfolio (excluding GLIL see below) also experienced a decrease in capital calls compared to the prior year. However, distributions increased resulting in a net investment of £8.0m compared to £31.3m the prior year.

In addition to the above, net investment was bolstered further by increased activity due to WYPF's £250m commitment to GLIL in December 2016, focussed on investing in direct UK infrastructure. Most of the £1.4bn committed to GLIL is from the Northern Pool.

Including monies drawn down for GLIL, net investment is £78.9m, which is similar to that of the prior year (£80.6m). Overall, nearly half of the capital called during the year was invested in one of the UK's largest water and sewage companies.

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As a proportion of WYPF, the weighting of the infrastructure portfolio increased to 2.9% (£395m), up from 2.1% (£290m) the previous year. This was in line with the Fund's specific benchmark, which increased from 2% to 4% during the year.

WYPF's infrastructure portfolio remains well-diversified across industry sectors, geographies, vintage years, financing stages and managers. The portfolio (excluding GLIL), split mainly between Sterling and Dollar denominated funds, produced IRRs of 9.7% and 14.7% in their local currency. In Sterling, the overall IRR was 6.9% for the year to 31 March 2018.

During 2017/18 the following additional commitments were made to the following infrastructure funds:

Fund	WYPF Commitment (£m)
ISQ Global Infrastructure Fund II	32.0
Stonepeak Infrastructure Fund III	28.0
LS Power Equity Partners IV	31.5
SL Capital Infrastructure II	31.0
AMP Capital Global Infrastructure Fund II	20.0
Infracapital Partners III	20.0
TOTAL	162.5

At 31 March 2018, total undrawn commitments amounted to £348.4m.

The strategy and approach for this asset class is to build and maintain a diversified global portfolio of infrastructure assets. Developed markets with stable regulatory regimes and transparent policy frameworks are favoured. The focus is on assets with inflation linked, long duration income streams that are less sensitive to the economic cycle. Net investment will continue to be monitored, and a commitment strategy followed to achieve a 4% exposure to infrastructure.

Hedge Funds

For the twelve months to 31 March 2018, WYPF's allocation to hedge funds returned 2.1% in aggregate. However, this masks varying component returns. The Fund-of-Funds (FoF) portfolio returned 4.8%, which

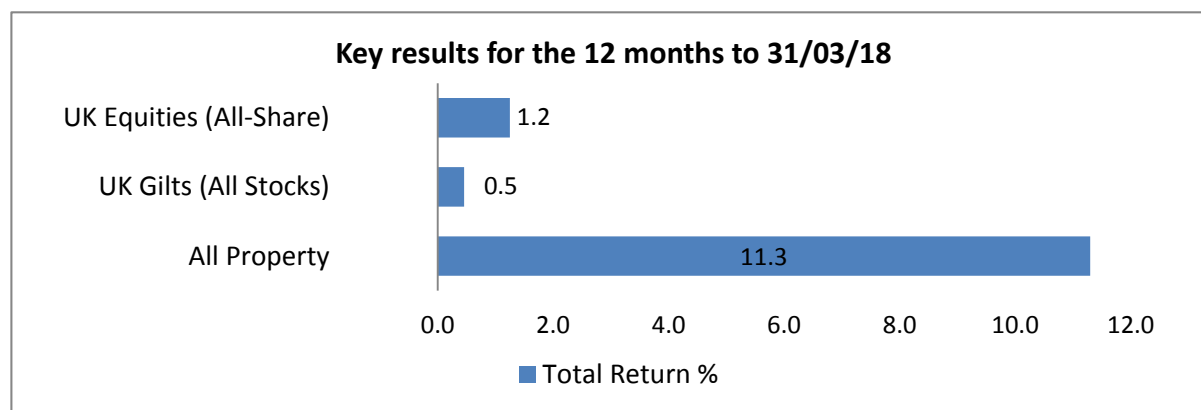
SECTION 8 – INVESTMENT MARKETS

outperformed the HFRI FoF Composite Index (USD) of 3.2%, and the single manager portfolio returned 8.2% in Dollars. The depreciation in the Dollar reduced this to -3.3% in Sterling terms.

Property

For the year to 31 March 2018, total returns for the UK direct All Property benchmark were 11.3%. The WYPF benchmark, the All Pooled Property Funds Index, returned 9.3%.

The return for UK Property versus UK Gilts and UK Equity returns is detailed in the bar chart below demonstrating the benefit of a diversified portfolio..



Source: Bloomberg and AREF/IPD UK Quarterly Property Fund Index (MSCI)

Capital values in the property sector continued their improvement from the fourth quarter 2016 throughout 2017 albeit with a noted divergence in performance by sector. The highest performing sector for the financial year to 31 March 2018 was Industrial, with a total return of 20.7%. The lowest performing sector was Retail, which returned 7.7%.

Monetary policy remained supportive during the year and prime property benefitted with a healthy yield premium above UK Government bonds. Investors are keen to chase returns in a low yield environment. Despite the capital available to deploy in the property sector, investors took a 'risk off' approach, widening the yield gap between prime and secondary properties. Investors also moved their focus to sectors with strong income growth potential to offset their expectations of yield remaining at current levels.

During the year, there was an influx of foreign investment into UK real estate, particularly of Asian origin, supported by the weak pound. This trend was characterised by lower transaction numbers but larger deal sizes, reflecting so-called 'trophy asset' deals. According to CBRE, 2017 was the second strongest year on record for property investment volumes in the UK, behind only 2015, despite few motivated sellers of good quality assets due to 'few attractive alternatives to deploy capital'.

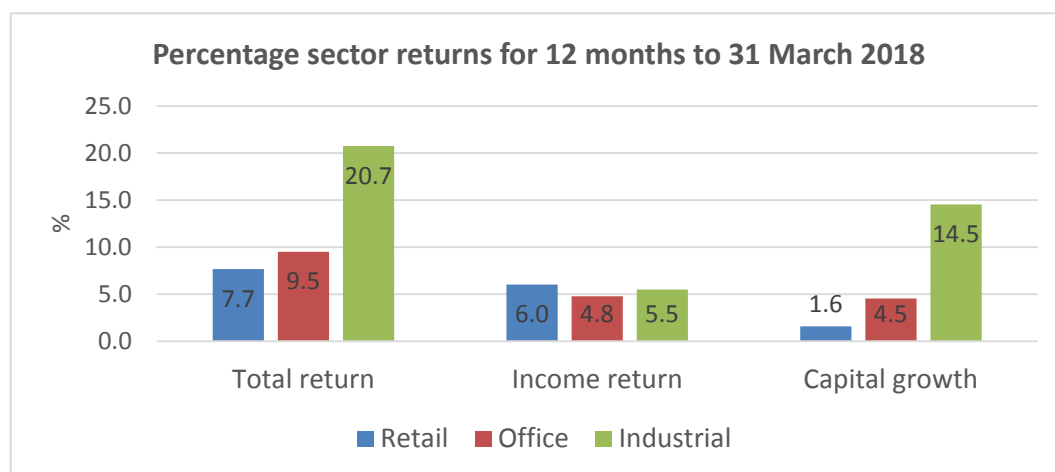
Despite concerns over Brexit, London offices remained attractive to investors given the yield spread over other capital cities. Returns overall were positive in the 12 months to 31 March 2018 at 6.0% for the City and 7.7% for the West End, despite rental growth falling in both locations. London office returns lagged behind both regional offices and offices in outer London and the M25 area.

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Regional Offices produced solid total returns in the 12 months to March 2018, at 11.4%. Demand was strong from both investors and occupiers. This is driven by large institutions moving out to the regions and to the 'Big Six' cities of Birmingham, Bristol, Manchester, Leeds, Edinburgh and Glasgow in order to promote work-life balance and improve cost of living affordability for employees.

Industrial property continued to perform well, with almost £11bn of property changing hands during 2017. Investors predict that this asset class will retain value through changing market conditions and shift to e-commerce. The potential for strong income growth has attracted investors to the sector. Prime yields for logistics fell to 4.25% at the end of Q1 2018; the lowest level ever experienced according to Savills. Further downward pressure is expected in 2018, with low supply of UK warehousing space in what is considered to be an 'under-warehoused country'.

Retail remained a sector in transition in 2017 and has been the weakest performing sector overall. Changes in consumer spending and behaviour led to a number of rationalisations across occupier portfolios in late 2017 and early 2018. Q1 2018 saw a number of high profile Company Voluntary Arrangements and insolvencies, including New Look and Toys R Us, with other retailers moving to consolidate their estates. The trend towards online continues and retailers and asset owners will need to keep pace to survive.



Source: CBRE

WYPF is overweight in SE industrials and regional offices compared to its benchmark, and underweight in City and West End offices. It is anticipated that the overweight position in regional offices will benefit the portfolio given the low levels of supply and high demand for these assets.

Direct property

WYPF continued to acquire more direct UK property during the financial year. In addition to the investment in a 'fund of one', which targets income producing assets and continues to draw down capital, investments were made or committed to a number of co-investment opportunities. The aim of this strategy is to lessen fees and increase direct property exposure, whilst maintaining a level of control enabling long-term investment throughout market cycles. This investment method also assists in expediting exposure to direct property, whilst progressing with the development of the Northern Pool.

SECTION 8 – INVESTMENT MARKETS

Overall activity

WYPF made property purchases of £92.0m and sales of £75.6m, giving a net investment of £16.4m over the twelve months to 31 March 2018. The majority of monies were spent on direct acquisitions, including prime UK regional office space, industrial property and prime retail properties with strong income profiles.

At 31 March 2018, total undrawn commitments amounted to £53.4m.

Investments held at 31 March 2018 by asset classification

	Book Cost	Book Cost	Market	Market	Number of
		%	Value	Value	Holdings
	£m	%	£m	%	
Government bonds	814.25	9.59%	872.14	6.32%	57
Corporate bonds	466.57	5.49%	502.63	3.64%	119
Equity - Basic materials	139.98	1.65%	238.57	1.73%	65
Equity - Consumer goods	505.45	5.95%	1,445.02	10.47%	155
Equity - Consumer services	460.17	5.42%	863.75	6.26%	160
Equity - Financial	1,501.11	17.99%	2,241.79	16.44%	292
Equity - Health care	329.11	3.87%	768.58	5.57%	76
Equity - industrial	712.47	8.39%	1,417.79	10.27%	246
Equity - Oil and gas	398.02	4.69%	687.87	4.99%	74
Equity - Technology	214.80	2.53%	438.61	3.18%	63
Equity - Telecommunication	224.94	2.65%	276.24	2.00%	41
Equity - Utilities	148.91	1.75%	256.09	1.86%	49
Convertible bonds	2.91	0.03%	2.38	0.02%	2
Private equities	764.63	9.00%	1,183.00	8.57%	116
Listed alternatives	216.71	2.55%	210.12	1.52%	27
Index linked bonds	511.21	6.02%	659.87	4.78%	30
Pool properties	418.81	4.93%	606.44	4.40%	33
Unit trusts and OEICS	40.89	0.48%	185.90	1.35%	12
Hedge funds	326.52	3.84%	644.16	4.67%	41
Direct properties	6.41	0.08%	7.25	0.05%	1
Cash deposits	263.63	3.10%	263.63	1.91%	38
	8,467.50	100.00%	13,771.84	100.00%	1,697

SECTION 8 – INVESTMENT MARKETS

List of twenty largest assets at 31 March 2018

Asset name	Industry type	Book Cost	Book Cost	Market Value	Market Value
		£000	%	£000	%
HSBC HOLDINGS	Banks	140,960	1.66%	211,683	1.53%
BP	Oil & Gas Producers	130,153	1.53%	179,489	1.30%
BRITISH AMERICAN TOBACCO	Tobacco	42,160	0.50%	155,945	1.13%
ROYAL DUTCH SHELL B	Oil & Gas Producers	36,129	0.43%	150,866	1.09%
ROYAL DUTCH SHELL A(LON)	Oil & Gas Producers	79,469	0.94%	149,833	1.09%
GLIL INFRASTRUCTURE FUND	Private Equity Infrastructure	121,813	1.43%	131,218	0.95%
GLAXOSMITHKLINE	Pharmaceuticals & Biotechnology	43,027	0.51%	129,207	0.94%
ASTRAZENECA	Pharmaceuticals & Biotechnology	24,962	0.29%	118,194	0.86%
DIAGEO	Beverages	9,824	0.12%	106,417	0.77%
PRUDENTIAL	Life Insurance	13,793	0.16%	92,127	0.67%
JUPITER JGF INDIA SELECT D USD ACC	Unit Trusts and OEICs	66,553	0.78%	88,933	0.64%
RIO TINTO	Mining	30,928	0.36%	84,859	0.61%
UNILEVER (UK)	Personal Goods	3,840	0.05%	84,349	0.61%
TREASURY GILT 2013 1 3/4% 22/07/19 S	Government Bonds	80,184	0.94%	80,144	0.58%
AURUM WYPF MANAGED PORTFOLIO	Financial Services	48,910	0.58%	79,455	0.58%
VODAFONE GROUP	Mobile Telecommunications	62,003	0.73%	76,329	0.55%
LLOYDS BANKING GROUP	Banks	112,842	1.33%	73,183	0.53%
RECKITT BENCKISER GROUP	Household Goods & Home Construction	12,308	0.14%	69,205	0.50%
UK.GB.&.NTHN.IRE 3MTH 3/4% 22/03/34 INDXLK.	Index Linked Bonds	51,121	0.60%	67,838	0.49%
SAMSUNG ELECTRONICS	Leisure Goods	12,416	0.15%	65,835	0.48%
Total		1,123,395	13.23%	2,195,109	15.90%

SECTION 9 – ACTUARY’S REPORT

STATEMENT OF THE ACTUARY FOR THE YEAR ENDED 31 MARCH 2018

Introduction

The Scheme Regulations require that a full actuarial valuation is carried out every third year. The purpose of this is to establish that the West Yorkshire Pension Fund (the Fund) is able to meet its liabilities to past and present contributors and to review employer contribution rates. The last full actuarial investigation into the financial position of the Fund was completed as at 31 March 2016 by Aon, in accordance with Regulation 62 of the Local Government Pension Scheme Regulations 2013. The next valuation will be undertaken as at 31 March 2019.

Actuarial Position

1. The valuation as at 31 March 2016 showed that the funding ratio of the Fund had fallen slightly since the previous valuation with the market value of the Fund’s assets as at 31 March 2016 (of £11,211.5M) covering 94% of the liabilities allowing, in the case of pre- 1 April 2014 membership for current contributors to the Fund, for future increases in pensionable pay.
2. The valuation also showed that the aggregate level of contributions required to be paid by participating employers with effect from 1 April 2017 is:
 - 16.2% of pensionable pay. This is the rate calculated as being sufficient, together with contributions paid by members, to meet the liabilities arising in respect of service after the valuation date, (the primary rate)

Plus

 - Monetary amounts to restore the assets to 100% of the liabilities in respect of service prior to the valuation date over a recovery period of 22 years from 1 April 2017 (the secondary rate), equivalent to 2.4% of pensionable pay (or £42.5M in 2017/18, and increasing by 3.25% p.a. thereafter).
3. In practice, each individual employer's position is assessed separately and contributions are set out in Aon's report dated 31 March 2017 (the "actuarial valuation report"). In addition to the contributions certified, payments to cover additional liabilities arising from early retirements (other than ill-health retirements) will be made to the Fund by the employers.
4. The funding plan adopted in assessing the contributions for each employer is in accordance with the Funding Strategy Statement. Different approaches were adopted in the stepping of contribution increases, individual employers' recovery periods and allowance for post-valuation date market conditions as agreed with the administering authority and reflected in the Funding Strategy Statement, reflecting the employers' circumstances.

SECTION 9 – ACTUARY’S REPORT

5. The valuation was carried out using the projected unit actuarial method for most employers and the main actuarial assumptions used for assessing the funding target and the contribution rates were as follows.

Discount rate for periods in service	
Scheduled body employers *	4.7% p.a.
Ongoing Orphan employers	4.1% p.a.
Discount rate for periods after leaving service	
Scheduled body employers *	4.7% p.a.
Ongoing Orphan employers	2.5% p.a.
Rate of pay increases	3.25% p.a.
Rate of increase to pension accounts	2.0% p.a.
Rate of increases in pensions in payment (in excess of Guaranteed Minimum Pension)	2.0% p.a.

**The scheduled body discount rate was also used for employers whose liabilities will be subsumed after exit by a scheduled body.*

In addition the discount rate for orphan liabilities (i.e. where there is no scheme employer responsible for funding those liabilities) was 2.1% p.a. in service and left service.

The assets were valued at market value.

Further details of the assumptions adopted for the valuation are set out in the actuarial valuation report.

6. The key demographic assumption was the allowance made for longevity. The post retirement mortality assumption adopted for the actuarial valuation was in line with standard self-administered pension scheme (SAPS) S2P mortality tables with appropriate scaling factors applied based on the mortality experience of members within the Fund and included an allowance for improvements based on the Continuous Mortality Investigation (CMI) Core Projections Model released with Working Paper 91 with Core assumptions (CMI_2016_Proposed2015), with a long term annual rate of improvement in mortality rates of 1.5% p.a. The resulting average future life expectancies at age 65 were:

	Men	Women
Current pensioners aged 65 at the valuation date	22.0	25.1
Future pensioners aged 45 at the valuation date	22.9	26.9

7. The valuation results summarised in paragraphs 1 and 2 above are based on the financial position and market levels at the valuation date, 31 March 2016. As such the results do not make allowance for changes which have occurred subsequent to the valuation date.

SECTION 9 – ACTUARY’S REPORT

8. The formal actuarial valuation report and the Rates and Adjustments Certificate setting out the employer contribution rates for the period from 1 April 2017 to 31 March 2020 were signed on 31 March 2017. Other than as agreed or otherwise permitted or required by the Regulations, employer contribution rates will be reviewed at the next actuarial valuation of the Fund as at 31 March 2019 in accordance with Regulation 62 of the Local Government Pension Scheme Regulations 2013.
9. Since the date the valuation report was signed, HM Treasury, in its response to the consultation on indexation and equalisation of GMPs in public sector schemes, has made an announcement to extend the indexation of GMPs to those reaching State Pension Age on or before 5 April 2021 (previously 5 December 2018). This extension period was not allowed for in the valuation results as the actuarial valuation report was signed off before the announcement, but the increase in liability is not expected to be material. In addition, amendment Regulations have been laid which provide for exit credits to be repaid to employers on exit, effective from 14 May 2018. It is anticipated that the Administering Authority will consider whether its Funding Strategy Statement should be revised on account of these changes.
10. This Statement has been prepared by the current Actuary to the Fund, Aon, for inclusion in the accounts of the Fund. It provides a summary of the results of their actuarial valuation which was carried out as at 31 March 2016. The valuation provides a snapshot of the funding position at the valuation date and is used to assess the future level of contributions required.

This Statement must not be considered without reference to the formal actuarial valuation report which details fully the context and limitations of the actuarial valuation.

Aon does not accept any responsibility or liability to any party other than our client, City of Bradford Metropolitan District Council, the Administering Authority of the Fund, in respect of this Statement.
11. The report on the actuarial valuation as at 31 March 2016 is available on the Fund's website at the following address:

http://www.wypf.org.uk/Member/Publications/Valuation/WYPF/Valuation_WYPF_Index.aspx

Aon Hewitt Limited

April 2018

Independent auditor’s report to the members of City of Bradford Metropolitan District Council on the pension fund financial statements

We have examined the Pension Fund financial statements for the year ended 31 March 2018 included within the West Yorkshire Pension Fund annual report, which comprise the Fund Account, the Net Assets Statement and the related notes.

Opinion

In our opinion, the Pension Fund financial statements are consistent with the audited financial statements of City of Bradford Metropolitan District Council for the year ended 31 March 2018 and comply with applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2017/18.

Respective responsibilities of the Director of Finance and the auditor

As explained more fully in the Statement of the Assistant Director, Finance and Procurement Responsibilities, the Assistant Director, Finance and Procurement is responsible for the preparation of the Pension Fund’s financial statements in accordance with applicable United Kingdom law.

Our responsibility is to report to the Members of City of Bradford Metropolitan District Council as a body, whether the Pension Fund financial statements within the Pension Fund annual report are consistent with the financial statements of City of Bradford Metropolitan District Council.

We conducted our work in accordance with Auditor Guidance Note 07 – Auditor Reporting, issued by the National Audit Office. Our report on the Pension Fund financial statements contained within the audited financial statements of City of Bradford Metropolitan District Council describes the basis of our opinions on the financial statements.

SECTION 10 – AUDITOR’S REPORT

Use of this auditor’s statement

This report is made solely to the members of City of Bradford Metropolitan District Council, 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 work has been undertaken so that we might state to the members of City of Bradford Metropolitan District Council those matters we are required to state to them and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than City of Bradford Metropolitan District Council and City of Bradford Metropolitan District Council’s members as a body, for our audit work, for this statement, or for the opinions we have formed.

Mark Kirkham

For and on behalf of Mazars LLP

Mazars House

Gelderd House

Gildersome

Leeds

LS27 7JN

Date: 31st July 2018

SECTION 11 – STATEMENT OF ACCOUNTS

The City of Bradford Metropolitan District Council (Bradford Council), as administering authority for West Yorkshire Pension Fund, is required to make arrangements for the proper administration of its financial affairs, and to secure that one of its officers has the responsibility for the administration of those affairs. In this authority, that officer is the Assistant Director - Finance and Procurement.

The Assistant Director - Finance and Procurement is responsible for the preparation of the Statement of Accounts, which is required to present fairly the financial position of the Fund at 31 March 2018 and its income and expenditure for the year ended 31 March 2018.

In preparing this Statement of Accounts, Assistant Director - Finance and Procurement has issued a manual on the practices to be adopted in the preparation of the year end accounts. This document sets out arrangements for ensuring the accounts are prepared in a consistent and prudent manner in line with suitable accounting principles.

SECTION 11 – STATEMENT OF ACCOUNTS

Fund Account for the year ended 31 March 2018

	Note	2018 £000	2017 £000
Dealings with members, employers and others directly involved in the Fund			
Contributions receivable	4	407,345	382,610
Transfers In	5	41,770	22,632
Non-statutory pensions and pensions increases recharged	6	22,129	22,667
		471,244	427,909
Benefits Payable	7	-485,808	-472,524
Non-statutory pensions and pensions increase	6	-22,129	-22,667
Payments to and on account of leavers	8	-480,737	-20,129
		-988,674	-515,320
Net additions/(withdrawals) from dealing with members		-517,430	-87,411
Management expenses	11	-10,359	-10,278
Net additions / (withdrawals) including management expenses		-527,789	-97,689
Returns on Investments			
Investment Income	13	392,115	341,464
Taxes on income		-8,072	-6,399
Profit and losses on disposal and changes in value of investments	15	74,507	2,180,570
Stock Lending	15c	3,503	3,404
Underwriting Commission		39	0
Net return on investments		462,092	2,519,039
Net Increase/(decrease) in the net assets available for benefits during the year		-65,697	2,421,350
Fund opening net assets		13,632,330	11,210,980
Fund closing net assets		13,566,633	13,632,330

SECTION 11 – STATEMENT OF ACCOUNTS

Net Assets Statement at 31 March 2018

	Note	2018 £000	2017 £000
Investment assets			
Bonds	15	1,374,768	1,212,644
Equities (including convertible shares)	15	9,999,549	9,926,738
Index-linked securities	15	659,866	656,523
Pooled investment vehicles	15	1,466,773	1,600,718
Property	15	7,250	7,000
Cash deposits	15	263,630	136,580
Other investment balances	15	42,528	37,934
Investment liabilities			
Other investment balances	15	-11,182	-5,873
Total net investments		13,803,182	13,572,264
Current assets			
Debtors	18	50,417	47,605
Cash balances (not forming part of investment assets)		33,482	32,549
Current liabilities			
Creditors	19	-320,448	-20,088
Net current assets and liabilities		-236,549	60,066
Net assets of the scheme available to fund benefits		13,566,633	13,632,330

The financial statements for West Yorkshire Pension Fund do not take account of liabilities to pay pensions and other benefits after 31 March 2018. This financial statement shows the net value of assets owned by the Fund, the actuarial calculation of the present value of promised retirement benefits is provided in note 10.

Signed:

Andrew Crookham

Assistant Director - Finance and Procurement

City of Bradford Metropolitan District Council

31 July 2018

SECTION 11 – STATEMENT OF ACCOUNTS

Notes to the accounts

Note 1. Accounting policies

Basis of preparation

This statement of accounts summarises the Fund's transactions for the 2017/18 financial year and its financial position at year-end as at 31 March 2018. The accounts have been prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2017/18 which is based upon International Financial Reporting Standards (IFRS), as amended for the UK public sector.

The financial statements summarise the transactions of the Fund and report on 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. The valuation of the present value of future benefits payable is provided by our actuary in note 10.

Contributions

Normal contributions from employers are accounted for on an accruals basis at the percentage rate recommended by the Fund actuary in the payroll period to which they relate. Normal contributions from members are accounted for on an accruals basis at a percentage rate outlined in the Local Government Pension Scheme Regulations

Employer deficit funding contributions are accounted for on the due dates on which they are payable.

Employers have met the indirect costs of early retirement. These costs are accounted for in the period in which the liability arises. Any amount due but unpaid will be classed as a current asset debtor.

Transfers in and out of the Fund

Transfer values represent amounts received and paid during the period for individual. Bulk (group) transfers are accounted for on an accruals basis, these are calculated in accordance with the Local Government Pension Scheme Regulations 2013.

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 in the net assets statement as current liabilities.

Management expenses

The code does not require any breakdown of pension fund administrative expenses. However, in the interests of greater transparency, the fund discloses its pension fund management expenses in accordance with CIPFA's Accounting for Local Government Pension Scheme Management Expenses (2016).

Administrative expenses

All administrative expenses are accounted for on an accruals basis. All WYPF staff are charged directly to the Fund. Associated indirect management costs and other overheads are apportioned to administrative expenses using relevant factors and charged as expenses to the Fund.

Oversight and governance costs

SECTION 11 – STATEMENT OF ACCOUNTS

All oversight and governance expenses are accounted for on an accruals basis. Associated indirect management costs and other overheads are apportioned to oversight and governance activities using relevant factors and charged as expenses to the Fund.

Investment management expenses

All investment management expenses are accounted for on an accruals basis. Fees charged by external advisors and custodian are agreed in the respective mandates governing their appointment. The custodian fees are based on the market value of the investments under their management and therefore increase or reduce as the value of the investments change. The fees of the external advisors increase by RPI on an annual basis.

The cost of the Fund's in-house investment fund management team are charged direct to investment management expense and a proportion of the Fund's management costs which represents management time spent by officers on investment management is also charged investment to management expenses.

Actuarial present value of promised retirement benefits

The actuarial present value of promised retirement benefits is assessed on an annual basis by the Actuary in accordance with the requirements of IAS19 and relevant actuarial standards. As permitted under IAS26, WYPF has opted to disclose the actuarial present value of promised retirement benefits as a note to the net assets statement (note 10)

Cash and cash equivalents

Cash comprises of cash in hand and on demand deposits. 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 values.

Financial liabilities

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

Investment income

Interest income

Interest due on fixed-interest securities, index-linked securities and short-term investments is accounted for on an accruals basis.

Property related income

Property related income is primarily rental income which is recognised on a straight-line basis over the term of the lease. Lease incentives have been recognised as part of the total rental income over the term of the lease.

Dividend income

Dividend income is recognised on the date the shares are quoted ex dividend. Any amount not received by the end of the reporting period is disclosed in the net assets statement as a current financial asset.

SECTION 11 – STATEMENT OF ACCOUNTS

Distribution from pooled funds

Distributions from pooled funds are recognised at the date of issue. Any amount 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 net market value of investments (including investment properties) are recognised as income and comprise all realised and unrealised profits/losses during the accounting period.

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 expense as it arises.

Financial assets

Financial assets are included in the net assets statement on a fair value basis as at the reporting date with the exception of any assets classified as loans and receivables, which are stated at nominal value.

A financial asset is recognised in the net asset 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 (see note 16). 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)

Additional voluntary contributions (AVCs)

West Yorkshire Pension Fund provides an additional voluntary contribution (AVC) scheme for its members, the assets of which are invested separately from those of the pension fund.

The Fund has appointed Scottish Widows, Prudential and Equitable Life as its AVC providers. 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.

AVC's are not included in the accounts in accordance with section 4(1)(b) of the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016 but are disclosed as a note only. (Note 9)

Currency translation

At the year end all foreign currency balances are translated into Sterling at exchange rates ruling at the financial year-end and any gains or losses arising are treated as part of the change in market value of investments. During the year foreign currencies are transacted as follows:

- a) Foreign currency purchases are translated into Sterling at the actual purchase rate, all commissions are charged as expense to management costs.
- b) Proceeds of sales of foreign assets are translated into Sterling

SECTION 11 – STATEMENT OF ACCOUNTS

- a. If there have been transactions in the same currency in the last 30 days, then the latest recorded transaction rate is used.
- b. Else the mid-market rate on the date of receipt is used.
- c) Purchase of foreign investments are translated into Sterling using the rate at which the foreign currency was purchased or translated to Sterling.
- d) Balance of foreign currency income accounts are moved to capital account using the mid-market rate on the date of movement.
- e) Dividends from foreign investments are translated into sterling using the mid-market rate on the date of receipt.
- f) When currency is sold the actual sale rate is used and commissions are charged to management expense.

Acquisition costs of investments

Acquisition costs of investments are included in the purchase price.

Netting

A financial asset and a financial liability shall be offset and the net amount presented in the Net Assets Statement when and only when, the Fund:

- a) Currently has a legally enforceable right to set off the recognised amounts,
And
- b) Intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Contingent liabilities and contractual commitments

A contingent liability arises when an event has taken place that gives the Fund a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the Fund. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources would be required, or the amount of the obligation cannot be measured reliably. Contingent liabilities are not recognised in the Net Assets Statement but disclosed in note 22 of the accounts.

Undrawn commitments relate to outstanding call payments due on unquoted limited partnership funds held in private equity, property and infrastructure parts of the portfolio. The amounts “called” by these funds are irregular in both size and timing over a period of between four and six years from the date of each original commitment.

Investment transactions

Investment transactions occurring up to 31 March 2018 but not settled until later are accrued in the accounts.

SECTION 11 – STATEMENT OF ACCOUNTS

Note 2. Critical accounting estimates, judgements and assumptions made about the future and other major sources of estimation uncertainty

The preparation of the Fund's financial statements in accordance with IFRS requires management to make judgements, estimates and assumptions in applying accounting policies that affect the reported amounts of assets, liabilities, income and expenses. Due to the inherent uncertainty in making estimates, actual results reported in future periods may be based upon amounts which differ from those estimates. Estimates, judgements and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The significant judgements made by management in applying the Fund's accounting policies and key sources of estimation uncertainty in these financial statements, which together are deemed critical to the Fund's results and financial position, are explained below.

Fair value of financial instruments

In accordance with the Code and IFRS13, the Fund categorises financial instruments carried on the net asset statement at fair value using a three-level hierarchy as disclosed in note 19. Financial instruments categorised as level 1 are valued using quoted market prices and therefore there is minimal judgement applied in determining fair value. However, the fair value of financial instruments categorised as level 2 and, in particular, level 3 is determined using valuation techniques including discounted cashflow analysis and valuation models. These require management judgement and contain significant estimation uncertainty. Reliance is placed on third parties to perform these valuations and further due diligence is performed by the Fund to maintain confidence in the data provided.

Retirement benefit obligations

Under IFRS the Fund is required to disclose the actuarial present value of promised retirement benefits. This is disclosed as a note in note 7 and does not comprise part of the financial statements. Significant judgement and estimates are used in formulating this information, all of which are disclosed in note 7.

Bulk Transfer

The final actual certificate for First West Yorkshire bulk transfer is not due until 31 March 2019. In the absence of the final actuarial certificate for the value of assets transferred for First West Yorkshire Group bulk transfer was estimated based on the value of assets allocated to First West Yorkshire Group in the updated 31 March 2016 actuarial valuation report dated October 2017 of £366.177m. Then £366.177m uprated by asset performance of 22.9% = £450m estimate of assets value for First West Yorkshire Group 31 March 2018.

Note 3. Events after the Balance sheet date

These are events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the financial statements are authorised for issue.

Two types of events can be identified:

SECTION 11 – STATEMENT OF ACCOUNTS

- a) Those that provide evidence of conditions that existed at the end of the reporting period (adjusting events after the reporting period)
- b) Those that are indicative of conditions that arose after the reporting period (non-adjusting events after the reporting period)

There have been no such events since 31 March 2018, and up to the date when these accounts were authorised that require any adjustments to these accounts

Note 4. Contributions receivable

		2017/18 £000	2016/17 £000
By category			
	Employers	296,198	271,661
	Members	111,147	110,949
Total		407,345	382,610
By type of employer		£000	£000
	Administering authority	51,165	46,699
	Scheme	315,020	291,872
	Admitted bodies	41,160	44,039
Total		407,345	382,610
By type		£000	£000
Employers			
	Employee's normal contributions	106,901	106,470
	Employee's additional contributions	4,246	4,479
	Employer's normal contributions	281,126	247,600
	Employer's deficit contributions	15,072	24,061
Total		407,345	382,610

Employers' contribution rates and deficit contributions

At the triennial valuation (31 March 2016) the Actuary calculated an employer rate for each employer. In addition to this some employers are also required to pay an additional monetary amount to cover any past service deficit, which is recoverable over an appropriate period.

