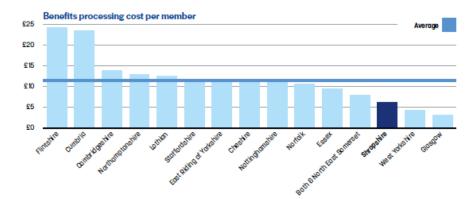