Employees' contribution rates

Employees' contributions are as set out in the LGPS regulations from 1 April 2014, and there are several tiered employee contribution rates. For 2017/18 the rates start at 5.5% payable by employees with salaries up to £13,700 a year, and the highest rate is 12.5% to be paid on salaries over £153,300 a year. (For 2016/17 the rates started at 5.5% payable by employees with salaries up to £13,600, and the highest rate was 12.5% paid on salaries exceeding £151,800).

SECTION 11 – STATEMENT OF ACCOUNTS

Note 5. Transfers in from other pension funds

	2017/18 £000	2016/17 £000
Individual transfers in from other schemes	38,267	22,632
Bulk transfers in from other schemes	3,503	0
Total Transfers In	41,770	22,632

Note 6. Non-statutory pensions increase and recharges

	2017/18 £000	2016/17 £000
Pensions	22,129	22,667
Lump Sums	0	0
Total	22,129	22,667

The costs of added years granted by participating employers for early retirement together with associated inflation proofing costs are reimbursed to the Fund, by the employer. Costs of annual inflation proofing for non-participating employers are also recharged.

Note 7. Benefits payable

	2017/18 £000	2016/17 £000
Pensions		
Funded Pensions - Retired Employees	-351,375	-341,574
Funded Pensions - Dependants	-29,487	-28,573
Total Pensions	-380,862	-370,147
Lump Sums		
Funded Lump Sums on Retirement	-90,418	-90,006
Funded Lump Sums on Death	-14,528	-12,371
Total Lump Sums	-104,946	-102,377
Total Benefits paid in year	-485,808	-472,524
Benefits Payable by type of employer Member body		
	£000	£000
Pensions		
Administering Authority	-72,823	-71,405
Scheduled Bodies	-356,168	-337,029
Admitted Bodies	-54,530	-58,630
Other Interested Bodies with No Pensionable Employees	-2,287	-5,460
Total Pensions	-485,808	-472,524

For participating employers, all basic pensions plus the costs of annual inflation are met from the assets of the Fund.

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Note 8. Payments to and on account of leavers

	2017/18 £000	2016/17 £000
Refund of Contributions	-1,852	-1,469
Individual Transfers	-28,116	-17,990
Bulk Transfers	-450,769	-670
	-480,737	-20,129

In 2017/18 a partial bulk transfer of £150m was made in respect of First Group West Yorkshire (Firstbus) assets transfer to Greater Manchester Pension Fund; a provision of £300m for the remaining value of assets which are due to be transferred has been accrued for and these will be transferred during 2018/19 financial reporting year.

Note 9. AVC Scheme – Equitable Life, Scottish Widows and Prudential

The Fund provides an AVC Scheme for its contributors, the assets of which are invested separately from the main Fund. The scheme providers are Equitable Life Assurance, Scottish Widows and Prudential, whereby additional benefits are secured on a money purchase basis for those contributors electing to pay additional voluntary contributions.

As advised by the three companies the amounts administered under AVC arrangements are as follows:

				2017/2018 £000	2016/2017 £000
Value of funds at 1 April				28,291	24,213
Contributions received				5,862	5,544
Transfers and withdrawals values				0	245
Internal transfers from other policies				218	67
Interest and bonuses/change in market value of assets				2,212	3,223
Sale of investments to settle benefits due to members				-4,657	-5,001
Value of funds at 31 March				31,926	28,291
AVC investments by providers	Members still paying contribution	Members 2017/18	Members 2016/17	2017/18 £000	2016/17 £000
Equitable Life	28	495	565	2,324	2,547
Prudential	1,730	1,887	1,752	16,177	13,279
Scottish Widows	285	1,088	1,209	13,425	12,465
Total	2,043	3,470	3,526	31,926	28,291

Note 10. Actuarial present value of promised retirement benefits Introduction

The Fund is part of the Local Government Pension Scheme and under IAS 26 it is required to disclose the actuarial present value of promised retirement benefits across the Fund as a whole.

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The Fund provides defined benefits, which for membership to 31 March 2014, are based on member's Final Pensionable Pay. On the 1 April 2014 the scheme changed from a final salary scheme to a CARE (Career Average Revalued Earnings) scheme and pension benefits are based on a member's pay each scheme year.

The required valuation is carried out by the Fund Actuary, Aon Hewitt, using assumptions derived in the same way as those recommended for individual participating employers reporting pension liabilities under IAS 19. This approach results in a different valuation of liabilities than at the triennial funding valuation (Actuarial statement on p68).

The information set out below relates to actuarial present value of the promised retirement benefits in the Fund.

Actuarial present value of promised retirement benefits –

Paragraph 6.5.2.7 of CIPFA's Code of Practice on local authority accounting for 2017/18 sets out that the actuarial present value of promised retirement benefits based on projected salaries should be disclosed.

Due to a significant bulk transfer to Greater Manchester Pension Fund (GMPF) for First Group West Yorkshire we have updated Actuarial present value of promised retirement benefits as at 31 March 2018 together with the results as at 31 March 2013 and 31 March 2016 are shown in the table below. The corresponding fair value of Fund assets is also shown in order to show the level of surplus or deficit within the Fund when the liabilities are valued using IAS 19 assumptions.

	31 March 2018	31 March 2016	31 March 2013
	£m	£m	£m
Fair value of net assets	13,511.9	11,211.0	9,940.3
Actuarial present value of the promised retirement benefits	18,077.5	14,085.4	12,259.3
Surplus / (deficit) in the Fund as measured for IAS26 purposes	-4,565.6	-2,874.4	-2,319.0

Assumptions

The latest full triennial actuarial valuation of the Fund's liabilities was carried out as at 31 March 2016. The principal assumptions used for the purpose of IAS 26 by the Fund's independent qualified actuaries were:

	31 March 2018	31 March 2016	31 March 2013
	%pa	%pa	% p.a.
Discount rate	2.60	3.40	4.50
RPI Inflation	3.20	2.90	3.40
CPI Inflation (pension increases)*	2.10	1.80	2.40
Rate of general increase in salaries **	3.35	3.05	3.90

* In excess of Guaranteed Minimum Pension increases in payment where appropriate

** In addition, we have allowed for the same age related promotional salary scales as used at the actuarial valuation of the Fund as at the appropriate date

SECTION 11 – STATEMENT OF ACCOUNTS

Principal demographic assumptions

Post retirement mortality	31 March 2016 & 31 March 2018	31 March 2013
Males		
Base table	Standard SAPS S2 All Pensioners (S2PMA)	Standard SAPS Normal Health All Amounts (S1NMA)
Rating to above base table *	0	0
Scaling to above base table rates **	105% for current male pensioners 115% for future male pensioners	105%
Allowance for future improvements	Proposed CMI Mortality Projections Model released with Working Paper 91 with Core assumptions ("CMI_2016_Proposed2015") together with a long term rate of improvement of 1.5% p.a.	CMI 2012 with a long-term rate of improvement of 1.5% p.a.
Future lifetime from age 65 (currently aged 65)	22.0 at 31 March 2016 22.1 at 31 March 2018	22.5
Future lifetime from age 65 (currently aged 45)	22.9 at 31 March 2016 23.1 at 31 March 2018	24.7
Females		
Base table	Standard SAPS S2 All Pensioners (S2PFA)	Standard SAPS Normal Health All Amounts tables (S1NFA)
Rating to above base table *	0	0
Scaling to above base table rates **	90% for current female pensioners 90% for future female pensioners	100%
Allowance for future improvements	Proposed CMI Mortality Projections Model released with Working Paper 91 with Core assumptions ("CMI_2016_Proposed2015") together with a long term rate of improvement of 1.5% p.a.	CMI 2012 with a long-term rate of improvement of 1.5% p.a.
Future lifetime from age 65 (currently aged 65)	25.1 at 31 March 2016 25.3 at 31 March 2018	25.4
Future lifetime from age 65 (currently aged 45)	26.9 at 31 March 2016 27.1 at 31 March 2018	27.7

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* A rating of x years means that members of the Fund are assumed to follow the mortality pattern of the base table for an individual x years older than them. The ratings shown apply to normal health retirements.

** The scaling factors shown apply to normal health retirements.

	31 March 2016	31 March 2013
Commutation	Each member was assumed to surrender pension on retirement, such that the total cash received (including any accrued lump sum from pre 2008 service) is 75% of the permitted maximum.	Each member was assumed to surrender pension on retirement, such that the total cash received (including any accrued lump sum from pre 2008 service) is 75% of the permitted maximum

Note 11. Management expenses

	2017/18 £000	2016/17 £000
Administrative costs	-3,992	-3,879
Investment management Expenses	-5,820	-5,562
Oversight & Governance	-547	-837
Total	-10,359	-10,278

This analysis of the costs of managing West Yorkshire Pension Fund during the accounting period has been prepared in accordance with CIPFA guidance. The Investment management expenses above includes -£65k in respect of performance related fees paid (2016/17 -£19k) and also a statutory audit fee of -£48k (2016-17 -£48k). No other fees have been paid to the external auditor. Transaction costs are included to comply with CIPFA guidance.

Note 12. Investment expenses

	2017/18 £000	2016/17 £000
Internal management costs	-2,702	-2,582
Transaction costs	-2,558	-2,503
Custody fees	-560	-477
Total	-5,820	-5,562

SECTION 11 – STATEMENT OF ACCOUNTS

Note 13. Investment income

	2017/18 £000	2016/17 £000
Income from Bonds	43,895	42,986
Dividends from Equities	317,757	269,985
Income from Index-Linked Securities	3,323	3,653
Income from Direct Property	456	416
Income from Pooled Funds	25,673	23,492
Interest on Cash Deposits	1,011	932
	392,115	341,464

Note 13a. Analysis of Investment income accrued

	2018 UK £000	2017 UK £000	2018 NON UK £000	2017 NON UK £000	2018 GLOBAL £000	2017 GLOBAL £000	2018 TOTAL £000	2017 TOTAL £000
Bonds	9,476	9,047	1,592	1,953	0	0	11,068	11,000
Equities	22,901	16,784	2,151	239	0	0	25,052	17,023
Index Linked Securities	751	756	71	77	0	0	822	833
Pooled Investment Vehicles	0	0	0	0	0	0	0	0
Direct Property Holdings	0	220	0	0	0	0	0	220
Cash and cash equivalents	267	247	0	0	0	0	267	247
Total	33,395	27,054	3,814	2,269	0	0	37,209	29,323

Note 14. Direct Property Holdings

	2017/18 £000	2016/17 £000
Opening balance	7,000	6,500
Additions:		
Purchases	0	0
Construction	0	0
Subsequent expenditure	0	0
Disposals	0	0
Net increase/ decrease in Market Value	250	500
Other changes in fair value	0	0
Closing balance	7,250	7,000

SECTION 11 – STATEMENT OF ACCOUNTS

Note 15. Investments

Note 15a. Movement in the value of investments in 2017/18

	Opening value at 01.04.17	Purchases cost	Sales proceeds	Change in market	Closing value at 31 .03.18
	£000	£000	£000	£000	£000
Bonds	1,212,644	272,245	-163,716	53,595	1,374,768
Equities	9,926,738	608,677	-560,809	24,943	9,999,549
Index-linked Securities	656,523	143,817	-61,912	-78,562	659,866
Pooled Funds	1,600,718	72,893	-281,119	74,281	1,466,773
Direct Property	7,000			250	7,250
Cash Deposits	136,580	127,050	0	0	263,630
Other Investment					
Debtors	37,934	4,594	0	0	42,528
Other Investment					
Creditors	-5,873	0	-5,309	0	-11,182
	13,572,264	1,229,276	-1,072,865	74,507	13,803,182

Movement in the value of investments in 2016/17

	Opening value at 01.04.16	Purchases cost	Sales proceeds	Change in market	Closing value at 31 .03.17
	£000	£000	£000	£000	£000
Bonds	1,129,723	249,506	-236,606	70,021	1,212,644
Equities	7,896,646	660,380	-444,688	1,814,400	9,926,738
Index linked securities	580,259	63,913	-77,003	89,354	656,523
Pooled funds	1,389,330	55,500	-50,407	206,295	1,600,718
Direct Property	6,500	0	0	500	7,000
Cash deposits	126,100	10,480	0	0	136,580
Other Investment					
Debtors	40,689	0	-2,755	0	37,934
Other Investment					
Creditors	-5,950	77	0	0	-5,873
Totals	11,163,297	1,039,856	-811,459	2,180,570	13,572,264

The change in market value of investments during the year comprises all increases and decreases in the market value of investments held at any time during the year, including profits and losses realised on the sale of investments during the year.

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Note 15b. Investments analysis by security type

	2017/18 £000	2016/17 £000
Bonds		
Public sector quoted	872,138	706,031
Other quoted	500,339	498,420
Unquoted	2,291	8,193
Total Bonds	1,374,768	1,212,644
Equities:		
Quoted	8,857,603	8,908,077
Unquoted	1,141,946	1,018,661
	9,999,549	9,926,738
Index Linked Securities:		
Public sector quoted	641,777	643,661
Other quoted	18,089	12,862
	659,866	656,523
Pooled Funds		
Hedge funds	127,562	254,255
Property	606,445	582,292
Other	732,766	764,171
	1,466,773	1,600,718
Direct Property	7,250	7,000
Cash Deposits:		
Sterling	263,630	136,580
Other Investment assets	42,528	37,934
Other Investment liabilities	-11,182	-5,873
Total	13,803,182	13,572,264

The table shown above is a combination of all West Yorkshire Pension Fund UK and Overseas assets.

Note 15c. Stock lending

	2017/18 £000	2016/17 £000
Stock Lending		
Income - Bonds	121	91
Income - UK Equities	1,136	950
International Equities	2,352	2,451
	3,609	3,492
Less - Costs	-106	-88
	3,503	3,404

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As at 31 March 2018, £1.6bn of stock was on loan to market makers (31 March 2017, £1.2bn) and this was covered by collateral totalling £1.7bn (31 March 2017, £1.3bn) which includes an appropriate margin. The collateral was comprised of UK & International Government Bonds £994.3m, (31 March 2017 £668.3m). International Equities, £530.7m, (31st March 2017, £344.1m) and UK Equities, £233.1m, (31st March 2017, £257.6m). All our securities out on loan are fully indemnified by HSBC our custodian.

Note 16. Fair Value – Basis of valuation

The basis of the valuation of each class of investment asset is set out below. There has been no change in the valuation techniques used during the year. All assets have been valued using fair value techniques which represent the highest and best price available at the reporting date

Description of asset	Valuation Hierarchy	Basis of valuation	Observable and unobservable	Key sensitivities affecting the valuations provided
Market quoted equities	Level 1	Listed investments are shown at bid prices. The bid value of the investments is based on the bid market quotation of the relevant stock exchange.	Not required	Not required
Quoted bonds	Level 1	Fixed interest securities are valued at a market value based on current yields	Not required	Not required
Unquoted bonds	Level 2	Average of broker prices.	Evaluated price feeds	Not required
Pooled investment-overseas unit trusts and property funds	Level 2	Closing bid price where bid and offer prices are published - closing single price where single price is published. Valuations for Property Funds are provided by Fund managers and where available closing bid price is used.	NAV - based pricing set on a forward pricing basis.	Not required
Pooled investments - hedge funds	Level 3	Closing bid price where bid and offer prices are published - closing single price where single price is published.	These are based on the net asset values provided by the fund managers. Values are normally received by West Yorkshire Pension Fund 30 days after the month end to which they relate. The values reported in the financial statements are therefore based on February month end values, adjusted according to estimates of	Valuations could be affected by material events occurring between the date of the financial statements provided and the pension funds own reporting date by changes to expected cashflows and by any differences between audited and unaudited accounts.

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Description of asset	Valuation Hierarchy	Basis of valuation	Observable and unobservable	Key sensitivities affecting the valuations provided
			investment fund performance in March, as informed by fund managers. We gain assurance over valuations provided by fund managers by comparing valuations to funds' audited accounts' Net Asset Values.	
Freehold and leasehold properties	Level 3	Valued at fair value at the year-end by CBRE independent valuers- <i>in accordance with the RICS Valuation – Global Standards 2017 which incorporate the International Standards and the RICS Valuation – Professional Standards UK January 2014 (revised July 2017) ("The Red Book")</i> .	Existing lease terms - Independent market research - Nature of tenancies - Estimated growth - assumed vacancy levels - discount rate.	Changes in rental growth, vacancy levels or discount rates could affect valuations as could changes to market prices.
Unquoted equity	Level 3	Comparable valuation of similar companies in accordance with International Private Equity and Venture Capital Valuation Guidelines (2012).	These are based on valuations provided by the general partners to the private equity funds in which West Yorkshire Pension Fund has invested. They are prepared in accordance with the International Private Equity and Venture Capital Valuation Guidelines, which follow the valuation principles of IFRS and US GAAP. Valuations are performed annually and mainly as at the end of December. Cashflow adjustments are used to roll forward the valuations to 31 March as appropriate.	Valuations could be affected by material events occurring between the date of the financial statements provided and the pension funds own reporting date by changes to expected cashflows and by any differences between audited and unaudited accounts.

Sensitivity of assets valued at level 3

The Fund has determined that the valuation methods described in the table above are likely to be accurate within the following ranges and has set out below the potential impact on the closing value of investments held at 31st March 2018.

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	Assessed valuation range (+/-)	Value at 31 March 2018	Value on increase £000	Value on decrease
		£m	£m	£m
Pooled investments - hedge funds	10%	127.6	140.3	114.8
Freehold and leasehold properties	10%	7.3	8.0	6.5
Private equity	15%	1,141.9	1,313.2	970.7

	Assessed valuation range (+/-)	Value at 31 March 2017	Value on increase	Value on decrease
		£m	£m	£m
Pooled investments - hedge funds	10%	254.3	279.7	228.9
Freehold and leasehold properties	10%	7.0	7.7	6.3
Private equity	15%	993.8	1,142.8	844.7

Financial instruments – valuation

Valuation of financial assets carried at fair value.

The valuations of financial assets have been classified into three levels according to the quality and reliability of information used to determine the 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. Financial assets classified as level 1 comprise quoted equities, quoted bonds (fixed interest securities), quoted index linked securities and unit trusts.

Level 2

Level 2 valuations are those where quoted market prices are not available, for example where the financial asset 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. Financial asset classified as level 2 are property funds.

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 would include unquoted equity investments and hedge funds, which are valued using various valuation techniques that require significant judgement in determining appropriate assumptions.

The table below provides an analysis of the financial assets and liabilities of the Fund that are carried at fair value in the Fund's Net Asset Statement, grouped into levels 1 to 3 based on the degree to which the fair value is observable.

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Valuation hierarchy

31 March 2018	Level 1	Level 2	Level 3	Total
	£m	£m	£m	£m
Financial assets				
Financial assets at fair value through profit or loss	11,623	609	1,270	13,502
Loans and receivables	390	0	0	390
Total financial assets	12,013	609	1,270	13,892
Financial liabilities				
Financial liabilities at amortised cost	-332	0	0	-332
Total financial liabilities	-332	0	0	-332

31 March 2017	Level 1	Level 2	Level 3	Total
	£m	£m	£m	£m
Financial assets				
Financial assets at fair value through profit or loss	11,533	590	1,273	13,396
Loans and receivables	255	0	0	255
Total financial assets	11,788	590	1,273	13,651
Financial liabilities				
Financial liabilities at amortised cost	-26	0	0	-26
Total financial liabilities	-26	0	0	-26

Note 17. Financial instruments - classification

The following table analyses the carrying value of the financial assets and liabilities by category and by net asset statement heading.

All net gains or losses on financial instruments are on those classified as financial assets at fair value through profit and loss.

31 st March 2017	Fair value through profit or loss	Loans and receivables	Financial liabilities at amortised cost	Total financial instruments
	£000	£000	£000	£000
Financial Assets				

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31st March 2018	Fair value through profit or loss	Loans and receivables	Financial liabilities at amortised cost	Total financial instruments
	£000	£000	£000	£000
Financial Assets				
Bonds	1,374,768	0	0	1,374,768
Equities	9,999,549	0	0	9,999,549
Index-linked securities	659,866	0	0	659,866
Pooled investment vehicles	1,466,773	0	0	1,466,773
Cash deposits (Investments)	0	263,630	0	263,630
Cash balances (not forming part of the investment assets)	0	33,482	0	33,482
Other investment balances	0	42,528	0	42,528
Debtors	0	50,417	0	50,417
Total financial assets	13,500,956	390,057	0	13,891,013
Financial Liabilities				
Other investment balances	0	0	-11,182	-11,182
Creditors	0	0	-320,448	-320,448
Total financial liabilities	0	0	-331,630	-331,630
Bonds	1,212,644	0	0	1,212,644
Equities	9,926,738	0	0	9,926,738
Index-linked securities	656,523	0	0	656,523
Pooled investment vehicles	1,600,718	0	0	1,600,718
Cash deposits (Investments)	0	136,580	0	136,580
Cash balances (not forming part of the investment assets)	0	32,549	0	32,549
Other investment balances	0	37,934	0	37,934
Debtors	0	47,605	0	47,605
Total financial assets	13,396,623	254,668	0	13,651,291
Financial Liabilities				
Other investment balances	0	0	-5,873	-5,873
Creditors	0	0	-20,088	-20,088
Total financial liabilities	-0	0	-25,961	-25,961

Note 18. Current assets -Debtors

	2017/18	2016/17
	£000	£000
Contributions due from employers	28,336	26,158
Other debtors	22,081	21,447

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	50,417	47,605
By type of body:		
Central government bodies	44	34
Other local authorities	42,704	40,080
NHS bodies	37	53
Public corporations and trading funds	1,306	1,177
Bodies external to general government	6,326	6,261
	50,417	47,605

Note 19. Current liabilities - Creditors

	2017/18	2016/17
	£000	£000
Unpaid benefits	-9,778	-7,098
Other current liabilities	-310,670	-12,990
	-320,448	-20,088
By type of body:		
Central government bodies	-4,553	-4,622
Other local authorities	-305,334	-8,000
NHS bodies	0	0
Public corporations and trading funds	0	0
Bodies external to general government	-10,561	-7,466
	-320,448	-20,088

Note 20. Related party transactions

In accordance with IAS24 Related Party Disclosures, material transactions with related parties not disclosed elsewhere are detailed below.

Administering body

Bradford Metropolitan District Council is a related party in its role as the Administering Authority for West Yorkshire Pension Fund.

In 2017/18, City of Bradford Metropolitan District Council charged West Yorkshire Pension Fund £421,866 in respect of support services provided (£347,130 in 2016/17). The support costs for 2017/18 included a full year support for financial, legal and information technology services and a part year charge for accommodation.

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Employers

Employers are related parties in so far as they pay contributions to the Fund in accordance with the appropriate Local Government Pension Scheme (LGPS) Regulations. A list of employers who have contributed to the fund during the reporting period can be found in Section 5 of the Annual report. Contributions in respect of March 2018 payroll are included within the debtors figure in note 18.

UK Central government bodies

The UK Government is a related party as it provides the statutory framework within which the Pension Fund operates. Balances outstanding with the Central government bodies are included within notes 18 and 19.

Members

The Metropolitan Councils of Bradford, Leeds, Kirklees, Wakefield and Calderdale appoint a number of members to the Investment Advisory Panel and the Joint Advisory Group. Eight of these members are in receipt of pension benefits from the Fund.

There have been no material transactions between any member or their families and the Pension Fund.

Key management personnel

No senior officers responsible for the administration of the Fund have entered into any contract, other than their contract of employment with City of Bradford Metropolitan District Council, for the supply of goods or services to the Fund.

IAS 24 requires entities to disclose key management personnel compensation. The Fund has identified key management personnel as the Director West Yorkshire Pension Fund and the Chief Executive of Bradford Council. The combined compensation for these officers, attributable to West Yorkshire Pension Fund, is £123,420 (2016/17 £119,064). Details of the remuneration for these two posts are included in Note 33 of the City of Bradford Metropolitan District Council's statement of accounts.

The Fund has an investment in Montanaro European Smaller Companies Fund plc, which at 31st March 2018 was valued at £13.14m (£24.67m 31st March 2017), and has an original cost of £4.9m. Investment activity during the reporting period 2017/18 resulted in a sale of stock to the value of £13.55m. Rodney Barton, the Director, West Yorkshire Pension Fund, is a non-executive director of Montanaro European Smaller Companies Fund plc, for which he is paid a fee.

Note 21. 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). Therefore the aim of investment risk management is to minimise the risk of an overall reduction in the value of the Fund and to maximise 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 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 flows. The Fund manages these investment risks as part of its overall pension Fund risk management programme.

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The management of risk is set out in the Fund's Investment Strategy Statement, which in turn is driven by the Funding Strategy Statement. The full text of these statements can be found at the end of this document and also at www.wypf.org.uk

The Investment Strategy is managed by the Investment Advisory Panel, whose responsibility it is to ensure that the Fund's investment portfolio, which is managed in-house, agrees with policy and strategy with regard to asset allocation.

The Fund routinely monitors all risks in accordance with the Fund's risk management strategy.

a) Market risk

Market risk is the 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 level of risk exposure depends on market conditions, expectations of future price and yield movements and the asset mix.

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

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 benchmark analysis.

The Fund's equity holdings are spread across more than 900 UK companies, and almost 800 foreign companies, and a range of unit trusts and managed Funds.

Risk is controlled by reviewing on a continuous basis the risk attached to the Fund's asset allocation relative to the fund-specific benchmark, to ensure that any major divergence from the benchmark is acceptable.

Custodian risk is controlled through continuous monitoring and periodic review of the custodial arrangements.

Risk is also monitored in relation to the funding position of the Fund and the investment requirements that flow from it, in conjunction with the Fund's actuary.

Counter-party and cash management risk is controlled by the in-house investment management team through the setting of appropriate limits for exposure with any individual organisation.

b) Price risk

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 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. Except for

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shares sold short, the maximum risk resulting from financial instruments is determined by the fair value of the financial instruments.

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's investment strategy.

Price risk – sensitivity analysis

Potential price changes are determined based on the observed historical volatility of asset class returns. Riskier assets such as equities will display greater potential volatility than bonds for example, so the overall outcome will depend largely on asset allocation. The Fund has determined that the following movements in market price risk are reasonably possible for the 2017/18 reporting period.

Asset Type	2017/18 Potential Market Movement +/- (%p.a.)	2016/17 Potential Market Movement +/- (%p.a.)
UK equities	8.0	9.2
Overseas equities	7.0	8.3
UK gilts	6.4	6.3
UK corporate bonds	4.6	4.7
UK index-linked	7.8	7.5
Overseas bonds	8.9	9.0
Alternatives (universe)	1.9	3.1
Property	0.4	0.7
Cash	0.3	0.3

The potential volatilities are consistent with a one standard deviation movement in the change in value of the assets over the latest three years.

This can then be applied to the period end asset mix as follows.

Asset Type	Value as at 31 March 2018	Percentage Change	Value on Increase	Value on Decrease
	£000	%	£000	£000
UK Equities	4,781,727	8.0	5,164,265	4,399,188
Overseas Equities	5,217,823	7.0	5,583,070	4,852,575
UK Gilts	682,383	6.4	726,056	638,711
UK Corps	451,327	4.6	472,088	430,566
UK Index-Linked	592,061	7.8	638,242	545,881

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Overseas Bonds	308,862	8.9	336,351	281,374
Alternatives (Universe)	860,329	1.9	876,675	843,982
Direct Property	7,250	0.4	7,279	7,221
UK Property	520,654	0.4	522,737	518,570
Overseas Property	85,790	0.4	86,134	85,447
Cash	263,630	0.3	264,421	262,839
Other investment assets	42,528	0.0	42,528	42,528
Other investment liabilities	(11,182)	0.0	(11,182)	(11,182)
Total Investment Assets	13,803,182		14,708,664	12,897,700

Asset Type	Value as at 31 March 2017	Percentage change	Value on Increase	Value on Decrease
	£000	%	£000	£000
UK equities	4,740,451	9.2	5,176,572	4,304,330
Overseas equities	5,186,287	8.3	5,616,749	4,755,825
UK gilts	507,332	6.3	539,294	475,370
UK corporate bonds	440,171	4.7	460,859	419,483
UK index-linked	592,134	7.5	636,544	547,724
Overseas bonds	329,530	9.0	359,188	299,872
Alternatives (universe)	1,018,426	3.1	1,049,997	986,855
Direct Property	7,000	0.7	7,049	6,951
UK Property	503,700	0.7	507,226	500,174
Overseas Property	78,592	0.7	79,142	78,042
Cash	136,580	0.3	136,989	136,170
Other investment assets	37,934	0.0	37,934	37,934
Other investment liabilities	-5,873	0.0	-5,873	-5,873
Total investment assets	13,572,264		14,601,670	12,542,857

c) 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 risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The fund's interest rate risk is routinely monitored by the council and its investment advisors in accordance with the fund's risk management strategy, including monitoring the exposure to interest rates and assessment of actual interest rates against the relevant benchmarks.

The fund's direct exposure to interest rate movements as at 31 March 2018 and 31 March 2017 is set out below. These disclosures present interest rate risk based on the underlying financial assets at fair value.

Asset type	31 March 2018	31 March 2017
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	£000	£000
Bonds	1,374,768	1,212,644
Cash deposits	263,630	136,580
Cash balances	33,482	32,549
Total	1,671,880	1,381,773

d) Interest rate risk – sensitivity analysis

The Fund recognises that interest rates can vary and can affect both income to the Fund and the value of the net assets available to pay benefits. The assumed interest rate volatility is 100 basis point (BPS) per annum.

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 +/- 100 BPS change in interest rates.

Asset type	Value as at 31 March 2018	Value on Increase	Value on Decrease
		+100BPS	-100BPS
	£000	£000	£000
Bonds	1,374,768	13,748	-13,748
Cash deposits	263,630	2,636	-2,636
Cash balances	33,482	335	-335
Total	1,671,880	16,719	-16,719

Asset type	Value as at 31 March 2017	Value on Increase	Value on Decrease
		+100BPS	-100BPS
	£000	£000	£000
Bonds	1,212,644	12,126	-12,126
Cash deposits	136,580	1,366	-1,366
Cash balances	32,549	325	-325
Total	1,381,773	13,817	-13,817

e) Currency risk

Currency risk represents the risk that the fair value of future cash flows 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 (GBP). The Fund holds both monetary and non-monetary assets denominated in currencies other than GBP.

The following table summarises the Fund's currency exposure as at 31 March 2018 and 31 March 2017.

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Currency exposure - asset type	Value as at 31 March 2018	Value as at 31 March 2017
	£000	£000
Overseas quoted bonds	241,058	265,141
Overseas unquoted bonds	0	0
Overseas quoted equities	4,571,785	4,531,286
Overseas unquoted equities	6,681	655,001
Overseas quoted index linked securities	67,805	64,389
Overseas unit trusts	554,943	596,484
Overseas Property funds	85,790	78,592
Total overseas assets	5,528,062	6,190,893

Currency risk – sensitivity analysis

Following analysis of historical data the Fund considers the likely volatility associated with foreign exchange rate movements to be 6.0%, (2016/17 6.0%).

A 6.0% strengthening / weakening of the pound against the various currencies in which the Fund holds investments would decrease/increase the net assets available to pay benefits as follows.

Asset type	Value as at 31 March 2018	Value on increase	Value on decrease
	£000	£000	£000
Overseas quoted bonds	241,058	255,521	226,594
Overseas unquoted bonds	0	0	0
Overseas quoted equities	4,571,785	4,846,092	4,297,477
Overseas unquoted equities	6,681	7,082	6,280
Overseas quoted index linked securities	67,805	71,873	63,736
Overseas unit trusts	554,943	588,239	521,646
Property funds	85,790	90,938	80,643
Total overseas assets	5,528,062	5,859,745	5,196,376

Asset type	Value as at 31 March 2017	Value on increase	Value on decrease
	£000	£000	£000
Overseas quoted bonds	265,141	281,049	249,233
Overseas unquoted bonds	0	0	0
Overseas quoted equities	4,531,286	4,803,163	4,259,409
Overseas unquoted equities	655,001	694,301	615,701

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Overseas quoted index linked securities	64,389	68,252	60,526
Overseas unit trusts	596,484	632,273	560,695
Property funds	78,592	83,308	73,876
Total overseas assets	6,190,893	6,562,346	5,819,440

f) 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 a 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 assets and liabilities.

In essence the Fund's entire investment portfolio is exposed to some form of credit risk. However, the selection of high quality counterparties, brokers and financial institutions minimises credit risk that may occur through the failure to settle a transaction in a timely manner.

The credit risk connected with stock lending is managed by holding collateral with a greater value than the amount of stock lent out at any one time. In addition the Fund is fully indemnified by HSBC Securities on stock lending activities. Stock lending and the associated collateral at the year-end are detailed in note 15b.

g) 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 there are adequate cash resources available to meet its commitments. This will particularly be the case for cash, from the cashflow matching mandates from the main investment strategy to meet pensioner payroll costs, and also cash to meet investment commitments.

Note 22. Contingent liabilities and contractual commitments

At 31 March 2018 the West Yorkshire Pension Fund had the following undrawn commitments:

	Investment value at 31 March 2018	Undrawn commitments
	£m	£m

SECTION 11 – STATEMENT OF ACCOUNTS

Asset class		
Private equity	1,119.1	778.7
Property funds	606.5	53.4
	1,725.6	832.1

At 31 March 2017 the West Yorkshire Pension Fund had the following undrawn commitments:

	Investment value at 31 March 2017	Undrawn commitments
	£m	£m
Asset class		
Private equity	993.8	756.5
Property funds	582.3	100.3
	1,576.1	856.8

Note 23. Accounting Developments

The following accounting standards have been issued but are not applicable for the year ending 31 March 2017.

IFRS 9 Financial Instruments (replacement of IAS 39)

The International Accounting Standards Board completed the final element of its comprehensive response to the financial crisis with the publication of IFRS 9 Financial Instruments in July 2014.

IFRS 9 is effective for annual periods beginning on or after 1 January 2018.

Recognition and Measurement.

IFRS 9 requires financial assets to be classified into one of three measurement categories:

- amortised cost;
- fair value through other comprehensive income (FVTOCI); or
- fair value through profit or loss (FVTPL).

These changes are not expected to have a significant impact on the Fund.

Note 24. Investment Strategy Statement

The West Yorkshire Pension Fund has prepared an Investment Strategy Statement (ISS) published under Regulation 7 of the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016. The Fund has also prepared a Funding Strategy Statement (FSS) in accordance with Regulation 58 of the Local Government Pension Scheme Regulations 2013. Full details of the ISS and the FSS are included in the West Yorkshire Pension Fund Annual Report and Accounts. A copy is also available on the Fund's website www.wypf.org.uk.

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INTERNAL DISPUTES RESOLUTION PROCEDURE

With pensions being such a complicated issue at times it's inevitable that occasionally disagreements between members, employers and WYPF arise.

When disagreements do happen we do all we can to try to resolve them informally and reach an agreement.

But this isn't always possible. The scheme provides a formal way for disagreements to be resolved: the Internal Disputes Resolution Procedure.

The Internal Disputes Resolution Procedure is a two-stage process.

Stage 1 gives scheme members a chance to have a disagreement reviewed by either the employer or WYPF, depending on whom the dispute is against. The review will be undertaken by an "adjudicator", specified by the body which was responsible for making the original decision being appealed. The member must apply for a review under Stage 1 within 6 months of the disagreement coming to light.

If the scheme member is not happy with the outcome of the Stage 1 review, they can refer the matter to the administering authority for review under the procedure's second stage.

If further help is needed?

The Pensions Advisory Service (TPAS) can also help with resolving disputes if both stages of the Internal Disputes Resolution Procedure have not provided an agreement.

The Pensions Ombudsman settles disputes and investigates complaints that TPAS has not been able to settle. The Ombudsman's decision is final and binding on all the parties to a dispute.

Policing pension schemes

The Pensions Regulator was set up following the 1995 Pensions Act. Its main role being to protect pension scheme members'. From 1 April 2015 the Pensions Regulator's remit was extended to cover Public Service Pension Schemes. The Pension Regulator issued a Code of Practice on Governance and administration of Public Service Pension Schemes, which provides practical guidance in relation to the exercise of functions under relevant pensions legislation and sets out standards of conduct and practice expected from those who exercise those functions.

APPENDIX B – FURTHER INFORMATION AND CONTACTS

FURTHER INFORMATION AND CONTACTS

Director - West Yorkshire
Pension Fund

Rodney Barton
Phone: 01274 432317
Fax 01274 437700
E-mail rodney.barton@wypf.org.uk

WYPF Administration

Technical & Development Manager

Caroline Blackburn
Phone 01274 434523
E-mail caroline.blackburn@wypf.org.uk

Business Development Manager

Yunus Gajra
Phone 01274 432343
E-mail yunus.gajra@wypf.org.uk

Service Centre Group Manager

Grace Kitchen
Phone 01274 434266
E-mail grace.kitchen@wypf.org.uk

Financial Controller

Ola Ajala
Phone 01274 434534
E-mail ola.ajala@wypf.org.uk

WYPF Investments

Chief Investment Officer (UK)

Debra Hopkins
Phone 01274 432318
E-mail debra.hopkins@wypf.org.uk

Chief Investment Officer (UK)

Joanna Wilkinson
Phone 01274 432038
E-mail joanna.wilkinson@wypf.org.uk

Chief Investment Officer (Overseas)

Colin Standish
Phone 01274 432748
E-mail colin.standish@wypf.org.uk

APPENDIX B – FURTHER INFORMATION AND CONTACTS

Our office at Ground Floor Aldermanbury House, 4 Godwin Street in Bradford, is open Monday to Friday between 08.45 and 16.30.

Company information

WEST YORKSHIRE PENSION FUND

[ADMINISTERED BY CITY OF BRADFORD METROPOLITAN DISTRICT COUNCIL]

ALDERMANBURY HOUSE,

4 GODWIN STREET

BRADFORD

BD1 2ST

United Kingdom

PHONE - 01274 434999 www.wypf.org.uk

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West Yorkshire Pension Fund and Lincolnshire Pension Fund run the pension scheme and will jointly be referred to as **the administrator** in this document.

1. Regulatory framework & purpose

1.1 The regulations

This Strategy is made under Regulation 59 of The Local Government Pension Scheme Regulations (LGPS) 2013.

In line with these regulations employers have been consulted on the strategy, and a copy has been sent to the Secretary of State.

1.2 Purpose

This strategy outlines the processes and procedures to allow the administrator and employers to work together in a cost effective way to administer the LGPS whilst maintaining an excellent level of service to members. It recognises that working co-operatively and collaboratively will be key to achieving these aims.

2. Review of the strategy

This Strategy will be reviewed as soon as reasonably possible following any changes to the regulations, processes or procedures that affect the strategy or on a triennial basis if this occurs sooner.

Changes to this Strategy will be made following consultation with employers and a copy of the updated strategy will be sent to the secretary of state.

The administrator will constantly seek to improve communications between itself and the employers.

Employers are welcome to discuss any aspect of this strategy with the administrator at any time and may make suggestions for improvement to the strategy.

3. Liaison and communication

3.1 Authorised contacts for employers

Each employer will nominate a contact to administer the three main areas of the LGPS:

- **Strategic contact** for valuation, scheme consultation, discretionary statements & IDRPs
- **Administration contact** for the day to day administration of the administration, completing of forms and responding to queries
- **Nominated Payroll contact** who will be the responsible third-party contact who can maintain a Payroll authorised user list.
- **Finance contact** for completion and submission of the monthly postings and co-ordination of the exception reports

If they wish, employers may also nominate additional contacts via an Employer authorised user list.

All contacts will receive a login name and password that allows them to access the Civica Employer Portal for online administration and the combined remittance and monthly return.

When registering, each contact should complete a "main contact registration form and authorised user list" and signing the administrator's user agreement for the secure administration facility.

The three main contacts are responsible for ensuring that contacts are maintained by notifying the administrator when one leaves and registering new contacts where necessary.

APPENDIX C – PENSION ADMINISTRATION STRATEGY

3.2 Liaison and communication with employers

The administrator will provide the following contact information for employers and their members:

- A named **Pension Fund Representative** for regulatory or administration queries, training, advice and guidance.
- A named **Finance business partner** to assist with the monthly returns process
- A dedicated **Contact centre** for member queries

In addition to this the administrator takes a multi-channel approach to communication with its employers.

Format of communication	Frequency	Method of distribution
Pension Fund Representatives	8.30 to 4.30 Monday to Friday	Face to face Telephone E-mail
Website	Constant	Web
Fact card	1 per year	Mail
Fact sheets	Constant	Web
Employer guide	Constant	Web/electronic document
<i>Ad hoc</i> training	As and when required	Face to face
Update sessions	2 per year	Meeting
Annual meeting	1 per year	Meeting
Manuals/toolkits	Constant	Web/electronic document
Pension Matters blog and monthly round-up	12 per year and as and when required	Wordpress blog/E-mail
Social media	Constant	Web
<i>Ad hoc</i> meetings	As and when required	Face to face
Workshops	10 per year	Face to face

APPENDIX C – PENSION ADMINISTRATION STRATEGY

4. Employer duties & responsibilities

When carrying out their functions employers must have regard to the current version of this strategy.

4.1 Events for notification

Event	Preferred method of notification	Other methods available	Target	Acceptable performance
Monthly Postings (submitted via secure portal)	Approved spreadsheet	None	19th day of the month following the month in which contributions was deducted.	100% compliance of returns received in target
New starters	Monthly return		Notified via the monthly return, the administrator will process the data within 2 weeks following monthly return submission.	90% compliance or better
Change of hours, name, payroll number, or job title	Monthly return (exception report)	Web form	<p>Notified via monthly returns, the administrator will process the data within 2 weeks following monthly return submission.</p> <p>For exception report output from the monthly return, change data response must be provided to the administrator within 2 weeks of receipt of the exception report.</p>	90% compliance or better

APPENDIX C – PENSION ADMINISTRATION STRATEGY

Event	Preferred method of notification	Other methods available	Target	Acceptable performance
			If the employer is not using monthly return, then information is due within 6 weeks of change event.	
50/50 & Main scheme elections	Monthly Return		Notified by the employer via monthly return, the administrator will process the data within 2 weeks following monthly data submission.	90% compliance or better
Service breaks/absence	Web form		Within 6 weeks of the date of the absence commencing	90% compliance or better
Under 3 month opt-outs	Monthly return		Notified by the employer via monthly return, the administrator will process the data within 2 weeks following monthly data submission.	90% compliance or better
Leavers	Monthly return. Web form. Monthly returns (exception reports)		Notified by the employer via monthly return, the administrator will process the data within 2 weeks following monthly data submission, else within 6 weeks of leaving.	90% compliance or better

APPENDIX C – PENSION ADMINISTRATION STRATEGY

Event	Preferred method of notification	Other methods available	Target	Acceptable performance
			For exception reports leaver forms must be provided to the administrator within 2 months of receipt of the exception report.	
Retirement notifications	Web form		10 days before the member is due to retire unless the reason for retirement is ill health or redundancy.	90% compliance
Death in service notifications	Web form		Within 3 days of the date of notification.	100% compliance

4.2 Responsibilities

Employers are responsible for ensuring that member and employer contributions are deducted at the correct rate, including any additional contributions.

The administrator is not responsible for verifying the accuracy of any information provided by the employer for the purpose of calculating benefits under the provisions of the Local Government Pension Scheme. That responsibility rests with the employer.

Any over-payment as a result of inaccurate information being supplied by the employer shall be recovered from that employer.

In the event of the administrator being fined by The Pensions Regulator, this fine will be passed on to the relevant employer where that employer's actions or inaction caused the fine.

4.3 Discretionary powers

The employer is responsible for exercising the discretionary powers given to employers by the regulations. The employer is also responsible for compiling, reviewing and publishing its policy in respect of the key discretions as required by the regulations to its employees.

4.4 Member contribution bands

Employers are responsible for assessing and reassessing the contribution band that is allocated to a member. The employer must also inform the member of the band that they have been allocated on joining the scheme and when they have been reallocated to a different band.

4.5 Internal Disputes Resolution Procedure (IDRP)

Employers must nominate an adjudicator to deal with appeals at stage one of the IDRP where the dispute is against a decision the employer has made or is responsible for making. Employers are responsible for providing details of the IDRP and the adjudicator in writing to members when informing them of decisions they have made.

5. Payments & charges

5.1 Payments by employing authorities

Employing authorities will make all payments required under the LGPS regulations, and any related legislations, promptly to WYPF and /or its Additional Voluntary Contribution (AVC) providers (Prudential/Scottish Widows) as appropriate.

5.2 Paying contributions

Member and employer contributions can be paid over at any time and should be accompanied by a monthly postings submission, the latest date contributions can be paid is the 19th day of the month following the month in which the deductions were made. Where the 19th falls on a weekend or bank holiday, the due date becomes the last working day prior to the 19th.

5.3 AVC deductions

Employers will pay AVCs to the relevant provider within one week of them being deducted.

5.4 Late payment

The employer is reported to The Pensions Regulator where contributions are received late in accordance with the Regulator's code of practice.

5.5 Payment method

Contributions (but not AVCs) should be paid to the administrator by BACS payment direct to WYPF or LPF's bank account.

5.6 Early retirement and Augmentation costs

Employers have the option to pay the full early retirement cost or pay by instalments over 5 years, depending on their ability to pay. Interest is charged if the option to pay by instalment is taken, and the annual interest used Base Rate + 1%

All Augmentation cost must be paid in full in one payment.

5.7 Interest on late payment

In accordance with the LGPS regulations interest will be charged on any amount overdue from an employing authority by more than one month.

5.8 Employer contributions

Employer's contributions rates are not fixed and employers are required to pay whatever is necessary to ensure that the portion of the fund relating to their organisation is sufficient to meet its liabilities.

5.9 Actuarial Valuation

An actuarial valuation of the Fund is undertaken every three years by the fund's actuary. The actuary balances the fund's assets and liabilities in respect of each employer and assesses the appropriate contribution rate and deficit payment if appropriate for each employer for the subsequent three years.

5.10 Administration charges

The cost of running the administrator is charged directly to the fund; the actuary takes these costs into account in assessing employers' contribution rates.

6. Administering authority duties & responsibilities

When carrying out their functions the administrator will have regard to the current version of the strategy.

6.1 Scheme administration

The administrator will ensure that workshops and annual meetings are held on a regular basis and actively seek to promote the Local Government Pension Scheme via the following events:

- Employer annual meeting
- Member annual meeting
- Pre-retirement courses
- New starters induction courses
- Complete guide to administration
- Your responsibilities
- Monthly contributions
- Ill health retirement

6.2 Responsibilities

The administrator will ensure the following functions are carried out:

- 6.2.1 – Provide a helpdesk facility for enquiries, available during normal office hours, providing a single point of access for information relating to the LGPS
- 6.2.2 – Create a member record for all new starters admitted to the LGPS
- 6.2.3 – Collect and reconcile employer and employee contributions
- 6.2.4 – Maintain and update members records for any changes received by the administrator
- 6.2.5 – At each actuarial valuation the administrator will forward the required data in respect of each member and provide statistical information over the valuation period to the fund actuary so that they can determine the assets and liabilities for each employer
- 6.2.6 – Communicate the results of the actuarial valuation of the fund to each employer
- 6.2.7 – Provide every active, deferred and pension credit member with a benefit statement each year
- 6.2.8 – Provide estimate of retirement benefits on request by the employer
- 6.2.9 – Calculate and pay retirement benefits, deferred benefits and death in service benefits in accordance with LGPS rules, members' options and statutory limits.
- 6.2.10 – Comply with HMRC legislation

6.3 Decisions

The administrator will ensure that members are notified of any decisions made under the scheme regulations in relation to their benefits within 10 working days of the decision being made and will ensure the member is informed of their right of appeal.

6.4 Discretionary powers

The administrator will ensure the appropriate policies are formulated, reviewed and publicised in accordance with the scheme regulations.

APPENDIX C – PENSION ADMINISTRATION STRATEGY

6.5 Internal Disputes Resolution Procedure (IDRP)

The administrator (WYPF) will deal with employer appeals at stage two of the IDRP. A nominated officer of Lincolnshire County Council will undertake this role for LPF.

The administrator will nominate an adjudicator to deal with appeals at stage one and stage two of the IDRP where the appeal is against a decision the administrator has made or is responsible for making.

6.6 Fund Performance Levels

The minimum performance targets are shown below:

Service	Days	Minimum Target
1. New member records created	10	75%
2. Update personal records	10	75%
3. Posting monthly contributions to member records	10	90%
4. Calculate and action incoming transfer values	2 months	100%
5. Deferred benefits - Payment of Lump sums	3	75%
6. Provide details of Deferred Benefit Entitlement	10	75%
7. Refund of Contribution – Notification of Entitlement	5	75%
8. Refund of Contribution – Payment	5	75%
9. Action agreed transfers out on receipt of acceptance	10	75%
10. Provide estimate of retirement benefits	10	75%
11. Retirement benefits – Payment of lump sum	3	75%
12. Retirement benefits – Recalculation of pension/lump sum	10	75%

APPENDIX C – PENSION ADMINISTRATION STRATEGY

Service	Days	Minimum Target
13. Calculation and payment death benefits on receipt of all necessary information	5	75%
14. Make death grant payment to the member's nomination (provided all relevant information is received)	1 month	100%
15. Percentage of telephone calls answered within 20 seconds		90%
16. Annual benefit statements issued to deferred members by		31 May
17. Annual benefit statements issued to active members by		31 August
18. Make payment of pensions on the due date		100%
19. Issue P60's to pensioners within statutory deadlines		100%
20. Provide information on request in respect of Pension Share on Divorce within legislative timescales		100%
21. Implement Pension Share Orders within legislative timescales		100%
22. Undertake annual reviews to establish continuing entitlements to pensions for children over the age of 17		100%
23. Implement changes in pensioner circumstances for the next available pensioner payroll		100%

7. Unsatisfactory performance

7.1 Measuring performance

Both employer and WYPF targets will be measured on a quarterly basis using the Civica document management system. Employers will be notified of their performance level each quarter.

APPENDIX C – PENSION ADMINISTRATION STRATEGY

WYPF performance levels will be published on a quarterly basis in the employer newsletter. Overall employer and WYPF performance will be published by the administrator in the Annual Report.

7.2 Unsatisfactory performance

Where an employer materially fails to operate in accordance with the standards described in this Strategy, which leads to extra costs being incurred by the administering authority, the administering authority may issue a written notice to the employer requiring that these extra costs be met by the employer. A schedule of charges is detailed in Appendix B.

Appendix A – Main contact registration and authorised user list

[Main contact registration form](#)

[Authorised employer user list](#)

[Authorised payroll user list](#)

Appendix B – Schedule of charges

Performance areas	Reason for charge	Basis of charge
1. Any overpayment made to a member due to inaccurate information provided by an employer will be recovered from employer, if the total overpaid is more than £50.	If the overpaid amount is the result of the employer's error, and the amount is over £50, then as such it will be recharged to the employer, plus costs of resolving and recovering the overpayment. If the overpayment is recovered from the member, then the amount recovered will be passed back to the employer, less any cost of overpayment recovery actions.	Actual amount overpaid + admin charge (admin charge will be based on managerial input at level III), minimum half day charge of £110 + vat + cost of recovery actions (court and legal fees). Any part or all of this charge may be waived at the administrators discretion.

APPENDIX C – PENSION ADMINISTRATION STRATEGY

Performance areas	Reason for charge	Basis of charge
2. Contributions to be paid anytime but latest date by 19th month. (weekends and bank holidays on the last working day before 19th)	Due by 19th month-late receipt of funds, plus cost of additional time spent chasing payment.	Number of days late interest charged at base rate plus 1%
3. Monthly return due anytime but latest by 19th month, errors on return i.e. employer/employee rate deducted incorrectly, exception reporting errors to be resolved within 2 months.	Due by 19th month, any additional work caused by late receipt of information incorrect information, incorrect contributions.	Failure to provide appropriate information, resulting in significant work will result in admin charge (at senior pension officers level II) at £136 + vat a day. This may be waived at the administrators discretion.
4. Change in member detail	If submitted via monthly data, the administrator will process data within 2 weeks following monthly data submission. For exception reports output from monthly returns, change data response must be provided to the administrator within 2 weeks of receipt of the exception report.	Failure to provide appropriate information, resulting in significant work will result in admin charge (at pension officers level I) at £96 + vat a day. This may be waived at the administrators discretion.
5. Early leavers information	If submitted via monthly data, the administrator will process data within 2 weeks following monthly data submission, else within 6 weeks of date of leaving. For exception reports leaver forms provided to the administrator within two	Failure to provide appropriate information, resulting in significant work will result in admin charge (at pension officers level I) at £96 + vat a day. This may be waived at the administrators discretion.

APPENDIX C – PENSION ADMINISTRATION STRATEGY

Performance areas	Reason for charge	Basis of charge
	months of receipt of the exception report	
6. Retirement notifications	Due 10 working days before last day of employment unless the reason for retirement is ill health or redundancy -additional work caused by late receipt of information.	Failure to provide appropriate information, resulting in significant work will result in admin charge (at senior pension officers level II) at £136 + vat a day. This may be waived at the administrators discretion.
7. Death in membership	Due within 3 working days of the notification - additional work caused by late receipt of information.	Failure to provide appropriate information, resulting in significant work will result in admin charge (at pension manager level III) at £220 + vat a day. This may be waived at the administrators discretion.
8. AVC deducted from pay to be paid anytime but latest date by 19th month. (weekends and bank holidays on the last working day before 19 th)	Additional investigative work caused through lack of compliance by Employer.	Failure to comply by employer, causing additional work for the administrator will result in admin charge (at pension officers level I) at £96 + vat a day. This may be waived at the administrators discretion.
9. Re-issue of invoices	Charge based on number of request.	Additional work caused by reproducing invoices will result in admin charge (at pension officer level I) at £96 + vat a day. This may be waived at the administrators discretion.

APPENDIX C – PENSION ADMINISTRATION STRATEGY

Performance areas	Reason for charge	Basis of charge
10. Authorised officers list not updated- Pension liaison officers, monthly contributions responsible officers	Costs of additional work resulting from employer's failure to notify the administrator of change in authorised officers list.	Failure to comply by employer, causing additional work for the administrator will result in admin charge (at pension officers level I) at £96 + vat a day. This may be waived at the administrators discretion.
11. Security breach on system re data protection	Recharge employers any fines imposed on us in this event	Actual amount fine imposed + admin charge (admin charge will be based on managerial input at level III) at £220 + vat a day. This charge may be waived at the administrators discretion.
12. Member requests estimate	The first estimate provided in each financial year is free, then subsequent estimates are chargeable.	1 st request in each financial year is free. Additional request is charged at a notional charge of £50 + vat is made. This charge is for each members record folder reference.
13. Pension sharing order	For pension sharing order work, each party will be charged according to the instruction in the Court Order.	The charge is £250 + vat for this work.
14. Miscellaneous items: 1. Benefit recalculation 2. Members file search and record prints 3. Supplementary information requests	Where information is requested by members that is in addition to routine information.	A notional charge of £50 + vat will be levied. This charge is for each members record folder reference.

Appendix C – Charging levels

Charges will be made on half a day basis, less than quarter a day no charge will be made and more than half a day a full day charge will be made.

Charge Levels	I	II	III
Daily charge	£ 96	£ 136	£ 220
Half day charge	£ 48	£ 68	£ 110

Level I – Work at Pension Officer Level

Level II – Work at Senior Pension Officer Level

Level III– Work at Pension Manager Level

March 2017

1. Introduction

1.1 The Local Government Pension Scheme Regulations 2013 provide the statutory framework under which the Administering Authority is required to prepare a FSS. The key requirements for preparing the FSS can be summarised as follows:

After consultation with all such persons as it considers appropriate, including officers and elected members and other employer representatives, the Administering Authority will prepare, maintain and publish their funding strategy;

In preparing the FSS, the Administering Authority must have regard to:-

- the statutory guidance issued by CIPFA for this purpose; and
- The Statement of Investment Principles (SIP) for the Scheme published under Regulation 12 of the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009 (as amended)) or Investment Strategy Statement (ISS) published under Regulation 7 of the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016 (as amended) (“The Investment Regulations”).

The FSS must be revised and published in accordance with Regulation 58 of the Local Government Pension Scheme Regulations 2013 (as amended), whenever there is a material change in either the policy on the matters set out in the FSS, SIP or ISS.

1.2 Benefits payable under the Local Government Pension Scheme (LGPS) are guaranteed by statute and thereby the pension promise is secure. 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.

1.3 The LGPS is a defined benefit scheme under which the benefits are specified in the governing legislation, currently the Local Government Pension Scheme Regulations 2013 (as amended) (“the Regulations”).

APPENDIX D – FUNDING STRATEGY STATEMENT

1.4 Employer contributions are determined in accordance with the Regulations which require that an actuarial valuation be completed every three years by the actuary, to include a rates and adjustments certificate. The primary rate of employers' contributions to the Fund should be set so as to "secure its solvency". The actuary must have regard to the desirability of maintaining as nearly constant a primary rate of employer contribution as possible in addition to the requirement to secure the solvency of the pension fund and the long term cost efficiency of the Scheme, so far as relating to the pension fund. The actuary must also have regard to the FSS in carrying out the valuation.

2. Purpose of Funding Strategy Statement (FSS)

2.1 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, the implementation of the funding strategy is the responsibility of the Administering Authority, acting on professional advice provided by the actuary.

2.2 The purpose of this FSS is to set out the processes by which the Administering Authority:

- 2.2.1** establishes a clear and transparent fund-specific strategy which will identify how employers' pension liabilities are best met going forward;
- 2.2.2** supports the regulatory requirement that it is desirable to maintain as far as possible stable primary employer contribution rates;
- 2.2.3** ensures that the regulatory requirements to set contributions so as to ensure the solvency and long-term cost efficiency of the Fund are met;
- 2.2.4** takes a prudent longer-term view of funding the liabilities.

2.3 It should be stressed at the outset that, supplementary to the regulatory requirement to consider the desirability of maintaining a constant primary employer contribution rate as referred to in 2.2.2 above, a key priority for the Administering Authority is to bring stability to employers' total contributions through gradual increases (or decreases) phased in over a number of years. Views will be taken on what is reasonable and appropriate for employer contributions and, therefore, the degree of risk inherent within the funding targets and associated periods for recovery of deficits or return of surpluses.

APPENDIX D – FUNDING STRATEGY STATEMENT

2.4 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 all employers will be referred to in the FSS, its focus should at all times be on those actions which are in the best long-term interests of the Fund. Consequently, the FSS must remain a single strategy for the Administering Authority to implement and maintain.

3. Aims and Purpose of the Pension Fund

3.1 The aims of the Fund are to:

- 3.1.1** enable primary employer contribution rates to be kept as constant as possible and (subject to the Administering Authority not taking undue risks) at reasonable cost to the taxpayers, scheduled, designating, and admission bodies,
- 3.1.2** enable overall employer contributions to be kept as constant as possible and (subject to the Administering Authority not taking undue risks) at reasonable cost to the taxpayers, scheduled, designating, and admission bodies whilst achieving and maintaining the solvency of the Fund, which should be assessed in light of the risk profile of the Fund and the risk appetite of the Administering Authority and employers alike;
- 3.1.3** manage employers' liabilities effectively and ensure that sufficient resources are available to meet all liabilities as they fall due. The Fund has a significant positive cash flow in terms of income received, including investment income, offset by monies payable; and
- 3.1.4** maximise the returns from investments within reasonable risk parameters.

3.2 The purpose of the Fund is to:

- 3.2.1** receive monies in respect of contributions from employers and employees, transfer values and investment income; and
- 3.2.2** pay out monies in respect of Scheme benefits, transfer values, costs, charges and expenses as defined in the LGPS Regulations and as required in the Investment regulations.

4. Responsibilities of Key Parties

4.1 The sound management of the Fund relies on all interested parties exercising their duties and responsibilities conscientiously and diligently. The key parties in this statement are the Administering Authority, Scheme employers and the actuary.

4.2 The Administering Authority should:-

- 4.2.1** operate a pension fund;

APPENDIX D – FUNDING STRATEGY STATEMENT

collect employee and employer contributions, investment income and other amounts due to the pension fund;

- 4.2.2** invest all monies held in accordance with the SIP;
 - 4.2.3** maintain adequate records for each Scheme member;
 - 4.2.4** exercise discretions within the regulatory framework, taking into account the cost of decisions;
 - 4.2.5** take measures as set out in the regulations to safeguard the fund against the consequences of employer default;
 - 4.2.6** ensure sufficient cash is available to meet liabilities as they fall due;
 - 4.2.7** pay from the pension fund the relevant entitlements as stipulated in the Regulations;
 - 4.2.8** provide membership records and financial information to the actuary promptly when required;
 - 4.2.9** prepare and maintain a Funding Strategy Statement and a Statement of Investment Principles / Investment Strategy Statement in proper consultation with interested parties;
 - 4.2.10** monitor all aspects of the Fund's performance and funding and amend the FSS/SIP/ISS accordingly;
 - 4.2.11** manage the valuation process in consultation with the actuary;
 - 4.2.12** effectively manage any potential conflicts of interest arising from its dual role as both fund administrator and Scheme employer; and
 - 4.2.13** enable the Local Pension Board to review the valuation process as set out in their terms of reference.
- 4.3** Each individual employer should:
- 4.3.1** deduct contributions from employees' pay correctly;
 - 4.3.2** pay all ongoing contributions, including their own as determined by the actuary, and any additional contributions promptly by the due date;
 - 4.3.3** develop a policy on certain discretions and exercise those discretions as permitted within the regulatory framework, taking into account the cost of decisions;
 - 4.3.4** make additional contributions in accordance with agreed arrangements in respect of, for example, award of additional pension and early retirement strain;
 - 4.3.5** provide adequate membership records to the Administering Authority promptly as required;
 - 4.3.6** notify the Administering Authority promptly of all changes or proposed changes to membership which affect future funding;
 - 4.3.7** notify the Administering Authority promptly of possible or intended changes that could affect the basis of participation in the Fund which affect future funding; and
 - 4.3.8** be aware that responsibility for compensatory added years, which the Administering Authority pays on behalf of the employer as a paying agent, lies with the employer which awards and is recharged for the cost of compensatory added years.

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4.3.9 pay any exit payments required in the event of their ceasing participation in the Fund.

4.4 The Fund Actuary should:

- 4.4.1** prepare triennial valuations including the setting of employers' contribution rates at a level to ensure fund solvency and long-term cost efficiency after agreeing assumptions with the Administering Authority and having regard to the FSS and the Regulations;
- 4.4.2** prepare advice and calculations in connection with bulk transfers and individual benefit-related matters such as pension strain costs, ill health retirement costs, etc;
- 4.4.3** provide advice and valuations on the exiting of employers from the Fund.
- 4.4.4** provide advice to the administering authority on bonds or other forms of security to mitigate against the financial effect on the fund of employer default;
- 4.4.5** assist the Administering Authority in assessing whether employer contributions need to be revised between valuations as permitted or required by the regulations; and
- 4.4.6** ensure that the Administering Authority is aware of any professional guidance or other professional requirements which may be of relevance to his or her role in advising the Fund.

5. Solvency Issues, Target Funding Levels and Long-term Cost Efficiency

Risk Based Approach

5.1 The Fund adopts a risk based approach to funding strategy. In particular the discount rate (for most employers) has been set on the basis of the assessed likelihood of meeting the funding objectives. The Administering Authority has considered 3 key decisions in setting the discount rate:

- 5.1.1** **5.1.1** the long-term Solvency Target (i.e. the funding objective - where the Administering Authority wants the Fund to get to);
- 5.1.2** **5.1.2** the Trajectory Period (how quickly the Administering Authority wants the Fund to get there), and
- 5.1.3** **5.1.3** the Probability of Funding Success (how likely the Administering Authority wants it to be now that the Fund will actually achieve the Solvency Target by the end of the Trajectory Period).

5.2 These three choices, supported by complex (stochastic) risk modelling carried out by the Fund Actuary, define the discount rate (investment return assumption) to be adopted and, by extension, the appropriate employer contributions payable. Together they measure the riskiness (and hence also the degree of prudence) of the funding strategy. These are considered in more detail below.

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Solvency Target

- 5.3** The Administering Authority's primary aim is the long-term solvency of the Fund. Accordingly, employers' contributions will be set to ensure that 100% of the liabilities can be met over the long term using appropriate actuarial assumptions.
- 5.4** The Fund is deemed to be solvent when the assets held are equal to or greater than the value of the Fund's liabilities assessed using appropriate actuarial methods and assumptions. The Administering Authority believes that its funding strategy will ensure the solvency of the Fund because employers collectively have the financial capacity to increase employer contributions should future circumstances require, in order to continue to target a funding level of 100%.
- 5.5** For Scheduled Bodies and Admission Bodies where a Scheme Employer of sound covenant has agreed to subsume its assets and liabilities following cessation, appropriate actuarial methods and assumptions are taken to be:
1. **5.5.1** the Projected Unit method of valuation; and
 2. **5.5.2** assumptions such that, if the Fund had reached the Solvency Target, its financial position continued to be assessed by use of such methods and assumptions, and contributions were paid in accordance with those methods and assumptions, there would be an 80% chance that the Fund would be at least 100% funded after a period of 25 years.
 3. This then defines the Solvency Target.
- 5.6** For Admission Bodies whose liabilities are expected to be orphaned following exit, a more prudent approach will be taken. The Solvency Target will be set by considering the valuation basis which would be adopted should the body leave the Fund. For most such bodies, the Solvency Target will be set commensurate with assumed investment in an appropriate portfolio of Government index linked and fixed interest bonds after exit.
- 5.7** For Admission Bodies where there is no subsumption commitment but which continue to admit new members to the Fund and are considered by the Administering Authority to be sufficiently financially secure, the Solvency Target will take into account the fact that the employer's exit is not expected to take place for a considerable period of time.

Probability of Funding Success

- 5.8** The Administering Authority considers funding success to have been achieved if the Fund, at the end of the Trajectory Period, has achieved the Solvency Target. The Probability of Funding Success is the assessed chance of this happening based on the level of contributions payable by members and employers and asset-liability modelling carried out by the Fund Actuary. The discount rate, and hence the overall required level of employer contributions, has been set such that the Fund Actuary estimates there is just under a 70% chance that the Fund would reach or exceed its Solvency Target after 25 years.

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Funding Target

5.9 The Funding Target is the amount of assets which the Fund needs to hold at the valuation date to pay the liabilities at that date as indicated by the chosen valuation method and assumptions and the valuation data. The valuation calculations, including future service contributions and any adjustment for surplus or deficiency, set the level of contributions payable and dictate the chance of achieving the Solvency Target at the end of the Trajectory Period (defined below). The key assumptions used for assessing the Funding Target are summarised in Appendix 1.

5.10 Consistent with the aim of enabling the primary rate of employers' contributions to be kept as nearly constant as possible, contributions are set by use of the Projected Unit valuation method for most employers. The Projected Unit method is used in the actuarial valuation to determine the cost of benefits accruing to the Fund as a whole and for employers who continue to admit new members. This means that the future service contribution rate is derived as the cost of benefits accruing to employee members over the year following the valuation date expressed as a percentage of members' pensionable pay over that period. The future service rate will be stable if the profile of the membership (age, gender etc) is stable.

5.11 For employers who no longer admit new members, the Attained Age valuation method is normally used. This means that the contribution rate is derived as the average cost of benefits accruing to members over the period until they die, leave the Fund or retire. This approach should lead to more stable employer contribution rates than adoption of the Projected Unit method for closed employers.

Funding Targets and assumptions regarding future investment strategy

5.12 For Scheduled Bodies whose participation in the Fund is considered by the Administering Authority to be indefinite and Admission Bodies with a subsumption commitment from such Scheduled Bodies, the Administering Authority assumes indefinite investment in a broad range of assets of higher risk than risk free assets. This is known as the scheduled and subsumption body funding target.

5.13 For other Scheduled Bodies the Administering Authority may without limitation, take into account the following factors when setting the funding target for such bodies:

5.13.1 5.13.1 the type/group of the employer

5.13.2 5.13.2 the business plans of the employer;

5.13.3 5.13.3 an assessment of the financial covenant of the employer;

5.13.4 5.13.4 any contingent security available to the Fund or offered by the employer such as a guarantor or bond arrangements, charge over assets, etc.

5.14 For Admission Bodies whose liabilities are expected to be orphaned on exit, the Administering Authority will have regard to the potential for participation to cease (or for the body to have no contributing members), the potential timing of such exit, and any likely

APPENDIX D – FUNDING STRATEGY STATEMENT

change in notional or actual investment strategy as regards the assets held in respect of the body's liabilities at the date of exit (i.e. whether the liabilities will become 'orphaned' or a guarantor exists to subsume the notional assets and liabilities). This is known as the (ongoing) orphan admission bodies funding target. It is not the same as the exit basis.

- 5.15** For Admission Bodies where there is no subsumption commitment but which continue to admit new members to the Fund and are considered by the Administering Authority to be sufficiently financially secure, the Administering Authority may assume continued investment in a broad range of assets of higher risk than risk free assets for a longer period, albeit it will still consider any likely change in notional or actual investment strategy as regards the assets held in respect of the body's liabilities when the employer exits. This is known as the intermediate funding target.
- 5.16** The Fund is deemed to be fully funded when the assets are equal to or greater than 100% of the Funding Target, where the funding target is assessed based on the sum of the appropriate funding targets across all the employers/groups of employers.

Recovery Periods

- 5.17** Where a valuation reveals that the Fund is in surplus or deficit relative to the Funding Target, the employers' contributions will be adjusted to target 100% funding over the Recovery Period. The Fund has a target of achieving the Funding Target within a maximum period of 22 years. Whilst this is longer than the expected average future period of membership of active members, the Administering Authority considers this is reasonable in the context of the LGPS as a statutory scheme. Further, this is based on the assumption that the Scheme (and the majority of the employers) will continue for the foreseeable future, and that favourable investment performance can play a valuable role in achieving adequate funding over the long term.
- 5.18** If the assets of the scheme relating to an employer are less than the funding target at the date of any actuarial valuation, a recovery plan will be put in place, which is expected to require additional contributions from the employer to meet the shortfall. Each employer will be informed of its deficit to enable it to make the necessary allowance in their business and financial plans. The Recovery Period in relation to an employer or group of employers is the period over which any adjustment to the level of contributions in respect of a surplus or deficiency relative to the Funding Target for that employer or group of employers is payable.
- 5.19** Additional contributions to meet any shortfall will be expressed as a monetary amount, and will increase annually in line with the assumption for pay growth used for the valuation unless a different increase rate is agreed between the employer and Administering Authority.

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The recovery period for which the additional contributions are payable will normally be subject to the following limits:-

- 5.19.1** 5.19.1 scheduled bodies whose participation is deemed to be indefinite, designating and open admission bodies with subsumption guarantees from such bodies - 22 years
- 5.19.2** 5.19.2 open admission bodies without a subsumption guarantee and no fixed or known term of participation - 22 years, although the Administering Authority reserves the right to adopt a shorter period if it has concerns about the employer's strength of covenant
- 5.19.3** 5.19.3 admission bodies with a fixed or known term of participation - remaining period of participation (including those with a subsumption commitment)
- 5.19.4** 5.19.4 other admission bodies (i.e. those closed to new entrants) – average future working life of current active members (or period to contract end date if shorter)
- 5.20** In determining the Recovery Period to apply for any particular employer, the Administering Authority may take into account, without limitation, the following factors:
 - 5.20.1** 5.20.1 the type/group of the employer
 - 5.20.2** 5.20.2 the size of the funding shortfall;
 - 5.20.3** 5.20.3 the business plans of the employer;
 - 5.20.4** 5.20.4 the assessment of the financial covenant of the employer;
 - 5.20.5** 5.20.5 any contingent security available to the Fund or offered by the employer such as a guarantor or bond arrangements, charge over assets, etc.

Employer Contributions

- 5.21** As part of each valuation separate employer contribution rates are assessed by the 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 various employers in the Scheme, except in relation to death in service and (with effect from 1 April 2014) tier 1 and 2 ill health retirement experience where experience is shared across all employers. In attributing the overall investment performance obtained on the assets of the Scheme to each employer a pro-rata principle is adopted.
- 5.22** In addition to any contributions required to rectify a shortfall of assets below the funding target, contributions will be required to meet the cost of future accrual of benefits for members after the valuation date (the “primary contribution rate”). The method and assumptions for assessing these contributions are set out in Appendix 1.
- 5.23** The Administering Authority, following consultation with the participating employers, has adopted the following constraints for setting individual employer contribution rates:
 - 5.23.1** 5.23.1 a maximum deficit Recovery Period of 22 years. Employers will have the freedom to adopt a recovery plan on the basis of a shorter period if they so wish where their notional share of the Fund is in deficit. A shorter period may be applied in respect of

APPENDIX D – FUNDING STRATEGY STATEMENT

particular employers where the Administering Authority considers this to be warranted (see below).

5.23.2 5.23.2 where changes in employer contribution rates are required following completion of the actuarial valuation, the increase or decrease may be implemented in steps as long as the regulatory objectives of solvency and long-term cost efficiency are met.

5.23.3 5.23.3 on the exit of an employing authority's participation in the Scheme, the Fund Actuary will be asked to complete an exit valuation. 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 Scheme to another participating employer. Details of the approach to be adopted for such an assessment on exit are set out in the separate Policy on New Employers and Exit Valuations document at Appendix 2.

5.24 With regard to the funding for early retirement costs, all employers are required to make capital payments to the Fund to cover the costs of early retirements. This excludes the costs involved with deaths in service and ill health retirements which are built into the employer's contribution rate. For deaths in service and tier 1 and tier 2 ill health retirements the experience will be spread across all employers.

5.25 Two key principles making up the funding strategy and to be adopted for the 2016 actuarial valuation are to:

5.25.1 5.25.1 provide stability in primary employer contribution rates and secondary employer contribution amounts as far as is possible, thereby avoiding wide fluctuations year on year. To achieve this stability and ensure gradual movements in employers' contribution levels, the practice of phasing any increases or decreases in employers' contribution requirements up to 6 years from 1 April 2017 will be adopted where appropriate and required;

5.25.2 5.25.2 retain a maximum 22 year recovery period for meeting a deficit as adopted at the 2010 and 2013 valuations.

5.26 With regard to the two principles outlined in paragraph 5.25 above, every Scheme Employer (i.e. those identified in paragraph 5.19.1) will have the option of being treated on this basis. They may, however, choose to have a single increase in contributions or phase any increase over a shorter period than 6 years. However, as an alternative, the main Councils and West Yorkshire Fire and Police (Chief Constable and Police and Crime Commissioner) have been offered the option of paying contributions based on market conditions as at 30 September 2016 on the proviso that their contribution requirements will be reviewed as at 30 September 2017 and 30 September 2018 and increased from the following 1 April if required.

5.27 It may not be possible to adopt the two principles outlined in paragraph 5.25 for some or all of the employers identified in paragraphs 5.19.2, 5.19.3 and 5.19.4, although wherever

APPENDIX D – FUNDING STRATEGY STATEMENT

possible they will be applied. Individual decisions may have to be taken for each employer featuring in these three groups with regard to an appropriate recovery period and whether the phasing of increases or decreases in contribution rates is feasible. Decisions on these issues will have regard to the Administering Authority's views on the strength of an employer's covenant, to its membership profile, and to its anticipated future period of participation in the Fund.

5.28 The strategic aim of the Fund is to operate within a funding range of 90% to 110%. Whenever the Fund as a whole is operating within this range of funding then for the majority of 'high covenant' employers it is anticipated that their contribution rates will remain stable as long as the requirement for contributions to be set so as to ensure the solvency and long-term cost efficiency of the Fund are still met. For other employers the Administering Authority will have regard to the potential for participation to cease, and require changes in contribution rates accordingly.

5.29 In determining the above principles and adopting the 22 year deficit recovery period for the 2016 Valuation, the Administering Authority has had regard to:

5.29.1 5.29.1 the responses to the consultation on the FSS principles;

5.29.2 5.29.2 relevant guidance issued by the CIPFA Pensions Panel;

5.29.3 5.29.3 the need to balance a desire to attain a target of 100% funding as soon as possible, within the 90% to 110% funding range against the short-term cash requirements which a shorter period would impose;

5.29.4 5.29.4 the Administering Authority's views on the strength of the participating employers' covenants in achieving the objective.

Long-term cost efficiency

5.30 In order to ensure that measures taken to maintain stability of employer contributions are not inconsistent with the statutory objective for employer contributions to be set so as to ensure the long-term cost efficiency of the Fund, the Administering Authority has assessed the actual contributions payable by considering:

5.30.1 5.30.1 The implied average deficit recovery period, allowing for the stepping of employer contribution changes;

5.30.2 5.30.2 The investment return required to achieve full funding over the recovery period; and

5.30.3 5.30.3 How the investment return compares to the Administering Authority's view of the expected future return being targeted by the Fund's investment strategy

Smoothing of Contribution rates for admission bodies

5.31 The Administering Authority recognises that a balance needs to be struck as regards the financial demands made of admission bodies. On the one hand, the Administering Authority

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requires all admission bodies to be fully self funding, such that other employers in the Fund are not subject to expense as a consequence of the participation of those admission bodies. On the other hand, requiring achievement of full funding over a short time horizon may precipitate failure of the body in question, leading to costs for other participating employers.

5.32 Where the Administering Authority considers it necessary to relax the requirement that the contribution rate targets full funding temporarily, the Administering Authority will engage with the largest employers in the Fund with a view to seeking agreement to this approach.

5.33 The implication of this is that, during the period of relaxation, contribution rates for admission bodies can be set at a level lower than full funding would require. However, where deficit payments are being deferred, the bodies should be aware that, all things being equal, this will lead to a higher contribution requirement in future. As a minimum, such bodies should pay contributions equal to the cost of benefits accruing for their members calculated on the Funding Target method and assumptions adopted for scheduled bodies and those with a subsumption guarantee. It should be noted that should an employer exit the Fund during the period when contribution rates have been relaxed, the full value of the employer's liabilities in the Fund will be taken into account in the exit valuation, i.e. the employer will, in effect, be required to make up any additional underfunding by virtue of contributions having been relaxed.

Notional sub-funds

5.34 In order to establish contribution rates for individual employers or groups of employers the Fund Actuary notionally subdivides the Fund assets between the employers, as if each employer had its own notional sub fund within the Fund.

5.35 This subdivision is for funding purposes only. It is purely notional in nature and does not imply any formal subdivision of assets, nor ownership of any particular assets or groups of assets by any individual employer or group.

5.36 The notional sub fund allocated to each employer was tracked between the 2013 and 2016 valuations by rolling it forward allowing for all cashflows associated with that employer's membership, including contribution income, benefit payments, transfers in and out and investment income allocated as set out below. In general no allowance was made for the timing of contributions and cashflows for each year were assumed to be made half way through the year with investment returns assumed to be uniformly earned over that year. Further adjustments were made for:

5.36.1 A notional deduction to meet the expenses paid from the Fund in line with the assumption used at the 2013 valuation.

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- 5.36.2** **5.36.2** Allowance for any known material internal transfers within the Fund (cashflows will not exist for these transfers). The Fund Actuary assumed an estimated cashflow equal to the value of the liabilities transferred from one employer to the other unless some other approach has been agreed between the two employers.
- 5.36.3** **5.36.3** Allowance for death in service and other benefits shared across all employers in the Fund (see above).
- 5.36.4** **5.36.4** An overall adjustment to ensure the notional assets attributed to each employer is equal to the total assets of the Fund which will take into account any gains or losses related to the orphan liabilities.
- 5.37** In some cases information available will not allow for such cashflow calculations. In such a circumstance:
- 5.37.1** **5.37.1** Where, in the opinion of the Fund Actuary, the cashflow data which is unavailable is not material, estimated cashflows were used.
- 5.37.2** **5.37.2** Where, in the opinion of the Fund Actuary, the cashflow data which is unavailable is material, or the results of the cashflow approach appears to give unreliable results perhaps because of unknown internal transfers, the actuary instead used an analysis of gains and losses to roll forward the notional sub fund. Analysis of gains and losses methods are less precise than use of cashflows. They involve calculation of gains and losses to the surplus or deficit at the previous valuation and then compare the surplus or deficit calculated at the valuation with the liabilities evaluated at this valuation to determine the employer's implied notional asset holding.
- 5.38** The distribution of the investment portfolio between asset classes, and the allocation of investment performance, will be exactly the same for every employer in the Fund. The Fund has one investment portfolio, and employers' shares of the portfolio will be pro-rata to their participating share of the Fund. The Fund's Investment Advisory Panel approves the distribution of the investment portfolio between the various asset classes, and no separate or different notional distribution will be applied to any employer.
- 5.39** With effect from 1 April 2016 a unitised approach will be used to track the notional employer sub-funds. The unitisation model will use the notional sub-funds as at 31 March 2016 (the date of the current actuarial valuation) as its starting point and hence won't be place until the 2016 valuation has been completed. Calculations with an effective date on or after 1 April 2016 requiring an updated calculation of the notional sub-fund for any employer will use the output of the unitisation model where available. However, any actuarial calculations with an effective date of after 1 April 2016 which are finalised before the unitisation model is operational will not be revised unless this has been specifically agreed by the Administering Authority.

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Former Participating Bodies

- 5.40** Where an employer ceases to participate in the Fund, the Administering Authority will obtain an exit valuation from the actuary which will determine an exit contribution on the assumption that, unless a subsumption arrangement is in place, the assets will assumed to be invested in low risk investments and this will be sufficient to meet the liabilities. This approach minimises the risk that a deficit could arise on these liabilities in future which would incur a cost for the other employers in the Fund. Further details of the Administering Authority's policy for exit valuations are set out in Appendix 2.
- 5.41** Liabilities in the Fund which are already orphaned will be assumed to be 100% funded on the appropriate funding target at each valuation. This will be achieved by notionally re-allocating assets within the Fund as required.

6. Link to investment policy set out in the Statement of Investment Principles (SIP) / Investment Strategy Statement (ISS)

- 6.1** In assessing the value of the Fund's liabilities in the valuation, allowance has been made for future investment returns, as described in Appendix 1, which takes into account the investment strategy adopted by the Fund, as set out in the SIP.
- 6.2** It is possible to construct a portfolio that represents a lower risk investment position and one which closely matches the liabilities should there be no employers to fund the liabilities in future. Such a portfolio would consist of a mixture of long-term index-linked and fixed interest gilts.
- 6.3** Investment of the Fund's assets in line with the least risk portfolio would minimise fluctuations in the value of the Fund's assets between successive actuarial valuations. However, if, at the valuation date, the Fund had been invested in this portfolio, then in carrying out the valuation it would not be appropriate to set the discount rate by considering the returns on growth assets such as equities. On this basis the discount rate would be lower, the assessed value of the Fund's liabilities valuation would be significantly higher, and the declared funding level would be correspondingly reduced
- 6.4** Departure from a least risk investment strategy, in particular to include a significant element of Equity investment, gives the prospect that out-performance by the assets will, over time, reduce the employers' contribution requirements. The funding target might in practice therefore be achieved by a range of combinations of funding plan, investment strategy and investment performance.

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6.5 The Fund's current benchmark investment strategy, as set out in its SIP, is that the biggest proportion of the Fund's investments will be in Equities. This type of investment bias is intended to maximise growth in the value of assets over the long term. The expected rate of return and the target set for investment returns in the SIP are reviewed annually as a matter of course, and the relationship with the requirements of the FSS are considered at the same time.

7. Identification of risks and counter-measures

7.1 Whilst the activity of managing the Fund exposes the Administering Authority to a wide range of risks, those most likely to impact on the funding strategy are investment risk, liability risk, liquidity/maturity risk, regulatory/compliance risk, employer risk and governance risk.

Investment risk

7.2 This covers items such as the performance of financial markets and the Fund's Investment managers, asset reallocation in volatile markets, leading to the risk of investments not performing (income) or increasing in value (growth) as forecast. Examples of specific risks would be:

- 7.2.1** 7.2.1 assets not delivering the required return (for whatever reason, including manager underperformance)
- 7.2.2** 7.2.2 systemic risk with the possibility of interlinked and simultaneous financial market volatility
- 7.2.3** 7.2.3 insufficient funds to meet liabilities as they fall due
- 7.2.4** 7.2.4 inadequate, inappropriate or incomplete investment and actuarial advice is taken and acted upon
- 7.2.5** 7.2.5 counterparty failure

7.3 The specific risks associated with assets and asset classes are:

- 7.3.1** 7.3.1 equities – industry, country, size and stock risks
- 7.3.2** 7.3.2 fixed income - yield curve, credit risks, duration risks and market risks
- 7.3.3** 7.3.3 alternative assets – liquidity risks, property risk, alpha risk
- 7.3.4** 7.3.4 money market – credit risk and liquidity risk
- 7.3.5** 7.3.5 currency risk
- 7.3.6** 7.3.6 macroeconomic risks

7.4 The Fund mitigates these risks through diversification, permitting investment in a wide variety of markets and assets, and through the use of specialist managers with differing mandates in

APPENDIX D – FUNDING STRATEGY STATEMENT

addition to the internal investment management team, which has a wide variety of experience within its members.

- 7.5** The performance of both markets and managers is reviewed regularly by the Investment Advisory Panel, which has the appropriate skills and training required to undertake this task.

Liability risk

- 7.6** The main risks include interest rates, pay and price inflation, changing retirement patterns and other demographic risks.
- 7.7** The Administering Authority will ensure that the Fund Actuary investigates these matters at each valuation and reports on developments. The Administering Authority will agree with the Fund Actuary any changes which are necessary to the assumptions underlying the measure of solvency to allow for observed or anticipated changes.
- 7.8** The Fund Actuary will also provide quarterly funding updates to assist the Administering Authority in its monitoring of the financial liability risks. The Administering Authority will, as far as practical, monitor changes in the age profile of the Fund membership early retirements, redundancies and ill health early retirements and, if any changes are considered to be material, ask the Fund Actuary to report on their effect on the funding position.
- 7.9** If significant liability changes become apparent between valuations, the Administering Authority will notify all participating employers of the anticipated impact on costs that will emerge at the next valuation and consider whether to require the review the bonds that are in place for Admission Bodies.

Liquidity and Maturity risk

- 7.10** This is the risk of a reduction in cash flows into the Fund, or an increase in cash flows out of the Fund, or both, which can be linked to changes in the membership and, in particular, a shift in the balance from contributing members to members drawing their pensions. Changes within the public sector and to the LGPS itself may affect the maturity profile of the LGPS and have potential cash flow implications. For example,
- 7.10.1** budget cuts and headcount reductions could reduce the active (contributing) membership and increase the number of pensioners through early retirements;
- 7.10.2** an increased emphasis on outsourcing and other alternative models for service delivery may result in falling active membership (e.g. where new admissions are closed),
- 7.10.3** public sector reorganisations may lead to a transfer of responsibility between different public sector bodies, (e.g. to bodies which do not participate in the LGPS),

APPENDIX D – FUNDING STRATEGY STATEMENT

7.10.4 **7.10.4** scheme changes and higher member contributions in particular may lead to increased opt-outs;

7.10.5 **7.10.5** a high take-up of the 50/50 option will reduce member contributions to the Fund. The Administering Authority seeks to maintain regular contact with employers to mitigate against the risk of unexpected or unforeseen changes in maturity leading to cashflow or liquidity issues.

Regulatory and compliance risk

7.11 Regulatory risks to the scheme arise from changes to general and LGPS specific regulations, taxation, national changes to pension requirements, or employment law. The Government is also carrying out a review of the structure of the LGPS.

7.12 The Administering Authority will keep abreast of all the changes to the LGPS 2014. The Administering Authority will normally respond to consultations on these matters where they have an impact on the Fund, and it would encourage employers, who frequently have a greater interest in proposed changes, to respond independently.

Employer risk

7.13 These risks arise from the ever-changing mix of employers, from short-term and ceasing employers, and the potential for a shortfall in payments and/or orphaned liabilities.

7.14 The Administering Authority maintains a knowledge base on its employers, their basis of participation and their legal status (e.g., charities, companies limited by guarantee, group/subsidiary arrangements) and uses this information to inform the FSS.

Governance risk

7.15 Governance risk is essentially one of communication between employer and the Fund, where, for example, an employer fails to inform the Fund of major changes, such as the letting of a contract involving the transfer of significant numbers of staff to another employer, or an admission body closing the scheme to new entrants.

7.16 The Fund seeks to maintain regular contact with employers to mitigate this risk, and has Pension Fund Representatives for this purpose. The Fund would also advise employers to pay past service deficit payments as lump sums, rather than as a percentage of payroll, to avoid an under payment accruing as a result of a reduction of the payroll.

7.17 To protect the Fund on the admission of a new employer, the existing scheme employer (which should liaise with the Fund) or the Fund if there is no existing scheme employer, will

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undertake a risk assessment and determine the requirement for a bond or indemnity, which should be reviewed annually.

- 7.18** The Fund will monitor employers with a declining membership, and may introduce a more conservative Funding strategy for such employers.

8. Monitoring and Review

8.1 The Administering Authority has taken advice from the Fund Actuary in preparing this Statement, and will consult with senior officials of all the Fund's participating employers.

8.2 A full review of this Statement will occur no less frequently than every three years, to coincide with completion of a full valuation. Any review will take account of the current economic conditions and will also reflect any legislative changes.

8.3 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:

8.3.1 **8.3.1** if there has been a significant change in market conditions, and/or deviation in the progress of the funding strategy.

8.3.2 **8.3.2** if there have been significant changes to the Scheme membership, or LGPS benefits.

8.3.3 **8.3.3** if there 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

8.3.4 **8.3.4** if there have been any significant special contributions paid into the Scheme.

APPENDIX 1

Actuarial Valuation as at 31 March 2016

Method and assumptions used in calculating the funding target

The actuarial method to be used 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.

Principal assumptions

Investment return (discount rate)

The discount rates adopted vary according to the solvency target as set out in section 5.

For the 2016 valuation the discount rate is 4.7% p.a. for the periods pre and post retirement (the scheduled and subsumption body funding target), with the exception of:

- Admission Bodies which will ultimately give rise to Orphan liabilities where the discount rate is 4.1% in service (equivalent to the yield on long-dated fixed interest gilts at a duration appropriate for the Fund's liabilities plus an asset out-performance assumption of 2.0%) and 2.5% (left service), which is intended to be equivalent to the yield on long-dated fixed interest gilts at the valuation date but which has, in the interests of affordability and stability of employer contributions, been increased by 0.4% in light of the Actuary's view of the possible future increase in gilt yields. This is the ongoing orphan admission body funding target.
- Admission Bodies where there is no subsumption commitment but which continue to admit new members to the Fund and are considered by the Administering Authority to be sufficiently financially secure to justify a higher discount rate than the orphan admission body basis, where the discount rate for the 2016 valuation is 4.1% p.a. in service and left service (equivalent to the yield on long-dated fixed interest gilts at a duration appropriate for the Fund's liabilities plus an asset out-performance assumption of 2.0%). This is the intermediate funding target.

Inflation (Retail Prices Index (RPI) and Consumer Prices Index (CPI) inflation)

The RPI inflation assumption is taken to be the Capital Market Assumption at the valuation date as produced by Aon Hewitt Limited. In formulating the Capital Market Assumption, both consensus forecasts and the inflation risk premium are considered.

The CPI inflation assumption at the valuation date is set as RPI inflation less 1.1%.p.a. The deduction has been set having regard to the estimated difference between RPI and CPI arising from the difference in the calculation approach between the two indices. This estimate (and hence the assumed difference between CPI and RPI) will vary from time to time.

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Salary increases

The assumption for real salary increases (salary increases in excess of consumer price inflation) will be determined by an allowance of 1.25% p.a. over the consumer price inflation assumption as described above.

Pension increases

Increases to pensions are assumed to be in line with the inflation (CPI) assumption as determined above. This is modified appropriately to reflect any benefits which are not fully indexed in line with the CPI (e.g. Guaranteed Minimum Pensions in respect of service prior to April 1997).

Mortality

Post-retirement Mortality

Normal Health: Standard SAPS S2P Normal Health tables, year of birth base rates, adjusted by a scaling factor.

Ill-health: Standard SAPS S2 Ill-health tables, year of birth base rates adjusted by a scaling factor.

Rates adjusted by scaling factors as dictated by Fund experience

Males (normal health, current pensioner) 105%

Females (normal health, current pensioner) 90%

Males (normal health, current non-pensioner) 115%

Females (normal health, current non-pensioner) 90%

Males (ill-health) 120%

Females (ill-health) 135%

An allowance for improvements in line with CMI_2016Proposed2015, for men or women as appropriate, with a long term rate of improvement of 1.50% p.a.

Pre-retirement mortality

Males: As for normal health retirements but with a 50% scaling factor

Females: As for normal health retirements but with a 25% scaling factor

Early retirements

Active members and Deferred members who left before 1 April 2016 who are protected in respect of their Rule of 85 Age following the benefit changes introduced in 2008 (i.e. those members who joined the Fund before 1 October 2006 and who would be aged over 60 on 31 March 2016) will be assumed to retire at the Rule of 85 Age or age 60 if higher with no reduction to accrued benefits.

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Active members who joined the LGPS after 31 March 2014 are assumed to retire at their normal retirement age (which is aligned with state pension age).

All other active and deferred members are assumed to retire at age 65.

Withdrawals

Allowance is made for withdrawals from service. On withdrawal, members are assumed to leave a deferred pension in the Fund and are not assumed to exercise their option to take a transfer value.

Retirement due to ill health

Allowance is made for retirements due to ill health. Proportions assumed to fall into the different benefit tiers applicable after 1 April 2008 are:

Tier 1 (upper tier) 75%

Tier 2 (middle tier) 10%

Tier 3 (lower tier) 15%

Family details

A man is assumed to be 3 years older than his spouse, civil partner or cohabitee. A woman is assumed to be 3 years younger than her spouse, civil partner or cohabitee.

80% of non-pensioners are assumed to be married / cohabitating at retirement or earlier death.

80% of pensioners are assumed to be married / cohabitating at age 65.

Commutation

Each member is assumed to take cash such that the total cash received (including statutory 3N/80 lump sum) is 75% of the permitted maximum amount permitted of their past service pension entitlements.

Take up of 50/50 scheme

All members are assumed to remain in the scheme they are in at the date of the valuation.

Promotional salary increases

Allowance is made for age-related promotional increases.

Expenses

0.3% of Pensionable Pay added to the cost of future benefit accrual.

Method and assumptions used in calculating the cost of future accrual

The cost of future accrual (primary contribution rate) will be calculated using the same actuarial method and assumptions as used to calculate the funding target.

Funding method

For most employers, the actuarial method to be used is the Projected Unit method with a one year control period. For employers who do not permit new employees to join the Fund, the actuarial method to be used is the Attained Age method. Under both funding methods the salary

APPENDIX D – FUNDING STRATEGY STATEMENT

increases assumed for each member are projected until that member is assumed to leave active service by death, retirement or withdrawal from service.

Assumptions used in calculating contributions payable under the Recovery Plan

The contributions payable under the Recovery Plan are calculated using the same assumptions as those used to calculate the funding target

Summary of key whole Fund principal financial assumptions used for calculating funding target and cost of future accrual (the “primary contribution rate”) for the 2016 actuarial valuation

Discount rate (in service)	4.7% for Scheduled, Resolution and Bodies with subsumption guarantees 4.1% Orphan Admission Bodies and Intermediate funding target (see paragraph 5.15)
Discount rate (left service)	4.7% Scheduled, Resolution and Bodies with subsumption guarantees 4.1% Intermediate funding target (see paragraph 5.15) 2.5% Orphan Admission Bodies
Rate of general pay increases	3.25%
Rate of price inflation (RPI)	3.1%
Rate of price inflation (CPI)	2.0%
Rate of pension increases (on benefits in excess of GMPs)	2.0%
Rate of pension increases on post-88 GMPs	1.8%
Rate of deferred pension increases	2.0%
Rate of GMP increases in deferment	3.25%

Appendix 2

Policy on New Employers and Exit Valuations

1. Background

APPENDIX D – FUNDING STRATEGY STATEMENT

This Document explains the policies and procedures of the West Yorkshire Pension Fund (“the Fund”) in the treatment of employers including on commencement or admission, considerations in respect of the participation of existing Admission Bodies, and the methodology for assessment of an exit payment on exit of employers in the Fund, administered by City of Bradford Metropolitan District Council (“the Administering Authority”). This Policy supplements the general funding policy as set out in the Funding Strategy Statement and should be read in conjunction with that statement.

It should be noted that this statement is not exhaustive and individual circumstances may be taken into consideration where appropriate.

Where the information relates to a particular type of employer, this will be explained. If no type of employer is indicated the information relates to all employers in the Fund.

The Administering Authority's aim is to minimise risk to the Fund by ensuring that the employers participating in the Fund are managed in a way that ensures they are able to adequately fund the liabilities attributable to them and, in particular to pay any deficit due when leaving the Fund.

The Administering Authority has an obligation to pursue all liabilities owed so any shortfall from an individual employer does not fall back on other employers.

2. New Employers

Types of Admission Body

The following bodies are types of potential admission body -

(a) a body which provides a public service in the United Kingdom which operates otherwise than for the purposes of gain and has sufficient links with a Scheme employer for the body and the Scheme employer to be regarded as having a community of interest (whether because the operations of the body are dependent on the operations of the Scheme employer or otherwise);

(b) a body, to the funds of which a Scheme employer contributes;

(c) a body representative of-

- (i) any Scheme employers, or
- (ii) local authorities or officers of local authorities;

(d) a body that is providing or will provide a service or assets in connection with the exercise of a function of a Scheme employer as a result of-

- (i) the transfer of the service or assets by means of a contract or other arrangement,
- (ii) a direction made under section 15 of the Local Government Act 1999 (Secretary of State's powers),
- (iii) directions made under section 497A of the Education Act 1996;

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(e) a body which provides a public service in the United Kingdom and is approved in writing by the Secretary of State for the purpose of admission to the Scheme.

An employer who wishes to join the Fund may apply to the Administering Authority for admission. If admitted, that employer becomes an Admission Body and specified categories of its employees can participate as members of the Fund.

The Administering Authority is responsible for deciding whether an application from an employer to become an Admission Body within the Fund should be declined or accepted. The employer must meet the requirements set out in Part 3 of Schedule 2 to the LGPS Regulations, and, where appropriate, the additional requirements set out by the Administering Authority.

The Administering Authority will generally only consider admission if the body in question is based wholly or mainly in West Yorkshire or has clear links to an existing Scheme employer of the Fund, the body has a sound financial standing and appropriate security is in place (see section on bonds, indemnities and guarantees below). The Administering Authority's preference is for a Scheme employer to provide a subsumption commitment in respect of any new admission bodies wishing to join the Fund. Where such a commitment is not available, an orphan admission body funding target will be adopted, to protect the Fund as set out in paragraph 5.6 of the Funding Strategy Statement and explained further below. In the extreme, the Administering Authority may exercise its discretion to refuse admission to the Scheme for any admission bodies with no subsumption commitment if this is considered appropriate to protect the interests of the Fund. However, for paragraph 1(d) admissions where the body undertakes to meet the requirements of the regulations the Administering Authority must admit the eligible employees of that body to the Fund.

The Admission Body is required to have an "admission agreement" with the Fund, which sets out (in conjunction with the Regulations) the conditions of participation and which employees (or categories of employees) are eligible to be members of the Fund. The Administering Authority has a template admission agreement which it will generally expect to be entered into without amendment. Details are available on request.

Bonds, Indemnities and Guarantees

The Administering Authority will seek to minimise the risks that a new Admission Body might create for the Fund and the other employers in the Fund. These risks will be taken into account by the Administering Authority in considering the application for admission, and the Administering Authority may put in place conditions on any approval of admission to the Fund to minimise these risks, such as a satisfactory guarantee, indemnity or bond and a satisfactory risk assessment. An indemnity / bond is a way of insuring against the potential cost of the Admission Body failing by reason of insolvency, winding up or liquidation and hence being unable to meet its obligations to the Fund.

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Admission bodies under paragraph 1(d)(i) of Part 3 of Schedule 2 to the 2013 Regulations (generally admissions as a result of a Best Value transfer), are required to carry out an assessment of the level of risk arising on premature termination of the provision of service or assets by reason of insolvency, winding up, or liquidation of the admission body. This assessment has to be to the satisfaction of the Scheme employer (i.e the employer letting the contract) and the Administering Authority. Where the Administering Authority is satisfied as to the strength of covenant of the Scheme employer, it will not usually require a minimum level of cover in order to be "satisfied" with the risk assessment, as the risk on premature termination will fall on the Scheme employer. However, as agreed with the 5 main Councils in the Fund and West Yorkshire Fire and Police (Chief Constable and Police and Crime Commissioner) (which are the Scheme employers for most of the new admissions under paragraph 1(d)), the Administering Authority's policy is to seek actuarial advice in the form of a "risk assessment report" provided by the Fund's Actuary which can be shared with the Scheme employer on the understanding that the Fund Actuary cannot provide advice to the Scheme employer. Based on this assessment, the Scheme employer and the Administering Authority should decide whether or not to require the admission body to enter into an indemnity or bond and if so at what level. The risk must be kept under review throughout the period of the admission and assessed at regular intervals and otherwise as required by the Administering Authority.

Where, for any reason, it is not desirable for a 1(d)(i) admission body to enter into an indemnity or body the admission body must secure a guarantee from the Scheme employer. In the event of unfunded liabilities on the termination of the admission, the Scheme employer's contribution rate to the Fund would be revised accordingly. In most cases it is expected that the Scheme employer will provide a subsumption commitment whereby the assets and liabilities of the outgoing admission body post-exit are "subsumed" into the Scheme employer's liabilities and notional pool of Fund assets.

Where the liabilities cannot be fully met by a guarantor or insurer, the Regulations provide that:

- the letting employer will be liable in an outsourcing situation; and
- in all other cases the liabilities will fall on all the other employing authorities within the Fund.

Other **admission bodies** are required to carry out an assessment of the level of risk arising on premature termination of the provision of service or assets by reason of insolvency, winding up, or liquidation of the admission body. This assessment has to be to the satisfaction of the Administering Authority. The Administering Authority's policy is to seek actuarial advice in the form of a "risk assessment report" provided by the Fund's Actuary. Based on this assessment, the Administering Authority will decide whether or not to require the admission body to enter into an indemnity or bond and if so at what level. Where, for any reason, it is not desirable for an

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admission body to enter into an indemnity or body the admission body must secure a guarantee from:

- a) a person who funds the admission body in whole or in part;
- b) a person who-
 - (i) owns, or
 - (ii) controls the exercise of the functions of, the admission body; or
- c) the Secretary of State in the case of an admission body-
 - (i) which is established by or under any enactment, and
 - (ii) where that enactment enables the Secretary of State to make financial provision for that admission body.
 - or
 - (iii) which is a provider of probation services under section 3 of the Offender Management Act 2007 (power to make arrangements for the provision of probation services) or a person with whom such a provider has made arrangements under subsection (3)(c) of that section.

Ultimately, an indemnity or bond or guarantee is designed to protect the Fund in the event that unfunded liabilities are present after the termination of an admission body.

When an admission agreement comes to its end, or is prematurely terminated for any reason, employees may transfer to another employer, either within the Fund or elsewhere. If this is not the case the employees will retain pension rights within the Fund, either deferred benefits or immediate retirement benefits. Early retirements can, in particular, create a strain on the Fund and so give rise to unfunded liabilities.

In the event that unfunded liabilities arise that cannot be recovered from the admission body, the indemnity or bond provider or guarantor these will normally fall to be met by the Scheme employer in the case of paragraph 1(d) admission bodies or the Fund as a whole (i.e. all employers) in the case of other admission bodies. In this latter case the shortfall would normally fall on the employers pro-rata to their liabilities in the Fund. Alternatively, if the guarantor for the outgoing admission body was also a participant in the Fund, the outgoing admission body's assets, liabilities and the funding deficit could be subsumed by the guarantor within the Fund.

Funding Target

The funding target depends upon what will happen to the liabilities in respect of the employees of the employer on exit of that employer.

Subsumed liabilities

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Where an admission body ceases its participation in the Fund such that it will no longer have any contributing members, it is possible that another employer in the Fund agrees to provide a source of future funding in respect of any emerging deficiencies in respect of those liabilities.

In such circumstances the liabilities are known as subsumed liabilities (in that responsibility for them is subsumed by the accepting employer). For such liabilities the Administering Authority will assume that the investments held in respect of those liabilities will be the same as those held for the rest of the liabilities of the accepting employer. Generally, if the subsuming employer is considered to be of sufficiently sound covenant and likely to participate in the Fund indefinitely, e.g. being one of the 5 main Councils, this will mean assuming continued investment in more risky investments than Government bonds.

For tax raising scheduled bodies, whose participation in the Fund is considered by the Administering Authority to be indefinite, the funding target is set out in section 5 of the FSS. New Academies are currently considered to be in this category, as they have a guarantee from the Department for Education. However, this guarantee is subject to review and where the Administering Authority believes the guarantee is no longer sufficient to cover the risks posed by the number of Academies in the Fund, the Administering Authority will review the approach taken to the Funding Target for new Academies and also the default approach taken to the notional assets transferred to Academies upon conversion.

For other scheduled bodies and any new scheduled bodies joining the Fund, the Administering Authority may, without limitation, take into account the following factors when setting the funding target for such bodies:

- the type/group of the employer
- the business plans of the employer;
- an assessment of the financial covenant of the employer;

any contingent security available to the Fund or offered by the employer such as guarantor or bond arrangements, charge over assets, etc.

Orphan liabilities

Where an employer ceases its participation in the Fund such that it will no longer have any contributing members, unless any residual liabilities are to become subsumed liabilities, the Administering Authority will act on the basis that it will have no further access for funding from that employer once any exit valuation, carried out in accordance with Regulation 64, has been completed and any sums due have been paid. Residual liabilities of employers from whom no further funding can be obtained are known as orphan liabilities.

APPENDIX D – FUNDING STRATEGY STATEMENT

The administering authority will seek to minimise the risk to other employers in the Fund that any deficiency arises on the orphan liabilities such that this creates a cost for those other employers to make good the deficiency. To give effect to this, the Administering Authority will seek funding from the outgoing employer sufficient to enable it to match the liabilities with low risk investments, generally Government bonds.

To the extent that the Administering Authority decides not to match these liabilities with Government bonds of appropriate term, the returns achieved on the Fund's assets will be allowed for when calculating the employer's notional assets for the purpose of the tracking of any future surplus or deficit in relation to the orphan liabilities.

Ongoing calculations for employers subject to the orphan admission body funding target will be carried out using assumptions which are intended to target the eventual exit position.

Initial notional asset transfer

When a new employer commences in the Fund, and members transfer from another employer in the Fund, a notional transfer of assets is needed from the original employer to the new employer. When a new admission body starts in the Fund, they will usually start as fully funded. This means that any past service surplus or deficit for the members who are transferring to the new employer remains with the original employer and does not transfer to the new employer.

Another option for the initial notional asset transfer is to allow for the funding level of the original employer, and therefore to transfer any past service surplus or deficit in respect of the transferring membership to the new employer. For new admission bodies the Administering Authority will only agree to a deficit transferring to the new admission where a subsumption commitment is in place from a long-term secure scheduled body or other appropriate security is in place. This share of Fund approach would normally apply to new scheduled bodies where members are transferring from another employer in the Fund, such as new Academies upon conversion to Academy status. Unless specific instruction is received in relation to a new academy and the agreement is reflected in the Commercial Transfer Agreement, the Administering Authority's policy is that an unadjusted share of Fund approach is adopted by the Actuary in notionally re-allocating assets from the Local Education Authority to the academy on conversion in respect of the transferring liabilities. Put another way, there is no prior allocation of assets to fully fund any deferred and pensioner liabilities. The policy has been discussed and agreed with the 5 main Councils in the Fund which have education responsibilities.

Where the new employer will participate in a pool of employers, for example where a multi-academy trust has requested that its academies be treated as a single employer, the notional asset transfer would be to the relevant pool of employers.

Employer Contribution Rate

APPENDIX D – FUNDING STRATEGY STATEMENT

Initial Rate

When a new employer joins the Fund, the Fund's Actuary determines the initial employer contribution rate payable.

An interim contribution rate may be set pending a more accurate calculation by the Fund's Actuary of the employer contribution rate payable. Currently the interim contribution rate is 20% of pay. The Administering Authority will change these interim contribution rates following each triennial Actuarial Valuation and at any other time at its discretion.

When a new academy joins a multi-academy trust where a single contribution rate applies, it will pay a minimum of the employer's contribution rate applicable to the Trust until the next triennial Actuarial Valuation at which time the contributions for the Trust will be reviewed. The Trust may elect to increase the contributions for all employers in the Trust before the next triennial Actuarial Valuation where the addition of a new academy is likely to lead to an increase as advised by the Fund's actuary. In other cases, the Fund's actuary will calculate an individual contribution rate for the new employer to be paid from commencement.

The employer contribution rate will be set in accordance with the Funding Strategy Statement, taking into consideration elements such as:

- Any past service or transferred liabilities
- Whether the new employer is open or closed to new entrants
- The funding target that applies to the employer
- The funding level on commencement and, where there is a surplus or deficit, whether the admission agreement is fixed term or not, whether open or closed and the period of any fixed term contract period or average future working lifetime of the employee membership (as appropriate)
- Other relevant circumstances as determined by the Administering Authority on the advice of the Fund Actuary

Review of Employer Contribution Rates

The Regulations require a triennial Actuarial Valuation of the Fund. As part of each Actuarial Valuation the contributions paid by each employer in the Fund are reviewed and may be increased or reduced.

The employer contributions payable by employers may also be reviewed outside of the triennial Actuarial Valuations where there has been a material change of circumstances, such as the basis of admission changing from open to closed or where it otherwise appears likely that the admission body may exit from the Fund, as permitted by Regulation 64(4).

APPENDIX D – FUNDING STRATEGY STATEMENT

The Administering Authority monitors the active membership of closed admission bodies and will commission a valuation from the Actuary under Regulation 64(4) where it has reason to believe that the admission body may become an exiting employer before the next triennial Actuarial Valuation.

3. Cessation of participation

Where an employing authority ceases participation, whether by ceasing to be a Scheme employer (including ceasing to be an admission body participating in the Fund), or having no active members contributing to the Fund, a cessation valuation will be carried out in accordance with Regulation 64. That valuation will take account of any activity as a consequence of cessation of participation regarding any existing contributing members (for example any bulk transfer payments due) and the status of any liabilities that will remain in the Fund. When employees do not transfer to another employer they will retain pension rights within the Fund, i.e. either as a deferred pensioner or immediately taking retirement benefits.

The assumptions adopted to value the departing employer's liabilities for the exit valuation will depend upon the circumstances. In particular, the cessation valuation will distinguish between residual liabilities which will become orphan liabilities, and liabilities which will be subsumed by other employers. For orphan liabilities the Funding Target on exit will anticipate investment in low risk investments such as Government bonds. This is to protect the other employers in the Fund, as upon exit, the employer's liabilities will become "orphan" liabilities within the Fund, and there is no recourse to that (former) employer if a shortfall emerges in relation to these liabilities after the exit date. For subsumed liabilities the exit valuation will anticipate continued investment in assets similar to those held in respect of the subsuming employer's liabilities, i.e. if the outgoing employer has a subsumption commitment from another employer in the Fund, the Administering Authority's policy is that the ongoing funding target appropriate to the subsuming body will be used for the assessment on exit.

Where any of the liabilities are transferring to a successor body, e.g. on a contract being re-let, the funding target of that successor body will not influence the assumptions adopted for the exit valuation and any shortfall between the value of the liabilities assessed on the appropriate exit basis and the funding target for the successor body (e.g. if this is being set up fully funding on an orphan admission body funding target) will generally be assumed to be met by the letting authority unless otherwise agreed between the parties, to the satisfaction of the Administering Authority.

Regardless of whether the residual liabilities are orphan liabilities or subsumed liabilities, the departing employer will be expected to make good the funding position disclosed by the exit

APPENDIX D – FUNDING STRATEGY STATEMENT

valuation. In other words, the fact that liabilities may become subsumed liabilities does not remove the possibility of an exit payment being required from the outgoing employer.

However, where agreed between the parties the deficit may be transferred to the subsuming employer or guarantor, in which case it may be possible to simply transfer the former admission body's members and assets to the subsuming body, without needing to crystallise any deficit. Where the guarantee only covers the exit deficit, it is assumed that the departing employer's liabilities will still become orphaned within the Fund.

If there are liabilities which cannot be recovered from the exiting employer or any bond/indemnity, these will fall to be met by the Fund as a whole (i.e. all other employers) unless there is a guarantor or successor body within the Fund.

Any deficit would normally be levied on the departing employer as a single capital payment although, under exceptional circumstances, the Administering Authority may, at its sole discretion, allow phased payments as long as this is permitted under the Regulations (currently Regulation 64).

At successive triennial Actuarial Valuations the Actuary will allocate assets within the Fund equal to the value of the orphan liabilities so that these liabilities are fully funded. This may require a notional reallocation of assets from the ongoing employers in the Fund.

Multi-academy trusts

Where an employer within a multi-academy trust (MAT) fails, unless that academy is an employer in its own right there is no power within the Regulations for the Administering Authority to commission an exit valuation under Regulation 64, unless it considers that the MAT itself may become an exiting employer and so a valuation under Regulation 64(4) is appropriate. In that case, where an employer within the MAT has failed, irrespective of whether or not the Department for Education guarantee applies, the liabilities of the exiting academy will fall to be funded by the remaining employers within the MAT rather than becoming orphaned liabilities. The Administering Authority may direct the Fund Actuary to take this failure into account and adjust the contributions payable by the remaining employers within the MAT at the next triennial Actuarial Valuation.

Where employers within a MAT are individual scheme employers for the purpose of the Regulations, and an academy within the MAT leaves or fails, an exit valuation will be carried out as at the date of exit. Where there is no successor body and the Department for Education guarantee does not make good any shortfall on exit, the Administering Authority would seek to recover any unpaid deficit from the remaining employers within the MAT where those employers participate in the Fund. Rather than requiring a lump sum payment, the Administering Authority may instead act on the assumption that the remaining MAT employers have provided a subsumption commitment, which includes subsumption of the unpaid deficit which would then

APPENDIX D – FUNDING STRATEGY STATEMENT

fall to be recovered from ongoing contributions. In that case the Administering Authority will instruct the Fund Actuary to allocate the assets and liabilities of the outgoing academy across the remaining employers in the MAT.

Suspension notices

Regulation 642A permits the suspension of an employer's liability to make an exit payment for up to 3 years where the Administering Authority believes that the employer is likely to have one or more active members contributing to the Fund within the period specified in the suspension notice. The Administering Authority considers that it is appropriate to exercise that discretion in relation to Town and Parish Councils where there is a reasonable expectation that a member will join in the near future (e.g. before the next triennial Actuarial Valuation). In that case, the Fund will advise the employer of the exit amount calculated by the Actuary and serve a written suspension notice on the employer. Whilst under such a suspension notice, the employer must continue to pay any deficit payments certified to the Fund as if it were an ongoing employer and the actuary will recalculate any deficit and contributions due at the next Actuarial Valuation .

4. Responsibilities of employers in the Fund

Individual employers will pay for any legal and actuarial costs incurred by the Fund on their behalf. Employers should have regard to the Administering Authority's administration strategy and their responsibilities as set out in the Funding Strategy Statement at all times.

All employers need to inform the Administering Authority of any changes to their organisation that will impact on their participation in the Fund. This includes changes of name or constitution or mergers with other organisations or other decisions which will or may materially affect the employer's Fund membership, including but not limited to:

- an admission body closing to new entrants
- a scheduled body setting up a wholly owned company to employ new staff
- merging with another organization, whether a participant in the Fund or not (e.g. colleges merging under the Area Review process or housing companies merging)
- an application by a 6th form college to become a 16-19 academy, including whether successful or not
- a material change in the funding of the organization including a reduction in grants from local or central government or a shift in the balance of funding
- a large scale redundancy exercise which could materially reduce the employer's active membership

Employers considering outsourcing any services should have regard to and adhere to the requirements of the Fair Deal Policy/Best Value direction. They should also advise the

APPENDIX D – FUNDING STRATEGY STATEMENT

Administering Authority at the earliest opportunity and before any transfer of staff so that the necessary paperwork and calculations can be completed.

APPENDIX E – GOVERNANCE COMPLIANCE STATEMENT

1. Introduction

- 1.1** The Governance Compliance Statement has been prepared in accordance with the Local Government Pension Scheme Regulations 2013 (Regulation 55) and its predecessor, Regulation 31 of the Local Government Pension Scheme Regulations 2008 (as amended).
- 1.2** City of Bradford Metropolitan District Council, as administering authority for West Yorkshire Pension Fund (WYPF), has delegated legal and strategic responsibility for the WYPF to the Governance and Audit Committee. The Council has established three bodies to assist and support the Governance and Audit Committee in overseeing the Fund, namely the WYPF Pension Board, WYPF Investment Advisory Panel and the WYPF Joint Advisory Group. Under the Council's Financial Regulations, the Director – West Yorkshire Pension Fund has day to day responsibility for the management of the Fund. The Chief Financial Officer at Bradford Council, as the Council's Section 151 Officer, has responsibility for signing the Fund's year-end accounts.



2. Governance and Audit Committee

- 2.1** The Governance and Audit Committee shall comprise of five members. The Chair or Deputy Chair of the Committee shall not be a member of the Executive but at least one member shall also be a member of the West Yorkshire Pension Fund Joint Advisory Group and/or Investment Advisory Panel.

Quorum

The quorum of the Committee shall be 3 members.

Roles and Functions

- 2.2** The functions of the Committee affecting the West Yorkshire Pension Fund are to:
1. approve the Statement of Accounts and related documents in accordance with the Accounts and Audit Regulations 2015;
 2. receive matters of a financial nature that External Audit request be considered by a member body, including any that may concern the Council's governance arrangements;

APPENDIX E – GOVERNANCE COMPLIANCE STATEMENT

3. consider the effectiveness of the risk management arrangements, control environment and associated anti-fraud and anti-corruption arrangements;
4. seek assurances that action is being taken on risk related issues determined by auditors and inspectors;
5. review the financial statements, External Auditor's opinion and reports to members and monitor management action in response to the issues raised by External Audit;
6. discharge the functions contained in Part H of Schedule 1 of the Local Authorities (Functions and Responsibilities)(England) Regulations 2000 (functions relating to local government pensions) and Part 1, paragraph 48 (Maladministration Payments) including those relating to the Investment Advisory Panel and the Joint Advisory Group; and
7. review summary Internal Audit reports and the main issues arising and seek assurance that action has been taken where necessary
8. Consider the reports of External Audit and inspection agencies

2.3 The minutes of meetings of the Investment Advisory Panel and Joint Advisory Group and Pension Board are submitted to the Committee.



3. WYPF Investment Advisory Panel

3.1 The WYPF Investment Advisory Panel (hereinafter referred to as 'the Panel') comprises of nineteen representatives. WYPF covers the geographical areas of five metropolitan authorities, namely the West Yorkshire District Councils of Bradford (administering authority), Calderdale, Kirklees, Leeds and Wakefield. Each of the five West Yorkshire District Councils has two councillor representatives on the Panel.

3.2 The other nine representatives on the Panel comprise of three Trade Union representatives (two from UNISON and one from GMB), two external investment advisers, two scheme members, the Director – West Yorkshire Pension Fund, and a Chief Finance Officer from the West Yorkshire District Councils on a two year rotational basis. A facility also exists for an additional councillor representative to be co-opted onto the Panel each year in the event that one of the three largest political groups in West Yorkshire is not represented on the Panel through the ten councillors nominated by the five District Councils. The co-opted councillor will be from Bradford Council as administering authority.

3.3 All representatives on the Panel have equal voting rights.

APPENDIX E – GOVERNANCE COMPLIANCE STATEMENT

- 3.4** For each municipal year a Chair of the Panel is nominated by the two Bradford Council councillor representatives on the Panel, and a Deputy Chair is elected from other members on the Panel. A Bradford councillor on the Panel will also be a member of the Governance and Audit Committee.
- 3.5** The Panel meets on a quarterly basis in January, April, July and October each year. The Panel may hold a ‘special’ meeting at any time in the year to deal with any urgent or specific areas of business.
- 3.6** The Panel has overall responsibility for overseeing and monitoring the management of WYPF’s investment portfolio and investment activity.
- 3.7** In this capacity, the Panel will be responsible for formulating the broad future policy for investment. Not only will it be necessary to ensure that monies accruing to the Fund are invested to greatest advantage, it will also have responsibility for monitoring the progress of all existing investments. As with all trustees, members of the Panel should not allow their own personal interests, social, moral or political views to influence their decisions.
- 3.8** At the meetings of the Panel the overall investment portfolio will be reviewed and any necessary adjustments to the spread of investments made as well as decisions taken about the investment of new money.
- 3.9** Prior to each meeting, the Director – West Yorkshire Pension Fund will arrange to supply all members of the Panel with information to enable these tasks to be undertaken. This will include a current distribution of the assets of the Fund, schedules of all investments purchased or sold since the previous Panel meeting, views from the Fund’s external investment advisers, and a complete list and up-to-date valuation of the investment portfolio.
- 3.10** Decisions are taken on how the new money available for investment is to be allocated to major asset classes on the portfolio. However, the Panel having once determined the level of overall investment, the specific selection of the individual securities will be left to the discretion of the in-house investment managers.
- 3.11** The external investment advisers on the Panel will be able to guide other members of the Panel in their investment adjudication.
- 3.12** In the event of conflict of opinions arising at Panel meetings relating to any investment proposal, the proposal will be put to the vote.
- 3.13** The quorum of the Investment Advisory Panel shall be four councillor representatives who represent not less than three constituent Councils, the Director- West Yorkshire Pension Fund or his/her nominee, and one external investment adviser.

APPENDIX E – GOVERNANCE COMPLIANCE STATEMENT

- 3.14** The Governance and Audit Committee shall have the right, in accordance with Financial Regulations, to overrule any decision taken by the Panel if, in its opinion, the decision is not in the best interests of the WYPF.



4. WYPF Joint Advisory Group

- 4.1** The WYPF Joint Advisory Group (hereinafter referred to as ‘the Group’) comprises of twenty representatives. There are three councillor representatives from each of the five West Yorkshire District Councils, three Trades Union representatives, and two Scheme members. All representatives on the Group have equal voting rights.
- 4.2** There is no set pattern for meetings of the Group, and the Group will meet on such days as they may determine.
- 4.3** For each municipal year, a Chair is nominated by the Bradford Council representatives and a Deputy Chair is elected from amongst the other members of the group.
- 4.4** The Group has overall responsibility for overseeing and monitoring the WYPF’s Pensions Administration function, and for reviewing and responding to proposed changes to the Local Government Pension Scheme. In addition the Group will approve the budget estimates for the Pensions Administration and Investment Management functions of WYPF, and also receive the WYPF’s Annual Report and Accounts.
- 4.5** The quorum of the Joint Advisory Group shall be five councillor representatives who represent not less than four constituent Councils.
- 4.6** The Governance and Audit Committee shall have the right, in accordance with Financial Regulations, to overrule any decision taken by the Group if, in its opinion, the decision is not in the best interests of the WYPF.



5. WYPF Pension Board

- 5.1** WYPF Pension Board was established in 2015 in accordance with the requirements of Public Service Pensions Act 2013 and in accordance with regulation 106 of the Local Government Pension Scheme Regulations 2013.
- 5.2** The Board’s role is to assist the Council as Scheme Manager in ensuring the effective and efficient governance and administration of the LGPS including securing compliance with the Local Government Pension Scheme regulations and any other legislation relating to the governance and administration of the LGPS; securing compliance with the requirements imposed in relation to the LGPS by the Pensions Regulator; and any other such matters as the LGPS regulations may specify.

APPENDIX E – GOVERNANCE COMPLIANCE STATEMENT

- 5.3** The WYPF Pension Board comprises of 8 representatives. There are four member representatives from the Trade Unions (2 from Unison, and one each from Unite and GMB) and four employer representatives (one Councillor from Bradford Council who will act as Chair, 2 other councillors from the other district Councils and one employer representative nominated from all the other employers in the Fund).
- 5.4** The Board will meet twice a year on such dates as they determine.
- 5.5** The quorum of the Board shall be three (Chair plus one employer representative and one member representative).



6. Annual Meetings

- 6.1** Each year, usually in October, WYPF holds an Employers' Annual Meeting and a separate Scheme Members' Annual Meeting.
- 6.2** At each Annual Meeting a keynote address is given by a 'guest speaker' on a related pensions topic. The Director – West Yorkshire Pension Fund will provide an up-date on the activities of the Fund during the past year, and the Fund's two external investment advisers will provide economic and stock market data together with details of WYPF's own investment strategy and performance.



7. Training/Expenses/Facility Time

- 7.1** A bespoke training seminar is held each year for members of the Investment Advisory Panel and Joint Advisory Group and Pension Board. In addition, all members are given the opportunity to attend the annual Local Government Pensions Committee's "Trustee Training Fundamentals" event, which is a 3-day training course for pension fund trustees.
- 7.2** All members are provided with details of upcoming conferences/seminars/briefings that are of relevance to their work on the Panel, and members can opt to attend any that they feel will be of benefit to them.
- 7.3** No member or representative on the Investment Advisory Panel, Joint Advisory Group or Pension Board shall be remunerated for undertaking this role. However expenses incurred in the attending meetings, training events will be re-imbursed. The cost is met by the Fund.

APPENDIX E – GOVERNANCE COMPLIANCE STATEMENT

- 7.4** The Trades Unions and active member representatives on the Investment Advisory Panel and Joint Advisory Group and Pension Board should liaise with their employers as to whether facility time is granted for attending meetings and training events relating to the Investment Advisory Panel, Joint Advisory Group and Pension Board.



8. Register of Interests

All voting members of the Investment Advisory Panel, Joint Advisory Group and Pension Board must complete a Declaration of Acceptance of Office Form and annually complete a Conflicts of Interest form.

Communications policy

Introduction

West Yorkshire Pension Fund (WYPF) and Lincolnshire Pension Fund (LPF) entered in to a collaboration agreement for shared service from April 2015. Both funds are administered jointly by WYPF, referred to in this policy as “the administrator”.

This policy has been prepared to meet our objectives about how we communicate with key stakeholders.

The administrator currently administers the Local Government Pension Scheme (LGPS) for 706 employers and have over 100 000 active members in the LGPS.

We also administer the Councillor Pension Scheme and the Firefighters’ Pension Schemes both old and new for a number of fire authorities.

This policy is effective from April 2018 and will be reviewed annually, starting around January 2019.

Our stakeholders

For all of the schemes that we administer, our stakeholders include:

- Members
- Representatives of members
- Prospective members
- Employing authorities

Key objectives

- Communicate the scheme regulations and procedures in a clear and easy to understand style
- To use plain English for all our communications with stakeholders
- Identify and use the most appropriate communication method taking account of stakeholders different needs
- Use technologies to provide up to date and timely information to stakeholders
- Engage with our stakeholders face-to-face when possible

Evaluation and continuous development

APPENDIX F – COMMUNICATION POLICY

To ensure we are meeting the expectations of our stakeholders and to evaluate the effectiveness of our communications we will use the following methods:

- Feedback questionnaires
- Monitoring compliments and complaints, and
- Customer surveys

To ensure continuous development we plan to:

- Continue to increase the number of registered users for MyPension.
- broaden our use of digital platforms to engage stakeholders
- improve the web provision for firefighters, and
- increase the information we give to employing authorities when they join the scheme or change main contacts

Communications events 2018–2019 Local Government Pension Scheme (LGPS)

Communication	Format	Frequency	Method of distribution
LGPS active members (including representatives of active members & prospective members)	Newsletter	2/3 per year	Mail
	Annual meeting	1 per year	Meeting
	Annual benefit statement	1 per year	Mail
	www.wypf.org.uk	Constant	Web
	Member fact card	On request/constant	Print/web
	Member fact sheets	On request/constant	Print/web
	Introduction to WYPF	On employer request	Presentation
	Your pension explained	On employer request	Presentation
	Pre-retirement	On employer request	Presentation

APPENDIX F – COMMUNICATION POLICY

	Pension surgeries/drop ins	On employer request	Face to face
	WYPF contact centre	8.45 to 4.30 Monday to Friday	Face to face, phone, e-mail
	Scheme booklet	Constant	Web
	New member pack	On joining	Mail
	Social media	Constant	Web
LGPS deferred members (including representatives of deferred members)	Newsletter	1 per year	Mail
	Annual benefit statement	1 per year	Mail
	Annual meeting	1 per year	Meeting
	www.wypf.org.uk	Constant	Web
	WYPF Contact Centre	8.45 to 4.30 Monday to Friday	Face to face, phone, e-mail
	Social media	Constant	Web
Communication	Format	Frequency	Method of distribution
LGPS pensioner members (including representatives of retired members) Councillor pensioner members	Newsletter	2 per year	Mail
	Annual meeting	1 per year	Meeting
	www.wypf.org.uk	Constant	Web
	WYPF contact centre	8.45 to 4.30 Monday to Friday	Face to face, phone, e-mail
	Pension advice	As and when net pension varies by 25p or more	Mail
	P60	1 per year	Mail
	Social media	Constant	Web

APPENDIX F – COMMUNICATION POLICY

Communications events - 2018–2019 firefighters

Communication	Format	Frequency	Method of distribution
Firefighter active members (including representatives of active members and prospective members)	Newsletter	At least 1 per year	Mail
	Annual benefit statement	1 per year	Mail
	www.wypf.org.uk	Constant	Web
	Introduction to WYPF	On employer request	Presentation
	Your pension explained	On employer request	Presentation
	Pre-retirement	On employer request	Presentation
	Pension surgeries/drop-ins	On employer request	Face to face
	WYPF contact centre	8.45 to 4.30 Monday to Friday	Face to face, phone, e-mail
	Scheme booklet	Constant	Web
Communication	Format	Frequency	Method of distribution
Firefighter deferred members (including representatives of deferred members)	Annual Benefit Statement	1 per year	Mail
	www.wypf.org.uk	Constant	Web
	WYPF Contact Centre	8.45 to 4.30 Monday to Friday	Face to face, phone, e-mail
Communication	Format	Frequency	Method of distribution

APPENDIX F – COMMUNICATION POLICY

Firefighter – pensioner members (including representatives of pensioner members)	www.wypf.org.uk	Constant	Web
	WYPF contact centre	8.45 to 4.30 Monday to Friday	Face to face, phone, e-mail
	Pension advice	As and when net pension varies by 25p or more	Mail
	P60	1 per year	Mail

Communications events 2018–2019 Councillors

Communication	Format	Frequency	Method of distribution
Councillor deferred members	Newsletter	2/3 per year	E-mail
	Annual meeting	1 per year	Meeting
	Annual Benefit Statement	1 per year	E-mail
	www.wypf.org.uk	Constant	Web
	Ad hoc meetings	As and when required	Meeting/Face to face
	Contact centre	8.45 to 4.30 Monday to Friday	Face to face, phone, e-mail
	Social media	Constant	Web

Communications events - 2018–2019 Employing authorities

Communication	Format	Frequency	Method of distribution
Employing authorities	Pension Fund Representatives	8.30 to 4.30 Monday to Friday	Face to face, phone, e-mail

APPENDIX F – COMMUNICATION POLICY

	Website	Constant	Web
	Fact card	1 per year	Mail
	Fact sheets	Constant	Web
	Employer guide	Constant	Web/electronic document
	<i>Ad hoc</i> training	As and when required	Face to face
	Update sessions	2 per year	Meeting
	Annual meeting	1 per year	Meeting
	Manuals/toolkits	Constant	Web/electronic document
	Pension Matters blog and monthly round-up	12 per year and as and when required	Wordpress blog
	Social media	Constant	Web
	<i>Ad hoc</i> meetings	As and when required	Face to face
	Workshops	10 per year	Face to face

Member contacts

Contact centre

Phone: (01274) 434999

Email: wypf@bradford.gov.uk

Postal address: WYPF, PO Box 67, Bradford, BD1 1UP

Employer contacts

Stuart Duncombe (Team Manager – Business Relations): 01274 432763

Pension Fund Representatives

David Parrington: 01274 433840

Sheryl Clapham: 01274 432541

Lisa Darvill: 01274 432540

Kaele Pilcher: 01274 432739

Anisa Patel: 01274 437588

WYPF management

Rodney Barton – Director WYPF

Yunus Gajra Business Development Manager

Grace Kitchen Service Centre Group Manager

Ola Ajala Financial Controller

Caroline Blackburn Technical and Development Manage

Investment Strategy Statement

1. Introduction

- 1.1 The Investment Strategy Statement has been prepared in accordance with the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016.
- 1.2 City of Bradford Metropolitan District Council became the administering authority of the West Yorkshire Pension Fund in 1986. The Fund covers the five District Councils of West Yorkshire together with numerous other employers.

2. Investment Decision Making Process

- 2.1 The Council has delegated all its functions as administering authority of the Pension Fund to the Governance and Audit Committee. The Director - West Yorkshire Pension Fund, who reports to the Chief Executive, has day to day control of the management of all aspects of the Fund's activities. The Governance and Audit Committee utilises the Investment Advisory Panel as the vehicle for overseeing the Fund's investment functions.
- 2.2 The Panel determines the investment policy of the Fund and has ultimate responsibility for investment strategy. The Panel undertakes its responsibilities through taking appropriate advice from external advisers, supported by the in-house investment management team.
- 2.3 Once the investment strategy has been set at the quarterly meetings of the Panel, the in-house investment management team undertakes sector and stock selection on a discretionary basis to implement the strategy.

3. Variety of Investments To Be Held

- 3.1 The West Yorkshire Pension Fund will hold investments in Fixed Interest Securities, Equities, Index Linked Securities, Managed and Unitised Funds (including Property Unit Trusts), Alternative Investments, and Cash Deposits, covering all the world markets.
- 3.2 A proportion of the Fund's investments will be held in Emerging Markets, both through direct investments and pooled vehicles.
- 3.3 The Fund will invest in Private Equity, Infrastructure, Hedge Funds and Listed Alternatives which, together with Property, will be classed as Alternative Investments.
- 3.4 The Fund will not invest directly in unquoted companies, except where such investment is part of a pooled arrangement or joint venture with one or more pension funds.
- 3.5 Stock lending will be actively pursued up to the 35% limit. The Investment Advisory Panel initially agreed this on 20 October 2005, and considers this decision annually.

APPENDIX G – INVESTMENT STRATEGY STATEMENT

4. Suitability of Particular Types of Investment

- 4.1 The biggest proportion of the Fund's investment will be in Equities. This type of investment bias is intended to maximise growth in the value of assets over the long term.
- 4.2 Fixed Interest Securities, Index Linked Securities, Alternative Investments and Cash Deposits will make up the balance of investment. The distribution of investments between the asset classes will vary based on perceived economic and market conditions.
- 4.3 The Fund's planned asset allocation strategy will be linked to a fund-specific benchmark, and for 2017/18 the Fund will invest within the following control ranges for each asset class. Depending on market conditions, the Fund may stray outside the control ranges on occasions before adjustments are made to rectify the situation. This table will be updated whenever the Investment Advisory Panel decides on changes to the control ranges.

	Benchmark %	Control Range %
Equities	65	+7.5 to -7.5
UK	35	+5 to -5
Overseas	30	+10 to -5
North America	8	+5 to -5
Europe (Ex UK)	10	+5 to -5
Japan	4	+3 to -3
Asia Pacific (ex Japan)	3	+3 to -3
Emerging Markets	5	+3 to -3
Bonds	17	+3 to -3
UK Fixed Interest Gilts	5	+3 to -3
UK linked Gilts	5	+3 to -3
Corporate Bonds	4	+3 to -3
Global Bonds	3	+2 to -2

APPENDIX G – INVESTMENT STRATEGY STATEMENT

Property	5	+2 to -2
Private Equity	5	+2 to -2
Private Infrastructure	4	+2 to -2
Hedge Funds	0	+2 to -2
Listed Alternatives	2	+2 to -2
Cash	2	+3 to -3

5. Risk

- 5.1 To minimise risk, the investment portfolio of the Fund will be continually monitored and reviewed, and the portfolio will be well diversified as evidenced by the fact that the Fund's equity holdings are spread across more than 300 UK companies, 700 foreign companies, and a range of unit trusts and managed funds.
- 5.2 Risk will also be controlled by reviewing on a continuous basis the risk attached to the Fund's asset allocation relative to the fund-specific benchmark, to ensure that any major divergence from the benchmark is acceptable.
- 5.3 The fund recognises the risks and opportunities associated with climate change, and will seek to measure carbon exposure within the equity portfolio and reduce that exposure over time. The fund will continue to increase investment in low carbon technology and renewable energy in order to encourage and facilitate further progression toward a cleaner economy.
- 5.4 Custodian risk is controlled through continuous monitoring and periodic review of the custodial arrangements.
- 5.5 Risk is also monitored in relation to the funding position of the Fund and the investment requirements that flow from it, in conjunction with the Fund's Actuary
- 5.6 Counter-party and cash management risk is controlled by the in-house investment management team through the setting of appropriate limits for exposure with any individual organisation.

6. Expected Return on Investments

- 6.1 The Fund's investment portfolio will be actively managed by internal managers, supported by the external investment advisers, and the Fund's annual investment return will be measured against the fund-specific benchmark. The expected return on investments will be to achieve +0.5% per annum above the fund-specific benchmark

APPENDIX G – INVESTMENT STRATEGY STATEMENT

annualised over 3-year rolling periods, and linked to an under-performance limit of 1.5% against the benchmark in any one year, as measured independently by an approved third party.

7. Collaborative Investment and Pooling

- 7.1 WYPF has signed a memorandum of understanding with the Greater Manchester and Merseyside Pension Funds to create the Northern Pool ('the Pool') in order to meet the criteria for pooling investments released by Government on 25 November 2015.
- 7.2 The three funds submitted their pooling proposal to Government in July 2016 and the Department for Communities and Local Government provided confirmation in January 2017 that it is content for the funds to proceed with the formation of the Pool as set out in the July 2016 proposal. The proposal is available on [this website](#).
- 7.3 Based on 31 March 2015 asset values, the total value of assets, across the three participating funds, to be invested in the Pool is £35.416bn, which is in excess of the £25bn criteria set by Government. All assets other than day-to-day cash used for scheme administration purposes will be invested via the Pool once transition is complete. Day-to-day cash is assumed to be 1% of total assets for each fund.
- 7.4 For the immediate future after inception of the Pool, the Fund's public-market assets will continue to be held in segregated mandates owned directly by the administering authority, but managed by the Pool. A single custodian will be appointed by the Pool, which will simplify the future consolidation of mandates.
- 7.5 All non-listed assets will be managed by the Pool from its formation. Subject to value for money requirements being fulfilled, new investments (i.e. those entered into after the formation of the Pool) in private market assets will be made on a shared ownership basis, via either collective investment vehicles or limited partnerships.
- 7.6 Legacy private market assets (i.e. those entered into prior to the formation of the Pool) will be run-off on a segregated basis.
- 7.7 This approach will be reviewed periodically going forwards to ensure this continues to demonstrate value for money, particularly following any changes to funds' strategic asset allocations, pool management arrangements or taxation policy in the UK or internationally.
- 7.8 The reviews will take place no less than every 3 years.
- 7.9 Once established it is intended that the Pool will provide the following services to the participating authorities on an in-house basis:
- Implement the strategic asset allocations of the participating authorities
 - Management of UK and Overseas equities and bonds

APPENDIX G – INVESTMENT STRATEGY STATEMENT

- Selection of private equity, infrastructure & property funds.
- Direct UK infrastructure investment via a collective investment vehicle
- Legal and accounting support

7.10 It is intended that the Pool will externally procure the following services:

- External fund management for certain mandates
- Common custodian for Pool (plus depositaries & fund administrators where required for any pooled funds that are established for non-listed assets)
- Investment management systems
- Audit services
- Performance analytics
- Responsible Investment advisory services
- Value for money reviews of structure

7.11 A Pool Oversight Board will be established to:

- provide oversight of the Pool; and
- act as a forum for the participating authorities to express the views of their pension committees

7.11 The Oversight Board's primary roles are to ensure that the Pool is effectively implementing the participating authorities' strategic asset allocations and to oversee reporting to the participating authorities' pension committees.

7.12 The legal structure of the Oversight Board is expected to be a joint committee. There will be clear separation of duties between the Oversight Board and the Pool. The Oversight Board will not be undertaking any regulated activities.

7.13 The Pool's governing documentation will grant the Oversight Body and each administering authority certain powers regarding the operation of the Pool, which can be used to ensure the effective performance of the Pool.

7.14 Reporting processes of the Pool will include regular written reports on the performance of Pool investments to the Oversight Body, which will be discussed at formal meetings.

7.15 Officers of the Pool will also report and present directly the administering authorities' pension committees and local pension boards as appropriate.

7.16 A report on the progress of asset transfers will be made to the Scheme Advisory Board annually

APPENDIX G – INVESTMENT STRATEGY STATEMENT

8. Transaction Costs

- 8.1 8.1 The in-house team of investment managers utilise a list of brokers to provide a dealing service for share transactions undertaken. Commission paid to all brokers on UK and Overseas share transactions are at competitive rates negotiated by the in-house investment managers.
- 8.2 8.2 Transaction fees and custody fees are paid to HSBC for transactions on terms agreed with HSBC under the contract for banking and custody services.

9. Environmental, Social and Corporate Governance Policy

- 9.1 Investment decisions are taken based on financial and commercial considerations so as to yield the best return by way of income and capital appreciation. If it is shown that particular types of social, environmental and ethical investment can produce at least comparable returns, then the Fund will invest in such companies as part of the normal investment process.
- 9.2 The fund will actively invest in low carbon and renewable energy technology where suitable opportunities arise, in order to encourage a move toward a lower carbon economy. The Fund will increase exposure via infrastructure funds, equity investments and alternative investments. The Fund will continue to encourage companies to consider climate change and environmental risk in their business strategies, and will co-sign shareholder resolutions at company annual general meetings where appropriate.
- 9.3 The voting policy of the West Yorkshire Pension Fund is viewed as a fundamental contribution towards socially responsible investment. The Fund is committed to ensuring that the companies in which it has a shareholding adopt sound principles of corporate responsibility, particularly in relation to environmental and employment standards. The Fund will utilise its shareholding wherever possible, through the voting policy and engagement, to exert influence on those companies falling short of acceptable standards.
- 9.4 The WYPF is a member of the Local Authority Pension Fund Forum (LAPFF), a special interest group of the Local Government Association, which comprises over 70 local authority pension funds with combined assets of over £175 billion. The Forum exists to promote the investment interests of local authority pension funds, and in particular to maximise their influence as shareholders to promote corporate social responsibility and high standards of corporate governance amongst the companies in which they invest. The Forum issues research and guidance relating to climate change and employment standards and promotes best investment practice for the Local Government Pension Scheme nationally. The Forum regularly engages directly with large companies in this regard and has been effective in improving companies understanding of the

APPENDIX G – INVESTMENT STRATEGY STATEMENT

requirements of investors. Representatives of the LAPFF have attended the Annual General Meetings of companies where shareholder resolutions have been brought, and these have been well received by the companies involved.

- 9.5 The WYPF is also a member of the Institutional Investors Group on Climate Change (IIGCC). The IIGCC seeks to promote a better understanding of the implications of climate change amongst its members and other institutional investors, and to encourage companies and markets in which its members invest to address any material risks and opportunities to their businesses associated with climate change and a shift to a lower carbon economy.
- 9.6 The WYPF first became a signatory to the Carbon Disclosure Project (CDP) in 2007. The CDP seeks information from over 2,750 companies world-wide on their Greenhouse Gas Emissions.

10.Exercise of Rights Attached to Investments

- 10.1 The West Yorkshire Pension Fund will exercise its voting rights at the Annual and Extraordinary General Meetings of all UK companies, European companies within the Eurotop 300, US companies in the S&P 500, and Japanese companies in the TOPIX index, and companies in all other countries, in which the Fund has a shareholding. The voting policy to be adopted by the Fund at these meetings will be based on the latest 'Shareholder Guidelines' issued by the Pensions and Investment Research Consultants Limited (PIRC), an independent adviser to the pensions industry who provide policy research and analysis on shareholder issues. These 'Shareholder Guidelines' encompass principles of the UK Corporate Governance Code published by the Financial Reporting Council. Details of the Fund's voting policy, and its voting activity, are published on the Fund's website.
- 10.2 Special resolutions at UK companies are voted on based upon guidance from the LAPFF and PIRC.
- 10.3 The Fund will normally take up its entitlement to rights issues when offered at a discount to the current market price.

11.Myners' Report

- 11.1 In 2000, the Government commissioned a 'Review of Institutional Investment in the United Kingdom' by Paul Myners of Gartmore Fund Management Group. Paul Myners published the outcome of his review in a report in March 2001. In response to the proposals contained in the review, the Government issued a set of investment principles. Since then HM Treasury has undertaken a review of the principles following a consultation, which was based on a study commissioned by the Government and carried out by the National Association of Pension Fund. The outcome of the consultation has

APPENDIX G – INVESTMENT STRATEGY STATEMENT

been to produce a smaller number of high-level principles, and they cover the six areas of effective decision making; clear objectives; risk and liabilities; performance assessment; responsible ownership; and transparency and reporting.

- 11.2 The extent to which WYPF has adopted these investment principles is described in the following paragraphs in accordance with the guidance issued by the Secretary of State for Communities and Local Government.

12. Effective Decision-Making

The Investment Panel encompasses a range of expertise, supported by external investment advisers and the in-house team of investment managers. In fact, the external investment advisers and senior investment managers attend all meetings of the Panel so as to provide the necessary expert advice to support the Panel members in coming to their decisions. Great emphasis is placed on training for Panel members, and a number of initiatives on this front have been, and continue to be, developed. Attempts are being made to ensure that Panel members have a minimum tenure of appointment of at least three years on the Panel so as to ensure continuity and a build up of experience. An annual business plan for the Panel is produced.

13. Clear Objectives

Members of the Panel take a long-term view in setting investment objectives. Investment objectives are set for the Fund itself, which have due regard to the Fund's Investment Strategy Statement and Funding Strategy Statement. Investment return targets are also set for the managers and external investment advisers in order to encourage added value commensurate with a measured and controlled level of volatility.

14. Risk and Liabilities

Panel members focus entirely on asset allocation, with day-to-day stock selection left to the discretion of the in-house investment managers. Active management is adopted with appropriate risk controls as reflected in a well-diversified portfolio of investments.

15. Performance Assessment

The Panel formally monitors the investment performance of the Fund annually at one of its meetings, and an assessment is made of the in-house managers' and external investment advisers' performance against the investment target return. Since 2005 the Fund has used a fund-specific benchmark to compare actual asset allocation and investment returns. Arrangements have been put in place for several years now for the external investment advisers to assess the effectiveness of the Panel itself on an annual basis.

APPENDIX G – INVESTMENT STRATEGY STATEMENT

16. Responsible Ownership

The WYPF actively votes its shares in all UK companies, the top 300 European companies, the US S&P 500 companies, the Japanese TOPIX companies and in companies in all other countries, in which it has a shareholding. WYPF also jointly engages with companies through its membership of the Local Authority Pension Fund Forum, the Institutional Investors Group on Climate Change, and the Carbon Disclosure Project.

17. Transparency and Reporting

The Investment Strategy Statement is regularly updated and is available on the Fund's website. Details of the Fund's voting policy and voting activity are also published on the website.

APPENDIX H – CONFLICT OF INTEREST POLICY

Conflicts of Interest Policy

1. Introduction

- 1.1 Conflicts of interest have always existed for those with Local Government Pension Scheme (LGPS) administering authority responsibilities as well as for advisers to LGPS funds. This simply reflects the fact that many of those managing or advising LGPS funds will have a variety of other roles and responsibilities, for example as a member of the scheme, as an Elected Member of an employer participating in the LGPS or as an adviser to more than one LGPS administering authority. In addition, they may have an individual personal, business or other interest which might conflict, or be perceived to conflict, with their role managing or advising LGPS funds.
- 1.2 It is generally accepted that LGPS administering authorities have both fiduciary and public law duties to act in the best interests of both the scheme beneficiaries and participating employers. This, however, does not preclude those involved in the management of the fund from having other roles or responsibilities which may result in an actual or potential conflict of interest. Accordingly, it is good practice to document within a policy, such as this, how any such conflicts or potential conflicts are to be managed.
- 1.3 This is the Conflicts of Interest Policy of the West Yorkshire Pension Fund (WYPF), which is managed by City of Bradford MDC (CBMDC). The Policy details how actual and potential conflicts of interest are identified and managed by those involved in the management and governance of the WYPF whether directly or in an advisory capacity.
- 1.4 This Conflicts of Interest Policy is established to guide Joint Advisory Group, Investment Advisory Panel, Pension Board members, officers and advisers. Along with other constitutional documents, including the various Codes of Conduct, it aims to ensure that they do not act improperly or create a perception that they may have acted improperly. It is an aid to good governance, encouraging transparency and minimising the risk of any matter prejudicing decision making or management of the Fund otherwise.

2. Aims and Objectives

In relation to the governance of the Fund, the Administering Authority's objectives are to ensure that:

- all staff and Joint Advisory Group, Investment Advisory Panel and Pension Board members charged with the financial administration and decision-making with regard to the Fund are fully equipped with the knowledge and skills to discharge the duties and responsibilities allocated to them
- the Fund is open in all its dealings and readily provides information to interested parties
- all relevant legislation is understood and complied with
- the Fund is at the forefront of best practice for LGPS funds
- all Conflicts of Interest are managed appropriately

The identification and management of potential and actual conflicts of interest is therefore integral to the Administering Authority achieving its governance objectives.

3. Application of this policy

APPENDIX H – CONFLICT OF INTEREST POLICY

- 3.1 This Conflicts of Interest Policy applies to all Joint Advisory Group, Investment Advisory Panel and Pension Board member, including scheme member and employer representatives, whether voting members or not. It applies to all members of WYPF Management Team.
- 3.2 This Policy and the issue of conflicts of interest in general must be considered in light of each individual's role, whether this is a management, advisory or assisting role.
- 3.3 Director - WYPF will monitor potential conflicts for less senior officers involved in the daily management of the Pension Fund and highlight this Policy to them as appropriate.
- 3.4 This Policy also applies to all advisers and suppliers to the Fund, whether advising the Joint Advisory Group, Investment Advisory Panel, Pension Board or Fund officers, in relation to their role in advising or supplying the Fund.
- 3.5 In this Policy, reference to advisers includes all advisers, suppliers and other parties providing advice and services to the Administering Authority in relation to pension fund matters. This includes but is not limited to actuaries, investment consultants, independent advisers, benefits consultants, third party administrators, fund managers, lawyers, custodians and AVC providers. Where an advisory appointment is with a firm rather than an individual, reference to "advisers" is to the lead adviser(s) responsible for the delivery of advice and services to the Administering Authority rather than the firm as a whole.
- 3.6 In accepting any role covered by this Policy, those individuals agree that they must:
 - acknowledge any potential conflict of interest they may have;
 - be open with the Administering Authority on any conflicts of interest they may have;
 - adopt practical solutions to managing those conflicts; and
 - plan ahead and agree with the Administering Authority how they will manage any conflicts of interest which arise in future.

The procedures outlined later in this policy provide a framework for each individual to meet these requirements.

4. Legislative and related context

There are a number of requirements relating to the management of potential or actual conflicts of interest for those involved in LGPS funds which are included in legislation or guidance. These are summarised in Appendix 1.

5. Other administering Authority Requirements

Individuals to whom this policy applies may also be required to adhere to other requirements in relation to conflicts of interest. This includes:

- Joint Advisory Group, Investment Advisory Panel and Pension Board members who are required to adhere to the CBMDC Members' Code of Conduct
- employees who are required to adhere to the CBMDC Employees' Code of Conduct
- advisers who are expected to have their own policies or protocols.

Further information is provided in Appendix 2.

6. What is a Conflict or potential Conflict and how will it be managed?

APPENDIX H – CONFLICT OF INTEREST POLICY

- 6.1 The Public Service Pensions Act 2013 defines a conflict of interest as a financial or other interest which is likely to prejudice a person's exercise of functions.

Therefore, a conflict of interest may arise when an individual:

- has a responsibility or duty in relation to the management of, or provision of advice to, the LGPS fund administered by CBMDC, and
- at the same time, has:
 - a separate personal interest (financial or otherwise) or
 - another responsibility in relation to that matter,

giving rise to a possible conflict with their first responsibility. An interest could also arise due to a family member or close colleague having a specific responsibility or interest in a matter.

Some examples of potential conflicts are included in Appendix 3.

- 6.2 CBMDC encourages a culture of openness and transparency and encourages individuals to be vigilant; have a clear understanding of their role and the circumstances in which they may have a conflict of interest, and of how potential conflicts should be managed.
- 6.3 CBMDC will evaluate the nature of any dual interests or responsibilities that are highlighted and assess the impact on Pension Fund operations and good governance were an actual conflict of interest to materialise.

Ways in which conflicts of interest may be managed include:

- the individual concerned abstaining from discussion, decision-making or providing advice relating to the relevant issue
- the individual being excluded from the meeting(s) and any related correspondence or material in connection with the relevant issue
- a working group or sub-committee being established, excluding the individual concerned, to consider the matter outside of the formal meeting (where the terms of reference permit this to happen)

Provided that the Administering Authority (having taken any professional advice deemed to be required) is satisfied that the method of management is satisfactory, CBMDC shall endeavour to avoid the need for an individual to resign due to a conflict of interest. However, where the conflict is considered to be so fundamental it cannot be effectively managed, or where a Pension Board member has an actual conflict of interest as defined in the Public Service Pensions Act 2013, the individual will be required to resign from their role.

7. Responsibility

The Administering Authority for the WYPF Fund must be satisfied that conflicts of interest are appropriately managed. For this purpose, the Director - WYPF is the designated individual for ensuring the procedure outlined below is adhered to.

APPENDIX H – CONFLICT OF INTEREST POLICY

However, it is the responsibility of each individual covered by this Policy to identify any potential instances where their personal, financial, business or other interests might come into conflict with their pension fund duties.

8. Operational procedures

8.1 Declaration at Appointment

- 8.1.1 On appointment to their role or on the commencement of this Policy if later, all individuals will be provided with a copy of this Policy and be required to complete a Declaration of Interest form. The information contained in this declaration will be collated into the Pension Fund's Register of Conflicts of Interest.

8.2 Declaration at Meetings

- 8.2.1 At the commencement of any Joint Advisory Group, Investment Advisory Panel, Pension Board or other formal meeting where pension fund matters are to be discussed, the Chair will ask all those present who are covered by this Policy to declare any new potential conflicts.
- 8.2.2 These will be recorded in the Fund's Register of Conflicts of Interest. In addition, the latest version of the register will be made available by the Director - WYPF to the Chair of every meeting prior to that meeting.
- 8.2.3 Any individual who considers that they or another individual has a potential or actual conflict of interest which relates to an item of business at a meeting, must advise the Chair and the Director - WYPF prior to the meeting, where possible, or state this clearly at the meeting at the earliest possible opportunity. The Chair, in consultation with the Director - WYPF, should then decide whether the conflicted or potentially conflicted individual needs to leave the meeting during the discussion on the relevant matter or to withdraw from voting on the matter.
- 8.2.4 If such a conflict is identified outside of a meeting the notification must be made to the Director – WYPF and where it relates to the business of any meeting, also to the Chair of that meeting. The Director - WYPF, in consultation with the Chair where relevant, will consider any necessary action to manage the potential or actual conflict.
- 8.2.5 Where information relating to any potential or actual conflict has been provided, the Director - WYPF may seek such professional advice as he or she thinks fit (such as legal advice from the Monitoring Officer) on how to address any identified conflicts.
- 8.2.6 Any such potential or actual conflicts of interest and the action taken must be recorded in the Fund's Register of Conflicts of Interest.

8.3 Annual Declaration

- 8.3.1 Every 12 months all individuals will complete a new Declaration of Interest confirming that their information contained in the Register is correct or highlighting any changes that need to be made to the declaration.

8.4 Conduct at Meetings

- 8.4.1 There may be circumstances when a representative of employers or members wishes to provide a specific point of view on behalf of an employer (or group of employers) or member (or group of

APPENDIX H – CONFLICT OF INTEREST POLICY

members). The Administering Authority requires that any individual wishing to speak from an employer's or member's viewpoint must state this clearly, e.g. at a Pension Board or Joint Advisory Group or Investment advisory Panel meeting, and that this will be recorded in the minutes.

9. Operational procedures for advisers

9.1 Although this policy applies to all of the key advisers, the operational procedures outlined in 8.1 and 8.3 above relating to completing declarations do not apply to advisers. Instead all advisers must:

- be provided with a copy of this Policy on appointment and whenever it is updated
- adhere to the principles of this Policy
- provide, on request, information to Director - WYPF as to how they will manage and monitor actual or potential conflicts of interests relating to the provision of advice or services to CBMDC as Administering Authority
- notify the Director – WYPF immediately should a potential or actual conflict of interest arise.

All potential or actual conflicts notified by advisers will be recorded in the Fund's Register of Conflicts of Interest.

10. Monitoring and reporting

10.1 The Fund's Register of Conflicts of Interest may be viewed by any interested party by appointment during normal business hours. In addition information relating to conflicts of interest will be published in the Fund's Annual Report and Accounts.

10.2 In order to identify whether the objectives of this Policy are being met the administering authority will review the Register of Conflicts of Interest on an annual basis and consider whether there has been any potential or actual conflicts of interest that were not declared at the earliest opportunity.

11. Key Risks

11.1 The key risks to the delivery of this Policy are outlined below all of which could result in an actual conflict of interest arising and not being properly managed. The Director - WYPF will monitor these and other key risks and consider how to respond to them, taking advice from the City Solicitor where required.

The key risks are:

- Insufficient training or poor understanding in relation to individuals' roles on pension fund matters
- Insufficient training or failure to communicate the requirements of this Policy
- Absence of the individual nominated to manage the operational aspects of this Policy and no one deputising or failure of that individual to carry out the operational aspects in accordance with this Policy
- Failure by a chair to take appropriate action when a conflict is highlighted at a meeting.

12. Costs

All costs related to the operation and implementation of this Policy will be met directly by WYPF. However, no payments will be made to any individuals in relation to any time spent or expenses incurred in the disclosure or management of any potential or actual conflicts of interest under this Policy.

**WYPF Departmental Risk Management and
Opportunities Report**

APPENDIX I – RISK MANAGEMENT REPORT

Introduction

WYPF's Risk Management Plan establishes the process for implementing proactive risk management as part of the overall management of the pension fund. The purpose of risk management is to identify potential problems before they occur, so that risk handling activities may be planned and invoked as needed to mitigate adverse impacts on achieving objectives. Risk management is a continuous, forward looking process that addresses issues that could endanger the achievement of critical objectives and includes the early risk identification through the collaboration and involvement of relevant stakeholders.

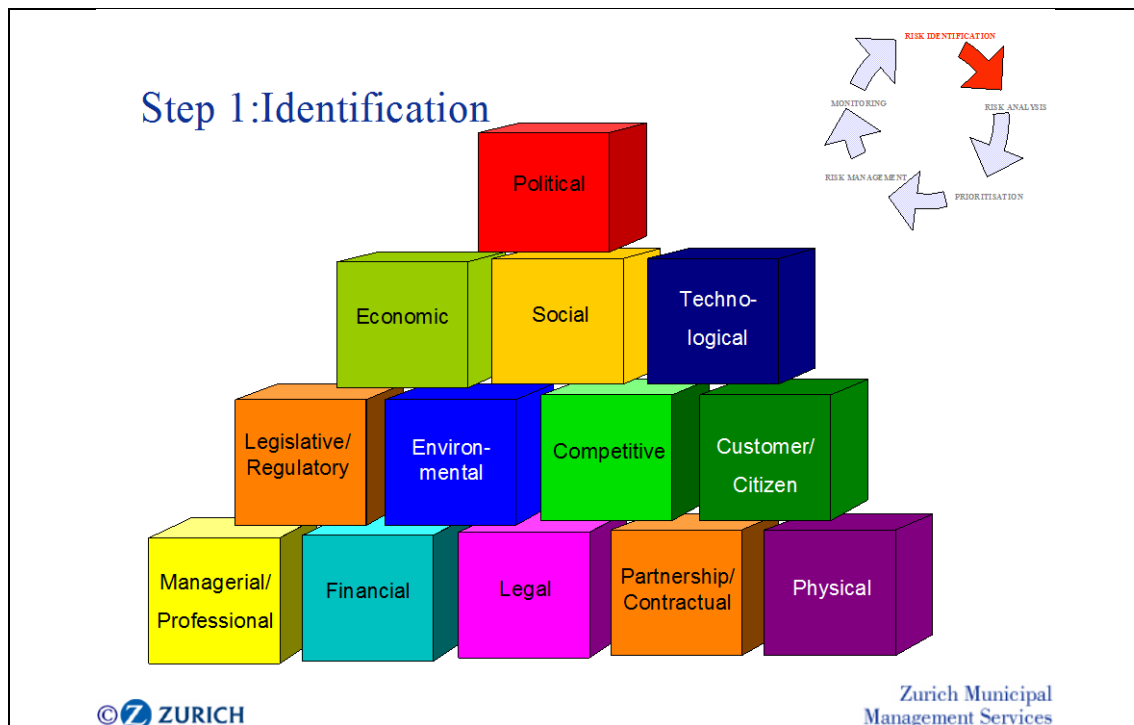
WYPF have identified risks which have been rated and plotted on a matrix and a risk tolerance line agreed in order to prioritise the risks. The risk matrix measures each risk for its likelihood and impact in terms of its potential for affecting the ability of WYPF to achieve its objectives.

APPENDIX I – RISK MANAGEMENT REPORT

The process

Risk identification

The first of five stages of the risk management cycle requires risk identification. This has been achieved through discussion with senior Managers and covers 13 categories of risk as shown below.



APPENDIX I – RISK MANAGEMENT REPORT

Identified risks

ECONOMIC

Scenario	Short name
1	Demographic changes
2	Valuation continues to register a deficit in the pension fund
3	Governance (Strategic)
4	Reduction in proportion of active members
46	Admissions and Guarantors
51	Obtaining ISAE 3402 reports
61	Employers no longer able to meet its liabilities to the Fund

POLITICAL

Scenario	Short name
3	Governance (Strategic)
5	Service has a good, well respected status among members – this could change
6	Council elections could bring about a change in change of Investment Panel, JAG and Pension Board members
7	Bradford initiatives
8	Central Government regionalisation agenda
9	Central Government Pensions policy
40	Governance (Operational)
45	Industrial Action
55	Impact of Central Government Budget cuts

APPENDIX I – RISK MANAGEMENT REPORT

TECHNOLOGICAL

Scenario	Short name
10	Improved Pensions and Investments systems are not developed and adopted
12	Lack of information sharing with employers
13	Disaster Recovery
15	Current software providers pulls out of the market or are taken over.
16	Internal Fraud
17	Loss of ICT staff
44	Payroll failure
47	Loss of sensitive/personal data
50	Unauthorised access to personal/sensitive data
62	Cyber Crime

LEGISLATIVE/REGULATORY

Scenario	Short name
19	Legislative/regulatory change with no resource given to implement
35	Administration of the LGPS
58	Investment Pooling
59	Northern Pool custodial contract
60	HSBC Global, security and Custodial (GSC) + Banking Contract
63	Compliance with requirements of GDPR

MANAGERIAL/PROFESSIONAL

Scenario	Short name
21	Greater level of support expected by district councils than other employers
22	Recruitment and retention of experienced staff
49	Key staff on long term absence

FINANCE

Scenario	Short name
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APPENDIX I – RISK MANAGEMENT REPORT

24	Finance aren't always involved in other sections' decision making processes
31(a)	External fraud – Life Certificates
31(b)	External fraud – Returned payments/payslips
31(c)	External fraud – Children in full time education
36	Maximise Council surplus balances
40	Governance (Operational)
41	Pressure on General Fund
42	Admin costs
48	Prompt payment of pension

Physical

Scenario	Short name
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Competitive

Scenario	Short name
27	Lack of PI's and overall performance management framework

APPENDIX I – RISK MANAGEMENT REPORT

Customer / Citizen

Scenario	Short name
43	Customer Satisfaction

Social

Scenario	Short name
4	Reduction in proportion of active members

Partnership / Contractual

Scenario	Short name
53	Shared Service with South Yorkshire Fire, Humberside Fire, West Yorkshire Fire, North Yorkshire Fire, Lincolnshire Fire, Royal Berkshire Fire, Buckinghamshire & Milton Keynes Fire, Northumberland Fire, Devon and Somerset Fire, Dorset and Wiltshire Fire and Tyne and Wear Fire Authorities.
57	Lincolnshire Pension Fund Shared Service

RISK ANALYSIS, PROFILE AND TOLERANCE

The risks are assessed for impact and likelihood and plotted onto a matrix. The impact is measured as being negligible, marginal, critical or catastrophic. The likelihood is measured as being almost impossible, very low, low, significant, high or very high.

Appendix 1 shows all the risks that are rated on the profile.

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APPENDIX I – RISK MANAGEMENT REPORT

The top risks facing WYPF are identified as:

Scenario	Short name
2	Valuation continues to register a deficit in the pension fund
4	Reduction in proportion of active members
6	Council elections could lead to change in Investment Panel and JAG and Pension Board members
10	Improved Pensions and Investments systems are not developed
12	Lack of information sharing with employers
13	Disaster recovery
21	Greater level of support expected by District Councils than other Employers
22	Recruitment and retention of experienced staff
31(b)	External fraud – Returned payments/payslips
41	Pressure on General Fund
43	Customer Satisfaction
44	Payroll failure
45	Industrial Action
48	Prompt payment of pension
49	Key staff on long term absence
50	Access to sensitive/personal data
52	Relocation to new offices
54	Introduction of LGPS 2014
55	Impact of Central Government Budget cuts
57	Lincolnshire Pension Fund Shared Service
58	Investment Pooling
59	Northern Pool custodial contract

APPENDIX I – RISK MANAGEMENT REPORT

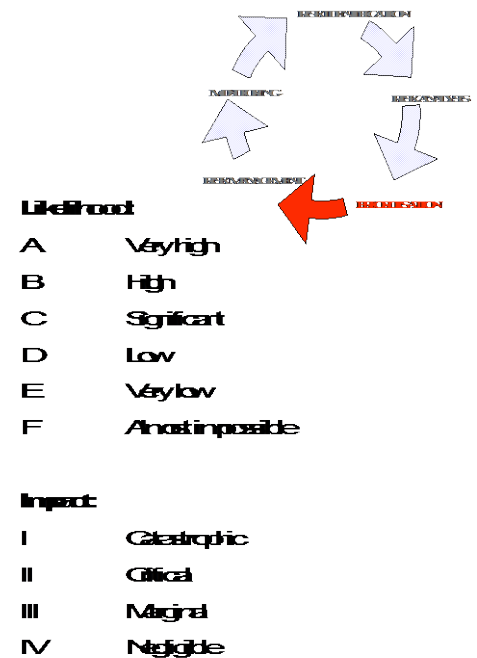
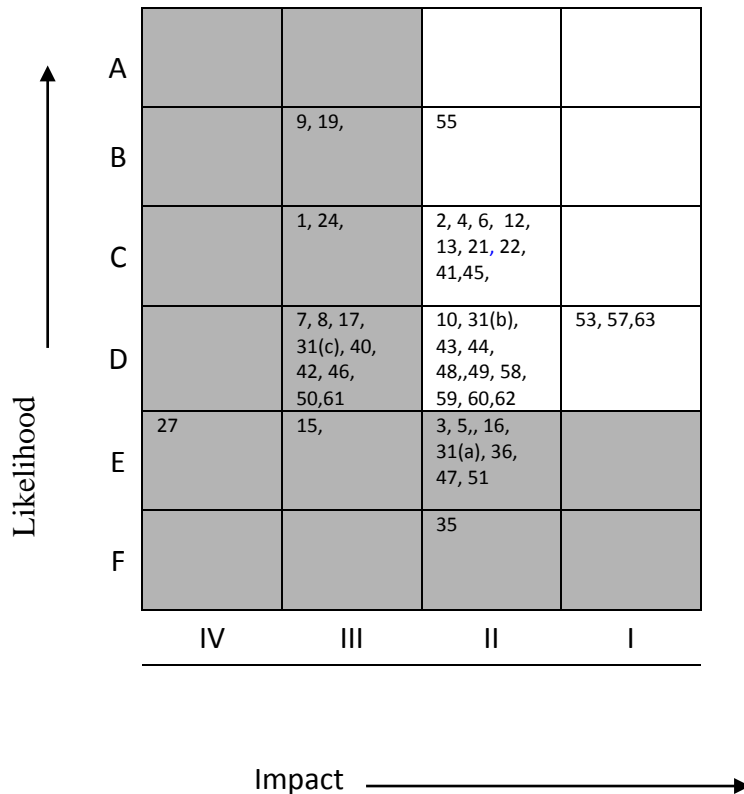
60	HSBC Global, Security and custodial (GSC) + banking Contract
62	Cyber Crime
63	Compliance with requirements of GDPR

To determine the section's appetite to risk, each of the squares on the matrix are considered to decide if WYPF are prepared to live with a risk in that box or if it needs to be actively managed. This set a theoretical tolerance line. Those risks above the line requiring further scrutiny and those below the line having sufficient control in place. The tolerance line is agreed at risks with a low or greater likelihood and a critical impact.

APPENDIX I – RISK MANAGEMENT REPORT

As part of a regular review, 45 risks have been identified and framed into scenarios. The risks identified have been rated, 22 of these above their acceptable tolerance level, 23 below the tolerance line. The results are shown on the following risk profile.

WYPF Risk profile – May 2017



APPENDIX I – RISK MANAGEMENT REPORT

RISK MANAGEMENT AND MONITORING

Management Action Plans (MAPs) frame the risk management actions that are required. They map out the target for each risk i.e. to reduce the likelihood, impact or both. They also include targets and critical success factors to allow the risk management action to be monitored.

The risk assessment identified that significant levels of activity are required to manage the risks. Many of the key risks require immediate attention and it is important that having identified risks that could have critical impact, that the required action is undertaken.

MAP's were then agreed for those risks above the tolerance line and are specified below:

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No	Rating	Risk description and Action / Controls already in place	Adequacy of action/ control to address risk	Required management action/ control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Opportunity
2	C2	Valuation continues to register a deficit in the pension fund (and individual employers not able to meet their liabilities on the fund)	<ul style="list-style-type: none"> Deficit amounts are expressed as monetary amounts . Recovery periods assessed at each valuation to eliminate the deficits within 22 years or a shorter period if closed Monitoring of closed employers covenant 	Rise in contribution rates to eliminate deficit. Growth is built into the medium term financial plan, stepped increases for low to medium risk employers as per FSS	Investment returns < actuarial and FSS assumptions rise in longevity (Funding level remains the main comparator)	<ul style="list-style-type: none"> Contribution rate rises Budget cuts and/or council tax increases Bad publicity for employers , WYPF, LGPS Increased Central Government pressure for changes to LGPS Admitted bodies review provision of LGPS to employees Admitted bodies to WYPF seek reduced rates with other LGPS providers Political impact Customer complaints about 'pension pay-offs' 	triennial valuation		

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No	Rating	Risk description and Action / Controls already in place	Adequacy of action/ control to address risk	Required management action/ control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Opportunity
4	C2	Reduction in proportion of active members	Publicise the scheme and the benefits of membership in regular newsletters, website, ABS's, annual meetings. Introduction of Auto Enrolment will increase membership.	Fund becomes more mature due to ageing and reduction in active members by outsourcing. Client base nationwide – employers 200+ including 5 district councils.	Yunus Gajra	<ul style="list-style-type: none"> Fund stop showing net inflows of cash Investment strategy no longer consistent with maturity profile FSS and Iss become out of date Less time to make up any deficits so more unstable contribution rates	Annually	Ongoing	Increase membership by publicising the scheme and the benefits of membership in regular newsletters, website, ABS's, annual meetings.
6	C2	Council elections could bring about a change to Investment Panel, JAG and Pension Board members	Training plans for new members to be drawn up. Seek views from District Councils to nominate members for 3 years to ensure consistency	Establish working relationships with the constituent Members as soon as possible. Be prepared to provide relevant training to political groups.	Rodney Barton	Member satisfaction Continuing support for officers	Panel and JAG meetings		Establish a standard training plan for new members

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No	Rating	Risk description and Action / Controls already in place	Adequacy of action/ control to address risk	Required management action/ control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Opportunity
10	D2	Civica Pensions Admin System will not lead to improvements, efficiency and cost savings, or developments do not meet WYPF requirements.	Regular account meetings with Civica Senior Management. Representation on various user groups: <ul style="list-style-type: none"> Civica user group LGPS group Pensioner group 	Ensure regular attendance and report back from the User Groups/Meetings as necessary. Assessment of Current State sub project is intended to ensure benefits are realised.	Yunus Gajra David Robertson	Improved systems , costs savings, better reporting, employer internet, member internet facilities available. Develop product that meets WYPF requirements	Quarterly	Ongoing	Regular market testing to see if better systems on the market

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No	Rating	Risk description and Action / Controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Opportunity
12	C2	Too much information is supplied by employers on paper medium. This has been reduced as a result of monthly returns.	Enhancements to UPM2 are continuing.	Develop employers web site Introduction of Monthly returns.	Yunus Gajra/Ola Ajala	Increase in electronic medium of info sharing Improvements in KPI's 1, 4a, 4b, 6 and 8	Annual	Ongoing	Develop Employers' website to use that as the main medium for communication.
13	C2	Disaster recovery	Disaster recovery plan in place with Bradford Council for pensions and investments systems.	Recent disaster recovery test highlighted problems concerning Bradford network. Further investigation required. Resilience of internal hardware is being improved.	David Robertson	Full disaster recovery plan in place	Annual	Ongoing	
21	C2	Greater level of support required/expected by some employers	Employer Training courses available or charge for the additional work	Monitor number and type of requests for support	Yunus Gajra	Reduce the number of non standard requests	Monthly	Ongoing	Provide more online training.

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No	Rating	Risk description and Action / Controls already in place	Adequacy of action/ control to address risk	Required management action/ control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Opportunity
22	C2	Recruitment and retention of experienced staff in Pensions Administration, particularly in relation to single status not recognising market forces.	Career grades in place for majority of staff to encourage professional training. Training Plans in place for all staff.	Monitor salaries in both public and private sector. Increase flexible working to retain staff	Man Rev	Motivated and responsive staff Minimal staff turn over No breaches of time limits or maladministration issues	6 monthly	Ongoing	Carry out a periodical review of salaries and grades.

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No	Rating	Risk description and Action / Controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Opportunity
31(b)	D2	<p>External Fraud</p> <p>Participation in NFI.</p> <p>Life Certificates to high risk pensioners annually.</p> <p>Life certificates to low risk categories sent out every 7 years as a minimum.</p> <p>Returned payments or pay advices, records are immediately suspended.</p> <p>Close working relationship with Internal Audit.</p>	Generally adequate but any future opportunities will be investigated	Increased communications with pensioners to ensure contact with members is maintained. Participation in NFI every 2 years, use of death screen facility to track deaths	Grace Kitchen	<p>No cases of fraud or earlier discovery</p> <p>Establish tighter controls in system for production of data for NFI exercise</p>	Annual		Carry out regular data cleansing exercises – recently engaged Accurate Data to find addresses for 12.000 lost contact DB cases).

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No	Rating	Risk description and Action / Controls already in place	Adequacy of action/ control to address risk	Required management action/ control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Opportunity
41	C2	Pressure on General Fund due to fluctuations in funding levels	Dependent on markets and mortality rates	Discussion of volatility reduction in investment returns. Varying actuarial assumptions and recovery periods for deficits. Asset and liability study being done.	Investments Committee In house Investments team	Stable and affordable contribution rates	Ongoing		

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43	D2	Customer satisfaction drops below acceptable levels	<p>Newsletters issued regularly to members,</p> <p>Monthly info. update to employers</p> <p>ABS's to current and deferred members</p> <p>Member Annual meeting</p> <p>Employer Annual meeting</p> <p>Large employer group meeting</p> <p>Seminars for employers</p> <p>Leaver questionnaires</p> <p>Employer satisfaction questionnaires</p> <p>Complaints procedures</p> <p>Web site</p> <p>Published ISS</p> <p>Published FSS</p> <p>Contact Centre</p> <p>Member of Plain</p>	<p>Revise ISS each year</p> <p>Produce a Pensions Administration Strategy,</p> <p>Governance reviewed, Compliance statement produced.</p>	Yunus Gajra JAG	<p>Reduction in complaints</p> <p>Reduction in IDRP cases.</p> <p>Attract new bodies to the Fund</p> <p>More timely info from employers,</p> <p>Improved employer satisfaction</p> <p>KPI 8</p>	Annual	March	Attract new business to the Fund
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No	Rating	Risk description and Action / Controls already in place	Adequacy of action/ control to address risk	Required management action/ control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Opportunity
			English Campaign 'Pensions Administration Strategy' document issued to each employing authority participating in the Fund. Governance policy statement and Communications policy published.						
44	D2	Payroll failure	Payroll contingency plan in place Disaster Recovery plan in place	Review plans	David Robertson/ Grace Kitchen	No effect on service provision	As required	Ongoing review	Able to run payrolls for other Funds
45	C2	Industrial Action	Contingency plans in place	Review plans if required	Management Review	Minimal impact on customers. No delays to developments	As required		Flexible working available to a number of staff.
48	D2	Prompt payment of pension	Timetable published in advance of pay dates	Ensure timetable is followed	Grace Kitchen	Pensions are paid on the due date	As required		Able to run payrolls for other Funds

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No	Rating	Risk description and Action / Controls already in place	Adequacy of action/ control to address risk	Required management action/ control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Opportunity
49	D2	Key staff on long term absence	Document all procedures to ensure cover is available from other staff	Monitor absences and take action at key dates	Senior Managers	No effect on service provision	As required	As required	A register of casual staff is maintained to provide cover at short notice.
53	D1	Fire Authority Shared Service	Adequate	Regular meetings with the 11 Fire Authorities	Yunus Gajra	Business as usual with no impact on WYPF membership and service	Quarterly	Ongoing	Provide service for other FA's/
55	B2	Impact of Central Government Budget cuts	Impact on workloads and membership numbers	Monitor workloads and LGPS membership numbers	Management Review	Meet KPI targets and membership levels	Ongoing	Ongoing	Increase staffing numbers – benefit for local economy.
57	D1	Lincolnshire Pension Fund Shared Service	Governance arrangements in place (regular client meetings, Collaboration Board, attendance at Pensions Committee).	Regular senior management review meetings internally and Collaboration Board meetings with LPF	Yunus Gajra	Business as usual with no impact on WYPF membership and service	Monthly	Ongoing	Provide service for other LA Funds
58	D2	Investment Pooling joint steering group of Officers and Members from the three Funds established	Governance arrangements in place	Regular review of progress against project plan	Rodney Barton	Pooling implemented 1 April 2018	Monthly	1 April 2018	

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No	Rating	Risk description and Action / Controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Opportunity
59	D2	Northern Pool custodial contract. WYPF is leading on this joint procurement. Risk on timing and meeting delivery deadline.	Adequate	Regular review of progress against project plan	Ola Ajala	Pooling – custodial contract implemented 1 April 2018	Monthly	1 April 2018	Enhance WYPF reputation
60	D2	HSBC Global, Security and Custodial (GSC) + Banking contract – New contract will be split between Banking and GSC contract. GSC contract will be let by Northern Pool, banking will be retendered.	Adequate	Review in July 2017	Ola Ajala	Current contract ends in July 2018	Monthly	July 2018	Enhance WYPF reputation

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No	Rating	Risk description and Action / Controls already in place	Adequacy of action/ control to address risk	Required management action/ control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates	Opportunity
62	D2	Threat of cyber crime	Adequate	Regular review by Bradford ICT of Firewalls, anti-virus programs to identify latest threats. WYPF also carry out penetration testing on the Fund's website and secure portal.,	Yunus Gajra	Business as usual with no impact on data or services	Ongoing	Ongoing	Safeguard and protect WYPF data and systems.
63	D1	Compliance with GDPR requirements	Review letters/internal processes and procedures , Privacy statements , data share agreements, contracts with 3 rd parties, Security breach process, website	Monitor progress against deadline	Yunus Gajra	All requirements met by deadline	Ongoing	25 May 2018	

The risks identified but below their acceptable tolerance level require no further action at this time.

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Future review and revision of risks

It is important that this work is monitored and measured and that management action plans are reassessed regularly to ensure that progress is being made and the targets can be met. In addition each risk is owned where possible by one member of the management team to ensure that there is high level support, understanding and monitoring of the work that is required as part of the plans.

The management team have agreed that the timescale for re-visiting these risks in order to assess if they are still relevant and to identify new scenarios should be quarterly at Management Review.

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Appendix 1

RISKS REGISTER

No	Rating	Cluster	Short name	Vulnerability	Trigger	Consequence
1	C3	Economic	Demographic changes	Demographic changes are happening but are not always built into financial and resource planning. (Customer base nationwide – current members 98,400, deferred members 63,500, frozen refunds/undecided leavers 6,850, pensioners 79,778. Total 248,528 as at 15-07-11)	Demographics not built into future planning	<ul style="list-style-type: none"> • Budget doesn't meet demand • Criticised for not providing a good service • Bad publicity
2	C2	Economic	Valuation continues to register a deficit in the pension fund	Rise in contribution rates to eliminate deficit. Growth is built into the medium term financial plan, stepped increases for low to medium risk employers as per FSS	Investment returns < actuarial and FSS assumptions Rise in longevity (Funding level remains the main comparator)	<ul style="list-style-type: none"> • Contribution rate rises • Budget cuts and/or council tax increases • Bad publicity for employers • Bad publicity for WYPF • Bad publicity for LGPS • Increased Central Government pressure for changes to LGPS • Admitted bodies review provision of LGPS to employees • Admitted bodies to WYPF seek reduced rates with other LGPS providers

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No	Rating	Cluster	Short name	Vulnerability	Trigger	Consequence
						<ul style="list-style-type: none"> • Political impact • Customer complaints about 'pension pay-offs'
3	E2	Political/Economic	Governance (Strategic)	<p>Understanding of issues at high officer and Member level. Clear risk, return and contribution objectives</p> <p>Consistent FSS and ISS documents in place</p> <p>The purpose of the FSS is : to establish a clear and transparent fund-specific strategy which will identify how employers' pension liabs are best met and must be consistent with the published Investment Strategy Statement and the Fund's actuarial assumptions. It should support the aim of maintaining as nearly constant employer</p>	Un-coordinated operation caused by lack of understanding	<ul style="list-style-type: none"> • The organisation does not exercise proper strategic control over the management of its pension fund at the highest strategic level • Lack of knowledge and understanding of Members leading to too much reliance on officers and external advisors and do not challenge advice • panel composition not representative of all bodied in the Fund • Overall investment objectives do not represent what members of panels consider necessary to meet the Fund's liabilities given their understanding of contributions likely to be received from employers and employees and do not take account of their attitude to risk • Unstable contribution rates

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No	Rating	Cluster	Short name	Vulnerability	Trigger	Consequence
				contribution rates as possible, taking into account risks in both the liability profile and volatility of asset returns.		<ul style="list-style-type: none"> • Too much reliance put on benchmarking with other funds, without considering the specific circumstances of WYPF
4	C2	Social/Economic	Reduction in proportion of active members	Fund becomes more mature due to ageing and reduction in active members by outsourcing. Client base nationwide – employers 190 including 5 district councils.	Reducing take up of admitted body status Continuing outsourcing	<ul style="list-style-type: none"> • Fund stop showing net inflows of cash • Investment strategy no longer consistent with maturity profile • FSS and ISS become out of date • Less time to make up any deficits so more unstable contribution rates

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No	Rating	Cluster	Short name	Vulnerability	Trigger	Consequence
5	E2	Political	Service has a good, well respected status among members – this could change	The service has a good professional status. It is well respected by members and therefore the budget isn't affected.	Service loses it's status/reputation	<ul style="list-style-type: none"> • Budget cut • Actively look at outsourcing/partnership • Look at alternatives • Project process unmanageable • Lack of trust in information provided • Closer scrutiny of pension fund activities
6	C2	Political	Council elections could bring about a change to Investment Panel ,JAG and Pension Board members	Panel members and Chair are very effective and knowledgeable and give good support to the service. There is a good relationship.	Major changes to composition of panels	<ul style="list-style-type: none"> • Loss of effective support • Learning curve
7	D3	Political	Bradford initiatives	The fund is not autonomous and decision taken at a high level in Bradford and for Bradford could risk the efficiency of our business. the imposition of what we perceive to be unsuitable regimes upon WYPF by CBMDC can undermine the performance of the section and forcibly distract WYPF management from their prime responsibilities for long periods. Partnerships	WYPF as a financial service provider and not a LG service provider not recognised or considered	<ul style="list-style-type: none"> • Loss of control over budget spend • Imposition of "Bradford" systems inappropriate to WYPF • Politicises JAG and Investment Panel • Service delivery reduced • Diversion from core activity

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No	Rating	Cluster	Short name	Vulnerability	Trigger	Consequence
				entered into on WYPF's behalf by CBMDC may not be suitable for WYPF's needs. Initiatives divert management time from core activities		
8	D3	Political	Central Government regionalisation agenda	<p>Possible regionalisation of pension funds</p> <p>Could be asked to compete against other LG Funds or the private sector</p>	Becomes Government policy	<ul style="list-style-type: none"> • Admin costs rise to unacceptable levels • Culture change • Cost pressure • Fail to become provider for Yorkshire region • Staff relocation • Staff redundancies • Bad publicity for Bradford • Become provider for Yorkshire • Increased resource requirement • Good publicity
9	B3	Political	Central Government Pensions policy	Independent Commission on Public Service Pensions set up to look at reforms to public sector pension schemes.	Increased complexity	<ul style="list-style-type: none"> • Risk of non-compliance – bad publicity and fines • Dilutes development of systems • Increased admin costs

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No	Rating	Cluster	Short name	Vulnerability	Trigger	Consequence
						<ul style="list-style-type: none"> Increased communications costs
10	C2	Technological	Improved Pensions and Investments systems are not developed and adopted	Increased WYPF and Civica resources required to develop and adopt system.	Major parts of the system do not work efficiently or accurately.	<ul style="list-style-type: none"> E-government cannot be supported Increased time and support needed for number crunching Less added value support
12	C2	Technological	Lack of information sharing with employers	Most information from employers is still paper based no direct feeds from their payroll and HR to the UPM system. Requires Pensions to work closely with employers and the Bfd-I partnership to ensure contribution returns are both correct and received on time to enable details to be provided to the Actuary for the Valuation and for Annual Benefit Statements.	<p>Don't progress direct input or do but on a piecemeal basis</p> <p>Deadlines not met</p>	<ul style="list-style-type: none"> People can't access vital information in a timely manner Sustainability issues Transcription errors Delays Invalid employer contribution rates set Invalid ABS's sent to members ABS's not sent to members Non compliance Bad publicity Key objective not met
13	C2	Technological	Disaster recovery	Pension and Investments systems are supported by a disaster recovery	Minor incident occurs	<ul style="list-style-type: none"> Can't back up the data

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No	Rating	Cluster	Short name	Vulnerability	Trigger	Consequence
				<p>plan but some systems aren't including the e-mail system and the main council systems and communication links</p> <p>ICT – risk of loss of service because of physical disaster, system failure or deliberate attack. An offsite backup regime is in place for Pensions. Onsite backups are kept in a fire proof safe.</p> <p>System failure – protected by service and maintenance contracts</p> <p>WYPF is dependent on CBMDC for virus protection and firewalls etc.</p> <p>Link with 35</p>	Major incident occurs	<ul style="list-style-type: none"> • Loss of service • Permanent data loss • Loss of income • Inability to pay pensioners
15	E3	Technological	Current software providers pull out of the market or are taken over	Current providers –Civica	Civica not that well established in LG pensions sector but are starting to win LG business.	<ul style="list-style-type: none"> • other systems available but enforced change time consuming • pressure on staff

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No	Rating	Cluster	Short name	Vulnerability	Trigger	Consequence
16	E2	Technological	Internal Fraud	Risk of fraud by illicit alterations to our data security is in place using passwords, change logs etc. but there remains a residual risk. WYPF is dependant on CBMDC's firewall to prevent attacks on its servers from outside the council.	fraud	<ul style="list-style-type: none"> • Loss of data • Corrupt data • Incorrect payments • Breach of DP Act
17	D3	Technological	Loss of IT staff	More attractive salaries in the private sector may attract experienced IT staff	Impact of Bradford-i	<ul style="list-style-type: none"> • Learning curve • Pressure on remaining staff • Reduction in service delivery • Delays in development work
19	B3	Legislative/Regulatory	Lots of legislative/regulatory change with no resource given to implement it	Lots of legislative/regulatory change resulting in additional work with no resource given to implement them. Changes to Regs must be made aware to members, employers and staff. The service endeavours to respond but is balancing resources. The unit has given a high commitment to professional	Insufficient resources to respond to legislative/regulatory changes adequately	<ul style="list-style-type: none"> • Benchmarking costs rise • Increased pressure on staff • Don't adopt legislation • Service criticised • Duties and responsibilities not fully adopted • Ombudsman cases • Incorrect payment of benefits • Growing complexity of administration • Risk of non compliance • Key objective not met • studies not completed

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No	Rating	Cluster	Short name	Vulnerability	Trigger	Consequence
				training to its staff which may not be maintainable		<ul style="list-style-type: none"> • general pensions knowledge declines • give ill advice • pressure on staff • staff don't have up to date, consistent knowledge and understanding
21	C2	Managerial/ Professional	Greater level of support expected by district councils than other employers	Bradford council and to a lesser extent the other 4 councils, request information from Pensions which should be available from their own HR department.	Resources diverted from other employers	<ul style="list-style-type: none"> • Staff frustrated • Reduced level of service to other employers
22	C2	Managerial/ Professional	Recruitment and retention of experienced staff in Pensions Administration	Problems with recruitment and retention – the need to train people up, the need for continual process re-engineering. Managers of similar age Difficulties in attracting staff to Bradford	Recruitment and retention of staff does not improve	<ul style="list-style-type: none"> • Pressures on existing staff • Activities are ineffectively carried out • Difficulties in succession planning • Pressure to offer more lucrative packages • Reliance on agency/temporary staff • Escalating staff costs • Gaps appear in structures

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No	Rating	Cluster	Short name	Vulnerability	Trigger	Consequence
						<ul style="list-style-type: none"> • Adverse impact on service delivery • Loss of experienced staff • Stagnation • Carrying vacancies
24	C3	Finance	Finance aren't always involved in other sections' decision making processes	Sections powers v financial responsibility. Sections act independently and don't always ask for advice, increase in delegated powers. Finance section isn't always involved in the decision making process.	Finance is unaware of structures/ approaches	<ul style="list-style-type: none"> • Act 'ultra vires' • Promises made that can't be met
27	E4	Competitive	Lack of PIs and overall performance management framework	Local Best Value PI's in Pensions. There are LGPC PI's but they are not adequate to monitor overall performance and a new system needs to be introduced with monitoring as part of service planning. There are competing priorities and every authority is struggling to define PIs. Link with 8	Don't develop PI's within an overall performance framework	<ul style="list-style-type: none"> • Can't manage performance effectively • Fail to meet explicit objective
31(a)(b)(c)	D2 E2 D3	Finance	External Fraud	To introduce further measures which may reduce the number of overpaid pensions and	Further measures not introduced	<ul style="list-style-type: none"> • overpaid pensions • court cases • time commitment • key objective not met

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No	Rating	Cluster	Short name	Vulnerability	Trigger	Consequence
				potential fraud cases, particularly in the case of un-notified deaths		
35	F2	Legislative /Regulatory	Administration of the LGPS	Administer WYPF so as to provide occupational pensions for employees of the participating employers in accordance with statutory requirements Link with 13	Unable to provide service	<ul style="list-style-type: none"> • key objective not met
36	E2	Finance	Maximise Council surplus balances	Maximise the returns from external investment of any surplus cash balances of the Council		<ul style="list-style-type: none"> • loss of income • key objective not met
40	D3	Finance	Governance (Operational)	Expectation clearly set out for all advisors – Fund Managers, Advisors, Custodian, and Actuary	Accounts now have coordinated statements for panel, advisors, performance expectation s of dept and the long term funding strategy statement , strategic asset allocation etc. Targets / statements all clear,	<ul style="list-style-type: none"> • Panels, fund managers, advisors operate in an un-coordinated way or set their own parameters for performance • Individuals performance not gauged and remedied where necessary • Sub-optimal performance of investments • Poor long term investment performance • Missing assets • Disputes over title • Late reports

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No	Rating	Cluster	Short name	Vulnerability	Trigger	Consequence
					consistent and in place. WM to measure performance quarterly. In house targets for Q analyses for individual fund managers (ongoing)	<ul style="list-style-type: none"> • Changes to assumptions mid stream • Targets not set • Timescales not set
41	C2	Finance	Pressure on General Fund	Funding level is a fundamental guide to the solvency of the Fund Maturity of the scheme influences the investment strategy adopted Employer contribution rate	Funding level falls to unacceptable level	<ul style="list-style-type: none"> • Low funding level will raise ER's contribution rate • ER's contribution rate unsustainable pressure on LGPS from Central Govt. • Employers cease admitting new members • Employers stop joining the Fund • Then becomes risk 4
42	D3	Finance	Admin costs	Costs / all Fund members SF3 and Cipfa	Poor benchmarking returns	<ul style="list-style-type: none"> • Review in-house provision • Budget cuts • Service cuts • Partnership arrangements • Bad publicity

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No	Rating	Cluster	Short name	Vulnerability	Trigger	Consequence
43	D2	Customer/Citizen	Customer Satisfaction	Level of complaints received Consultation with all stakeholders: What WYPF provides How good is the provision	Unacceptable level of complaints Not seen to act on consultation	<ul style="list-style-type: none"> • Fines • Bad publicity • Shrinking user base
44	D2	Technological	Payroll failure	Contingency plans in place	BACS failure UPM system failure Hardware failure	Worst case scenario, around 70,000 53,287 pensions not paid on time
45	C2	Political	Industrial Action	Possible industrial action over reforms to LGPS	Ballot in favour of action and no Government intervention	<ul style="list-style-type: none"> • Pensions not paid • Backlog of work on return • Delayed SAP implementation • Additional admin work to input strike breaks
46	D3	Economic	Admissions and Guarantors	In the past WYPF has had a fairly relaxed policy on admissions which has resulted in bodies being admitted without guarantees if the body was believed to be financially sound	Admitted body with no guarantor or bond – admission agreement comes to its end or is prematurely terminated then the costs of unfunded liabilities met by the Fund itself (i.e. all employers)	<ul style="list-style-type: none"> • Increase in employer contribution rate across the Fund • Increase in liabilities across the Fund Possible bad publicity

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47	E2	Technological	Loss of sensitive personal data	Data on laptops/USB devices and data sent by email is encrypted	Loss of data	<ul style="list-style-type: none"> • Data falls in the wrong hands and used for criminal purposes • Bad publicity • Loss of trust and confidence in WYPF
48	D2	Finance	Prompt payment of pensions on the due date.	An annual timetable is prepared showing key dates when stages of payroll have to be done by to ensure payment is made on pay date	BACS Failure Problems encountered at key stages delaying follow on stages	<ul style="list-style-type: none"> • Pensioners not getting paid on time • Cause financial hardship • Damage to WYPF reputation • Increase in number of complaints. Callers/Visitors
49	D2	Managerial/Professional	Key staff on long term absence	The absence of key staff who specialise in a particular role and there is no immediate deputy to cover in their absence	Absence Management	<ul style="list-style-type: none"> • Impact on service provision (Staff, Employers, Scheme Members etc) • Crucial tasks are not performed
50	D3	Managerial/Professional	Access to sensitive/personal data by staff	All new staff undergo a DBS check, Access to certain records is restricted	Where DBS checks reveal a relevant conviction	<ul style="list-style-type: none"> • Information could be passed on • Records updated inappropriately • Contravene DP Act
51	E2	Financial	Failure to obtain ISAE 3402 reports from Hedge Fund and Currency Fund Managers	Wouldn't know what risks are being taken and what controls they have in place	Failure to obtain reports	<ul style="list-style-type: none"> • Funds might go bust resulting in losses for the Fund
53	E3	Partnership/Contractual	Fire Pension Scheme Administration	WYPF administers the Fireman's Pensions Scheme on behalf of 11 Fire Authorities	Lose contracts	<ul style="list-style-type: none"> • Will not be able to provide a pensions administration service to the FA's • Will not be able to pay pensions or process work • ICT systems not available

APPENDIX I – RISK MANAGEMENT REPORT

No	Rating	Cluster	Short name	Vulnerability	Trigger	Consequence
						<ul style="list-style-type: none"> • Damage to WYPF Reputation • Bad publicity • Loss of income
55	B2	Political	Impact of Government Budget cuts	Cuts in Local Authority budgets will lead to a reduction in workforce.	Increase in member contribution rate	<ul style="list-style-type: none"> • Increase in opt outs from the scheme • Reduction in public sector workforce leading to reduction in pension scheme membership • Possible strike action
56	D2	Financial	Monthly Contribution Returns	This has replaced annual returns and will lead to greater efficiencies.	The LGPS 2014 and the move to a career average scheme	<ul style="list-style-type: none"> • Salary details will not be posted to members records • Benefits will not be able to be calculated accurately • IT systems will not be able to action the returns from Employers • Timescales not met
57	D1	Partnership/Contractual	Lincolnshire Pension Fund Shared Service	To provide a pensions administration Shared Service from 1 April 15	Collaborative working with other Pension Funds	<ul style="list-style-type: none"> • Will not be able to provide a pensions administration service to LPF • Will not be able to pay pensions or process work • ICT systems not available • Damage to WYPF Reputation • Bad publicity • Loss of income
58	D2	Legislative /Regulatory	Investment Pooling	Pooling of investments with GMPF and Merseyside Pension Fund.	Structure to be set up by 1 April 2018	<ul style="list-style-type: none"> • Does not meet government target • Bad publicity • Key objectives not met
59	D2	Legislative /Regulatory	Northern Pool custodial contract.	WYPF leading on custodial contract for Northern Pool	Custodial contract to be	<ul style="list-style-type: none"> • No custodian in place to hold assets

APPENDIX I – RISK MANAGEMENT REPORT

No	Rating	Cluster	Short name	Vulnerability	Trigger	Consequence
					implemented by 1 April 2018	<ul style="list-style-type: none"> No record of how much assets are worth Adverse impact on investment performance
60	D2	Legislative /Regulatory	HSBC Global, Security and Custodial (GSC) + Banking contract –	Risk of managing a sub contract within the Northern Pool overriding contract	Not all existing services in use provided by Contractor	<ul style="list-style-type: none"> Adverse impact on investment performance Inefficient banking processes
61	D3	Financial	Employers deficits	Managed through assumptions used at valuation. Employers monitored at regular intervals for membership changes.	Employer's deficits/ liabilities are an amount they are not able to meet upon exiting the Fund.	<ul style="list-style-type: none"> The liabilities at exit which are not met by the employer will be passed on to all the other employers in the fund through the next triennial valuation.
62	D2	Technological	Cyber Crime	A cyber attack will put data at risk and data may fall in the wrong hands.	A successful cyber attack	<ul style="list-style-type: none"> Vulnerable to extortion Damage to WYPF reputation Impact on service delivery Bad publicity Fines by tPR
63	D1	Legislative /Regulatory	Compliance with GDPR requirements	Documents and processes are not updated with requirements.	A breach of GDPR	<ul style="list-style-type: none"> Massive fines by the ICO Damage to WYPF reputation Bad publicity Loss of contracts

APPENDIX J – KNOWLEDGE & UNDERSTANDING FRAMEWORK

1. Legislative requirements

- 1.1. In accordance with the Pensions Act 2004, every individual who is a member of a pension board must be conversant with:
 - the rules of the Local Government Pension Scheme (LGPS), in other words the regulations and other regulations governing the LGPS (including the Transitional Regulations, earlier regulations and the Investment Regulations), and
 - any document recording policy about the administration of the Fund which is for the time being adopted in relation to the Fund.
- 1.2. Board members should also have knowledge and understanding of:
 - the law relating to pensions, and
 - such other matters as may be prescribed.
- 1.3. Board members' legal responsibilities begin from the day they take up their role and therefore they should immediately start to familiarise themselves with the documents as referred to in Appendix A and the law relating to pensions.
- 1.4. Board members must ensure they have the appropriate degree of knowledge and understanding to enable them to properly exercise their functions as a member of the board.
- 1.5. Board members are required to be able to demonstrate their knowledge and understanding and to refresh and keep their knowledge up to date. Board members should maintain a written record of relevant training and development.
- 1.6. The Scheme Manager is required to maintain and develop the framework.

2. Degree of knowledge and understanding

- 2.1. Being conversant with the rules of the LGPS and any documents recording policy about the administration of the Fund means having a working knowledge so they can be used effectively when carrying out their role of assisting the administering authority.
- 2.2. Board members should understand the rules and documents in enough detail to know where they are relevant to an issue and where a particular provision or policy may apply. Details of West Yorkshire Pension Fund's (WYPF) policies etc. can be found at Appendix A.
- 2.3. The rules of the LGPS include the LGPS Regulations, Investment Regulations, Transitional Regulations (including earlier regulations as defined in the Transitional regulations) to the extent they remain applicable, and any statutory guidance referred to in the regulations.
- 2.4. To ensure knowledge and understanding of the pension board is maintained, 50% of the board will be appointed on a two-year rolling basis. Any member replaced before the expiry of their normal term will serve for the remainder of that term only, when they will be eligible to service for further full terms in accordance with the Terms of Reference.

3. Induction training

As part of the induction training, board members are required to undertake the Pensions Regulator's online toolkit training. This training will enable board members to meet the minimum level of knowledge and understanding introduced in the Pensions Act 2004

APPENDIX J – KNOWLEDGE & UNDERSTANDING FRAMEWORK

The toolkit included nine Essential Learning for Trustee compulsory modules and seven Public Sector toolkit compulsory learning modules.

The nine Essential Learning for Trustees compulsory models test Pension Board member knowledge in the following areas.

- Introducing pension schemes
- The trustee's role
- Running a scheme
- An introduction to investment
- How a defined benefit scheme works
- Funding your defined benefit scheme
- Defined benefit recovery plans. Contributions and funding principles
- Investment in a defined benefit scheme

The seven Public Sector Toolkit compulsory modules test Pension Board member knowledge in the following key areas.

- Conflicts of Interest
- Managing Risk and internal controls
- Maintaining accurate member data
- Maintaining member contributions
- Providing information to members and others
- Resolving internal disputes
- Reporting breaches of the law

The Pensions Regulator's website is

www.thepensionsregulator.gov.uk/public-service-schemes.aspx

A document which will help identify training needs and be used to record and reflect on the training once completed can be found at

www.thepensionsregulator.gov.uk/docs/PS-assessing-your-learning-needs.doc

4. Training

4.1. Board members are expected to attend regular training events.

4.2. In addition to the Pensions Regulator Toolkit. Pension Board members will be invited to undertake training and development as detailed in the CIPFA Knowledge and Skills framework.

4.3. Training will be delivered through a variety of methods including:

- in-house training days provided by officers and/or external providers
- training as part of meetings provided by officers and/or external advisers
- external training events
- circulation of reading material
- attendance at seminars and conferences offered by industry-wide bodies, and
- links to online training.

APPENDIX J – KNOWLEDGE & UNDERSTANDING FRAMEWORK

5. CIPFA Knowledge and Skills Framework

- 5.1 In an attempt to determine the right skill set involved in decision making CIPFA has developed a technical knowledge and skills framework
- 5.2 In total there are six areas of knowledge and skills identified as the core technical requirements for those working in public sector pensions:
- pensions legislative and governance context
 - pensions accounting and auditing standards
 - financial services procurement and relationship management
 - investment performance and risk management
 - financial markets and products knowledge, and
 - actuarial methods, standards and practices.
- 5.3 Training Needs Analysis can be used to help assist Board members and the scheme managers to identify areas of the CIPFA Knowledge and understanding framework where training is required.

APPENDIX J – KNOWLEDGE & UNDERSTANDING FRAMEWORK

Appendix A

Documented policies you must have a working knowledge of.

	Location
Member and employer information	
Member booklets, announcements and other key member and employer communications, which describe the Fund's policies and procedure, including AVC guides).	www.wypf.org.uk
Relevant policies	
Conflicts of Interest Policy	www.wypf.org.uk/Member/PensionBoard/WYPF/PensionBoard_WYPF_Indices.aspx
Internal Dispute Resolution Procedure	www.wypf.org.uk/Member/Publications/Booklets
Reporting of Breaches Procedure	www.wypf.org.uk/Member/PensionBoard_WYPF_Indices.aspx
WYPF policy statements	
Statement of Investment Principles	www.wypf.org.uk/Member/Publications/policyStatements
Funding Strategy Statement	
Pensions Administration Strategy	
Communication Policy	
Governance Compliance Statement	
WYPF Discretionary Policy Statement	Supplied on request
Others	
Actuarial Valuation Report and Rates and Adjustment Certificate	www.wypf.org.uk/Member/publications/Valuation
WYPF Risk Register	Supplied on request
Annual Report and Accounts	www.wypf.org.uk/Member/Publications/ReportAndAccounts

APPENDIX J – KNOWLEDGE & UNDERSTANDING FRAMEWORK

Location	
Investment management and activity	www.wypf.org.uk/Member/Investments

APPENDIX J – KNOWLEDGE & UNDERSTANDING FRAMEWORK

Appendix B

Pension Knowledge and Understanding training analysis

		Training Required Yes/No	Date Training received
	Background and Understanding of the Legislative Framework of the LGPS		
	<ul style="list-style-type: none"> • Differences between public service pension schemes like the LGPS and private sector trust- based schemes • Role of the IPSPC and its recommendations • Key provisions of the 2013 Act • The structure of the LGPS and the main bodies involved including the Responsible Authority, the Administering Authority, the Scheme Advisory Board, the Local Pension Board and the LGPS employers • An overview of local authority law and how Administering Authorities are constituted and operate • LGPS rules overview (including the Regulations, the Transitional Regulations and the Investment Regulations) 		
	General pensions legislation applicable to the LGPS An overview of wider legislation relevant to the LGPS including: <ul style="list-style-type: none"> • Automatic Enrolment (Pensions Act 2008) • Contracting out (Pension Schemes Act 1993) • Data protection (Data Protection Act 1998) • Employment legislation including anti- discrimination, equal treatment, family related leave and redundancy rights • Freedom of Information (Freedom of Information Act 2000) 		

APPENDIX J – KNOWLEDGE & UNDERSTANDING FRAMEWORK

	<ul style="list-style-type: none"> • Pensions sharing on divorce (Welfare Reform and Pensions Act 1999) • Tax (Finance Act 2004) • IORP Directive 		
	Role and responsibilities of the Local Pension Board <ul style="list-style-type: none"> • Role of the Local Pension Board • Conduct and conflicts • Reporting of breaches • Knowledge and understanding • Data protection 		
	Role and responsibilities of the Administering Authority <ul style="list-style-type: none"> • Membership and eligibility • Benefits and the payment of benefits • Decisions and discretions • Disclosure of information • Record keeping • Internal controls • Internal dispute resolution • Reporting of breaches • Statements, reports and accounts 		

APPENDIX J – KNOWLEDGE & UNDERSTANDING FRAMEWORK

<input type="checkbox"/>	<p>Funding and Investment</p> <ul style="list-style-type: none"> <input type="checkbox"/> Requirement for triennial and other valuations <input type="checkbox"/> Rates and adjustments certificate <input type="checkbox"/> Funding strategy statement <input type="checkbox"/> Bulk transfers <input type="checkbox"/> Permitted investments <input type="checkbox"/> Restrictions on investments <input type="checkbox"/> Statement of investment principles <input type="checkbox"/> CIPFA guidance <input type="checkbox"/> Appointment of investment managers <input type="checkbox"/> Role of the custodian 		
<input type="checkbox"/>	<p>Role and responsibilities of Scheme Employers</p> <ul style="list-style-type: none"> • Explanation of different types of employers • Additional requirements for admission bodies • Automatic Enrolment • Deduction and payment of contributions • Special contributions • Employer decisions and discretions • Redundancies and restructuring (including the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006) • TUPE and outsourcing (including Fair Deal and the Best Value Authorities Staff Transfers (Pensions) Direction 2007) 		

APPENDIX J – KNOWLEDGE & UNDERSTANDING FRAMEWORK

<input type="checkbox"/>	Tax and Contracting Out <ul style="list-style-type: none"> • Finance Act 2004 • Role of HMRC • Registration • Role of ‘scheme administrator’ • Tax relief on contributions • Taxation 		
<input type="checkbox"/>	Role of advisors and key persons <ul style="list-style-type: none"> • Officers of the Administering Authority • Fund actuary • Auditor • Lawyers • Investment managers • Custodians • Administrators – in house v. third party • Procurement of services • Contracts with third parties 		
<input type="checkbox"/>	Key Bodies connected to the LGPS An understanding of the roles and powers of: <ul style="list-style-type: none"> • Courts • Financial Services Authority • HMRC • Information Commissioner • Pensions Advisory Service 		
	<ul style="list-style-type: none"> • Pensions Ombudsman • The Pensions Regulator 		

APPENDIX L – WYPF PENSION BOARD TERM OF REFERENCE

1. Introduction

- 1.1 City of Bradford Metropolitan District Council (referred to as ‘the council’), as scheme manager, as defined under section 4 of the Public Service Pensions Act 2013, has delegated legal and strategic responsibility for West Yorkshire Pension Fund (WYPF) to the Governance and Audit Committee. The council has established two bodies to assist and support the Governance and Audit Committee in overseeing the fund, namely the WYPF Investment Advisory Panel and the WYPF Joint Advisory Group.
- 1.2 In accordance with section 5 of the Public Service Pensions Act 2013 (the Act) and under 106 of the Local Government Pension Scheme Regulations 2013 (as amended) (the Regulations), the council is required to establish a pension board. The WYPF Pension Board is separate from the WYPF Investment Advisory Panel and the WYPF Joint Advisory Group.
- 1.3 This document sets out the terms of reference for the WYPF Pension Board.

2. Objectives

- 2.1 The role of the pension board, as defined by sections 5(1) and (2) of the Public Service Pensions Act 2013 is to assist the council as scheme manager in ensuring the effective and efficient governance and administration of the LGPS including:
 - 2.1.1 securing compliance with the Local Government Pension Scheme regulations and any other legislation relating to the governance and administration of the LGPS
 - 2.1.2 securing compliance with the requirements imposed in relation to the LGPS by the Pensions Regulator, and
 - 2.1.3 any other such matters as the LGPS regulations may specify.

3. Establishment

The Board is established on 1 April 2015 subsequent to approval by the Governance and Audit Committee on 20 March 2015.

4. Membership and appointment for pension board members

- 4.1 Membership of the pension board shall be eight in number. The pension board will consist of equal numbers of member and employer representatives.
- 4.2 Pension board representatives must not participate in or act as members of the Joint Advisory Group or Investment Advisory Panel.

5. Employer representatives

- 5.1 Employers who participate in the fund will nominate four representatives to sit on the pension board as employer representatives from the following sources.
 - 5.1.1 Three representatives will be from West Yorkshire councils, one of these three will be appointed in accordance with 7.1 below.
 - 5.1.2 One representative will be from the other employing bodies. This representative shall be selected by City of Bradford MDC following a process where all employers will be asked to submit their interest in undertaking this role.

6. Member representatives

- 6.1 Member representatives shall either be scheme members or have capacity to represent scheme members of WYPF
- 6.2 Relevant trade unions, who have agreed to represent all categories of the membership, will nominate four

APPENDIX L – WYPF PENSION BOARD TERM OF REFERENCE

representatives to sit on the pension board as member representatives.

7. The chair

- 7.1 The Council as scheme manager will appoint one councillor from the City of Bradford Metropolitan District Council, independent of Joint Advisory Group, Investment Advisory Panel or Governance and Audit Committee, to sit as the chair on the pension board
- 7.2 The chair of the board shall:
 - 7.2.1 ensure that the board delivers its purpose as set out in these terms of reference
 - 7.2.2 ensure that meetings are productive and effective and that opportunity is provided for the views of all members to be expressed and considered, and
 - 7.2.3 seek to reach consensus and ensure that decisions are properly put to a vote when it cannot be reached. Instances of a failure to reach a consensus position will be recorded and published.

8. Attendance at meetings

- 8.1 Each pension board member should endeavour to attend all pension board meetings during the year. In the event of consistent non-attendance by any pension board member then the tenure of the membership should be reviewed at the next pension board meeting.

9. Term of office/appointment

- 9.1 Subject to paragraph 5.2, pension board representatives will normally serve for a period of four years and may be reappointed to serve further terms so long as they remain relevant members (pursuant to paragraph 4 above).
- 9.2 Upon initial establishment of the board in 2015 50% of members (comprising of two member representatives and two employer representatives) shall be appointed for a term of only two years in order to establish appointment on a rolling basis.
- 9.3 Employer bodies and organisations retain the right to withdraw representatives and identify replacements on occasion.
- 9.4 Pension board members may be reappointed without limitation on terms subject to the pension board being satisfied as to the transparency and proper application of the appointment process in use.

10. Termination

- 10.1 Other than by ceasing to be eligible a pension board member may normally only be removed from office during a term of appointment by the agreement of the board.
- 10.2 Board membership may be terminated prior to the end of the term of office due to:
 - 10.2.1 a member representative no longer being a representative of the body on which their appointment relied
 - 10.2.2 an employer representative no longer holding the office or employment or being a member of the body on which their appointment relied.
 - 10.2.3 a board member no longer being able to demonstrate their capacity to attend and prepare for meetings or participate in required training.
 - 10.2.4 the representative being withdrawn by the nominating body and a replacement identified.
 - 10.2.5 a board member has a conflict of interest which cannot be managed in accordance with the board's conflict policy.
 - 10.2.6 a board member who is an elected member becomes a member of Joint Advisory Group and Investment Advisory Panel.
 - 10.2.7 a board member who is an officer of City of Bradford MDC becomes responsible for the discharge of any function

APPENDIX L – WYPF PENSION BOARD TERM OF REFERENCE

of the administering authority under the LGPS regulations.

11. Number of meetings

- 11.1 The pension board will normally meet twice a year. The chair may call meetings more frequently if deemed necessary or if requested on matters considered urgent.
- 11.2 In exceptional circumstances, meetings can be conducted via communications between members of the board including telephone conferencing and emails.

12. Creation of working groups/sub boards

- 12.1 The pension board may establish sub-committees and working groups as and when required. The pension board will be responsible for developing and agreeing the terms of reference and membership of any sub-committees. The pension board will also be responsible for outlining the purpose of any working group, its membership and detailing when and how that working group should report back.

13. Code of conduct and conflicts of interest policy

- 13.1 The principles included in the council's code of conduct for members applies to all members of the pension board. The code of conduct is set out in part 4 of the council's constitution: http://www.bradford.gov.uk/bmdc/government_politics_and_public_administration/about_bradford_council/council_constitution
- 13.2 No person may be appointed to the pension board that has a significant conflict of interest. A conflict of interest is defined as a financial or other interest which is likely to prejudice a person's exercise of functions as a member of the pension board. It does not include a financial or other interest arising merely by virtue of that person being a member of the scheme or any connected scheme for which the board is established.
- 13.3 All voting members of the pensions board must complete a declaration of acceptance of office form, and a disclosure of financial and other interest form.
- 13.4 At each meeting any interests which may lead to conflicts in specific agenda items must be declared.

14. Voting rights

- 14.1 All representatives on the pension board have equal voting rights. Decisions made by the pensions board shall be on a majority basis. In the event of there not being a majority the chair shall have the casting vote.

15. Other attendees

- 15.1 The pensions board will extend an invitation to attend to other members of staff and advisers as it may from time to time consider appropriate.

16. Secretariat services to the board

- 16.1 Pension board meetings will be administered by City of Bradford MDC Committee secretariat in accordance with the rules and procedures of City of Bradford MDC 'Constitution of the council and Executive Arrangements'. All reasonable costs will be met by the fund.

17. Agenda

- 17.1 Prior to each meeting the Director – West Yorkshire Pension Fund will arrange to supply all members of the board with an agenda and relevant information. The agenda and any relevant documents will be issued at least five working days in advance of the meeting, except in exceptional circumstances with the agreement of the chair.

18. Quorum

APPENDIX L – WYPF PENSION BOARD TERM OF REFERENCE

18.1 The quorum of the pension board shall be three (chair plus one employer representative and one member representative).

19. Publication

19.1 In accordance with the act, the council shall publish information about the board to include:

- 19.1.1 the names of Board members and their contact details
- 19.1.2 the representation of employers and member on the board
- 19.1.3 the role of the board
- 19.1.4 these terms of reference

20. Allowances/expenses

20.1 No member or representative of the pension board shall be remunerated for undertaking this role. However, expenses incurred in attending meetings of the board and attending training events, shall be reimbursed to all members and the cost will be met by the fund.

21. Knowledge and understanding and capacity of representative members

21.1 Every individual who is a member of the pension board must be conversant with:

- 21.1.1 the rules of the LGPS, in other words the regulations and other regulations governing the LGPS (such as the Transitional Regulations and the Investment Regulations)
- 21.1.2 the requirements of The Pensions Regulator
- 21.1.3 any document recording policy about the administration of the fund which is for the time being adopted in relation to the fund, and have knowledge and understanding of:
 - the law relating to pensions, and
 - such other matters as may be prescribed.

21.2 A Knowledge and Understanding Policy and Framework will be maintained by WYPF.

21.3 Pension Board members shall attend and participate in training arranged in order to meet and maintain the requirements set out in the Knowledge and Understanding Policy and Framework.

21.4 Employer and member representatives should be able to demonstrate their capacity to attend and complete the necessary preparation for meeting and participate in training as required.

22. Accountability

22.1 The board should in the first instance report its requests, recommendations or concerns to the committee. In support of this any member of the board may attend a committee meeting as an observer.

22.2 The board should report any concerns over a decision made by the committee subject to the agreement of at least 50% of voting board members provided that all voting members are present. If all voting members are not present then the agreement should be of all voting members who are present, where the meeting remains quorate.

22.3 On receipt of a report the committee shall within a reasonable period, consider and respond to the board.

22.4 Where the board is not satisfied with the response received it may request that a notice of its concern be placed on the website and in the fund's annual report.

22.5 Where the board is satisfied that there has been a breach of regulation which has been reported to the committee and has not been rectified within a reasonable period of time it is under an obligation to escalate the breach.

22.6 The appropriate internal route for escalation is to the administering authority monitoring officer.

APPENDIX L – WYPF PENSION BOARD TERM OF REFERENCE

23. Budget

- 23.1 The pension board is to be provided with adequate resources to fulfil its role. The council will allocate an annual budget to cover the expenses of the board.

24. Core functions

- 24.1 The first core function of the board is to assist the council in securing compliance with the regulations, any other legislation relating to the governance and administration of the scheme, and requirements imposed by The Pensions Regulator in relation to the scheme.
- 24.2 The second core function of the board is to assist the council to ensure the effective and efficient governance and administration of the scheme.
- 24.3 In support of its core functions the board may make a request for information to the Committee with regard to any

aspect of the council's function. Any such request should be reasonably complied with in both scope and timing.

- 24.4 In support of its core functions the board may make recommendations to the Committee which should be considered and a response made to the board on the outcome within a reasonable period of time.

25. Data protection

- 25.1 The pension board is considered a committee of and part of the council's legal entity. The council is and remains the data controller responsible for DPA compliance, including for processing carried out by the pension board, where processing is carried out as a data controller, or where personal data use by the Pension Board is not carried out for and on behalf of any other separate legal entity.
- 25.2 The pension board will therefore adhere to the data protection policies of the council.

26. Review of terms of reference

- 26.1 These terms of reference shall be reviewed on each material change to those parts of the regulations covering local pension boards and at least every two years.
- 26.2 These terms of reference were adopted on:
- 20 March 2015 – on behalf of the council (Governance and Audit Committee)

APPENDIX M – GLOSSARY OF TERMS

Glossary of terms

A

Active member

An employee who is currently paying pension contributions.

Actuarial valuation

West Yorkshire Pension Fund's actuary carries out an actuarial valuation every three years and recommends the level of contributions for each of the fund's participating employers for the following three years. The valuation will measure the size of the fund against its future liabilities and set contribution rates according to the fund's deficit or surplus.

Additional voluntary contributions (AVCs)

These are extra payments to increase future benefits. Members can also pay AVCs to provide additional life cover.

All local government pension funds have an in-house AVC scheme that members can invest money in through an AVC provider, often an insurance company or building society.

Administering authority

The LGPS is run by administering authorities, for example county councils, in accordance with regulations approved by parliament. Each administers their own fund, into which all contributions are paid. Every three years, independent actuaries carry out a valuation of each fund and set the rate at which the participating employers must contribute to fully fund the payment of scheme benefits for that fund's membership.

Admission body

An admission body is an employer that chooses to participate in the scheme under an admission agreement. These tend to be employers such as charities and contractors.

Asset allocation

This is putting an investment strategy in place that tries to balance risk against reward by adjusting the percentage of each asset in an investment portfolio according to an investor's risk tolerance, goals and investment time frame.

B

Best Value

Best Value was introduced in England and Wales by the Local Government Act 1999. Its provisions came into force in April 2000. The aim was to improve local services in terms of both cost and quality. A Best Value authority must make arrangements to secure continuous improvement in the way in which its functions are exercised, taking into account a combination of economy, efficiency and effectiveness.

Brent oil price

Brent Crude is a major trading classification of sweet light crude oil that serves as a benchmark price for purchases of oil worldwide. It is quoted in US\$ in price per barrel.

C

APPENDIX M – GLOSSARY OF TERMS

Career average revalued earnings (CARE) pension scheme

From 1 April 2014, for every year they pay into the LGPS, scheme members get a pension of 1/49th of their pay, which is added to their pension account and revalued every year in line with a government treasury order currently linked to the Consumer Prices Index.

Cash equivalent value (CEV)

This is the cash value of a member's pension rights for the purposes of divorce or dissolution of a civil partnership.

Consumer Price Index (CPI)

This is a method of measuring the changes in the cost of living, similar to the Retail Price Index. From April 2011 the amount pensions are increased annually is based on movement in the Consumer Price Index during the 12 months to the previous September.

Contracted out

The LGPS is contracted out of the State Second Pension Scheme (S2P). This means that, up to state pension age, members pay reduced National Insurance contributions between the lower and upper earnings limits, unless they opted to pay the married woman's/widow's reduced rate of National Insurance, and do not earn a pension under S2P.

Commutation

This is giving up part or all of the pension payable from retirement in exchange for an immediate lump sum.

Convertible shares

These are shares that include an option for holders to convert into a predetermined number of ordinary shares, usually after a set date.

Custodian

This is a financial institution that holds customers' securities for safekeeping to minimise the risk of theft or loss. Most custodians also offer account administration, transaction settlements, collection of dividends and interest payments, tax support and foreign exchange.

D

Data governance

This refers to the overall management of the availability, usability, integrity, and security of data used in an enterprise. A sound data governance programme includes a governing body, a defined set of procedures, and a plan to execute those procedures.

Death grant

This is a lump sum paid by the pension fund to the dependants or nominated representatives of a member who dies.

Deferred pensioner

A former member of the LGPS who has left the scheme, but still has benefits in the scheme and will collect a pension from the LGPS on retirement.

Deficit payments

Pension schemes have a legal requirement to reduce any deficit – the difference between a scheme's assets and its liabilities – over time, by making additional payments.

APPENDIX M – GLOSSARY OF TERMS

Denomination

This is the face value of a banknote, coin, or postage stamp, as well as bonds and other fixed-income investments. Denomination can also be the base currency in a transaction, or the currency a financial asset is quoted in.

Designating body

Designating bodies are bodies that can designate employees for access to the Scheme. Employees of town and parish councils, voluntary schools, foundation schools, foundation special schools, Transport for London, and the Children and Family Court Advisory and Support Service, among others, can be designated for membership of the scheme.

Discretion

This is the power given by the LGPS to enable a council or administering authority to choose how they will apply the scheme in respect of certain of its provisions. Under the LGPS they are obliged to consider certain of these discretionary provisions and to pass resolutions to form a policy of how they will apply the provision. For the remaining discretionary provisions, they are advised to do so. They have a responsibility to act with 'prudence and propriety' in formulating their policies and must keep them under review.

Direct property

Direct investment in property is buying all or part of a physical property. Property owners can receive rent directly from tenants and realise gains or losses from the sale of the property.

E

Eligible councillor

This is a councillor or an elected mayor (other than the Mayor of London) who is eligible for membership of the LGPS in accordance with the scheme of allowances published by an English county council, district council or London borough council or by a Welsh county council or county borough council.

Employer covenant

This is an employer's legal obligation and financial ability to support their defined benefit pension scheme now and in the future. Assessing the strength of the covenant helps decide the appropriate level of risk when setting investment strategy.

Equity Risk Premium

Also referred to as simply equity premium, this is the excess return that investing in the stock market provides over a risk-free rate, such as the return from government treasury bonds. This excess return compensates investors for taking on the relatively higher risk of equity investing.

F

Financial instruments

These are tradable assets of any kind. They can be cash, evidence of an ownership interest in an entity, or a contractual right to receive or deliver cash or another financial instrument.

Fixed income securities

A fixed-income security is an investment that provides a return in the form of fixed periodic payments and the eventual return of principal at maturity. Unlike a variable-income security, where payments change based on some underlying measure such as short-term interest rates, the payments of a fixed-income security are known in advance.

Fund of funds (FoF)

This is a fund that holds a portfolio of other investment funds.

APPENDIX M – GLOSSARY OF TERMS

G

Guaranteed minimum pension (GMP)

The LGPS guarantees to pay a pension that is at least as high as a member would have earned had they not been contracted out of the State Earning Related Pension Scheme (SERPS) at any time between 6 April 1978 and 5 April 1997. This is called the guaranteed minimum pension (GMP).

General partners

These are owners of a partnership with unlimited liability. General partners are often managing partners who are active in the daily operations of a business.

I

Index-linked bonds

These are bonds in which payment of income on the principal is related to a specific price index – often the Consumer Price Index. This feature provides protection to investors by shielding them from changes in the underlying index. The bond's cash flows are adjusted to ensure that the holder of the bond receives a known real rate of return.

Internal rates of return (IRR)

This is the discount rate often used in capital budgeting that makes the net present value of all cash flows from a particular project equal to zero.

L

Local government

The term local government in this report also covers police and fire civilian staff, the Mayor of London and members of the London Assembly, the chairman of the London Transport Users' Committee, employees of a National Probation Service local board or Probation Trust, a registration officer, a coroner, a rent officer, employees of a valuation tribunal, employees of a passenger transport authority, employees of the Environment Agency, non-teaching employees of an academy, an Education Action Forum or a Further or Higher Education Corporation.

M

Myners' principles

This is a set of principles based on Paul Myners' 2001 report, *Institutional Investment in the United Kingdom*.

The Myners' principles for defined benefit schemes cover:

- effective decision-making
- clear objectives
- risk and liabilities
- performance assessment
- responsible ownership
- transparency and reporting.

O

APPENDIX M – GLOSSARY OF TERMS

Ordinary shares

An ordinary share represents equity ownership in a company and entitles the owner to vote at general meetings of that company and receive dividends on those shares if dividend is payable.

P

Pension board

Pension boards make sure each scheme complies with governance and administration requirements. Boards may have additional duties, if scheme or other regulations specify them. They must have an equal number of employer representatives and member representatives, plus other types of members, like independent experts. All pension board members have a duty to act in line with scheme regulations and other governing documents.

Pension liberation fraud

Members with deferred benefits may be approached by companies offering to release funds early from these benefits.

The Pensions Regulator has advised pension funds to make members aware of the potential warning signs of pension liberation fraud.

Personal pension

A personal pension plan is usually purchased from a financial services company, such as an insurance company, bank, investment company or building society. Members usually pay into the plan every month and employers can also contribute to the plan.

Policy statement

This is a statement that councils and administering authorities must produce, setting out the policies they have resolved to follow in exercising certain discretions under the LGPS.

Pooled funds

These are aggregated funds from multiple individual investors. Investors in pooled fund investments benefit from economies of scale for lower trading costs, diversification and professional money management.

Private Equity

Private equity is equity capital that is not quoted on a public exchange. Private equity consists of investors and funds that make investments directly into private companies or conduct buyouts of public companies that result in a delisting of public equity. Capital for private equity is raised from retail and institutional investors, and can be used to fund new technologies, expand working capital within an owned company, make acquisitions, or to strengthen a balance sheet.

Q

Quality management

This makes sure that an organisation, product or service is consistent. It has four main components: quality planning, quality control, quality assurance and quality improvement. West Yorkshire Pension Fund has been assessed and certified as meeting the requirements of ISO9001:2008.

Quantitative easing

Quantitative easing (QE) is when a central bank creates new money electronically to buy financial assets like government bonds with the aim of directly increasing private sector spending in the economy and returning inflation to target.

APPENDIX M – GLOSSARY OF TERMS

R

Related party transactions

This is an arrangement between two parties joined by a special relationship before a deal, like a business transaction between a major shareholder and a corporation.

Retail Prices Index

This is another method of measuring the changes in the cost of living. It reflects the movement of prices covering goods and services over time. Until April 2011, the amount by which pensions were increased annually was based on movement in the Retail Price Index during the 12 months to the previous September. From April 2011 the government changed the amount by which pensions increase from Retail Price Index to Consumer Price Index.

Rule of 85

Under previous regulations, when a member elected to retire before age 65, the Rule of 85 test was used to find out whether the member retired on full or reduced pension benefits. The agreement of the employer was required for employees who wished to retire before the age of 60. If the sum of the member's age and the number of whole years of their Scheme membership was 85 or more, benefits were paid in full; if the total was less than 85, the benefits were reduced. The employer had the power to waive the reduction on compassionate grounds and to pay the benefits in full. The Rule of 85 was not relevant where a member was made redundant, or was retired on grounds of efficiency or ill health.

The Rule of 85 was abolished on 1st October 2006. However, members contributing to the LGPS prior to this date will have some or all of their pension benefits protected under this rule.

S

Scheduled body

Means a body which is either statutorily obliged to join the LGPS or, in the case of parish councils, has a statutory right to do so.

State Earnings Related Pension Scheme (SERPS)

This is the extra earnings related part of the state pension that employed people could earn up to 5 April 2002. LGPS members were automatically contracted out of SERPS, and most paid lower national insurance contributions as a result. SERPS was replaced by the State Second Pension (S2P) from 6 April 2002.

Spot rate

This is the price quoted for immediate settlement on a commodity, a security or a currency. It's based on the value of an asset at the moment of the quote, and this in turn is based on how much buyers are willing to pay and how much sellers are willing to accept, which depends on factors such as current market value and expected future market value.

Stakeholder pension

This is a low-cost private pension; they became available from 6 April 2001. They are meant for people who currently do not have a good range of pension options available to save for their retirement. Contributors use their own money to build up a pension fund.

State pension age

This is the earliest age people can receive the state basic pension. State pension age is currently age 65 for men. State pension age for women is currently being increased to be equalised with that for men. The government has announced that it will speed up the pace of state pension age equalisation for women, so that women's state pension age will reach 65 by November 2018.

State Second Pension (S2P)

The State Second Pension (formerly SERPS) is the additional state pension, payable from State pension age by the Department for Work and Pensions. LGPS members are contracted out of S2P and most pay lower national insurance contributions as a result.

APPENDIX M – GLOSSARY OF TERMS

Statutory compliance

This means following the laws on a given issue.

Stock lending

This is loaning a stock, derivative, or other security to an investor or firm. It requires the borrower to put up collateral (cash, security or a letter of credit). When stock is loaned, the title and the ownership is transferred to the borrower, and title is returned at the end of the loan period.

Subsumption

This is when a new company takes over an old company so that the old company becomes one with the new.

T

Transfer value

A transfer value is a cash sum representing the value of a member's pension rights.

Transferred service

Any pension members have transferred into the LGPS from a previous pension arrangement that now counts towards their LGPS membership.

Treasury management

This is the administration of an organisation's cash flow as well as the creation and governance of policies and procedures that ensure the company manages risk successfully.

U

Unitised funds

A unitised fund is a fund structure that allows investors to pool assets while retaining individual net asset values for each participant and keeping track of historical fund records. Each investor in the fund is accounted for separately and has their own unit – their own class of shares of the portfolio's total assets.

V

Voting policy

This is how West Yorkshire Pension Fund applies its shareholder voting rights. West Yorkshire Pension Fund will vote as follows.

For – when the proposal meets best practice guidelines and is in shareholders' long-term interests.

Abstain – when the proposal raises issues which do not meet best practice guidelines but either the concern is not regarded as sufficiently material to warrant opposition or an oppose vote could have a detrimental impact on corporate structures or the issue is being raised formally with the company for the first time.

Oppose – when the proposal does not meet best practice guidelines and is not in shareholders' interests over the long term.

The voting policy will be applied to all reportable companies held by the fund.

In supporting any resolution of any type, West Yorkshire Pension Fund will only vote on a resolution if:

- the resolution deals with one substantive issue and is not bundled with other items

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- the resolution is fully explained and justified by the proposers, and
- there is full disclosure of information relevant to the consideration of a resolution and such information is presented in a fair and balanced way.

West Yorkshire Pension Fund's voting policy is available in full at www.wypf.org.uk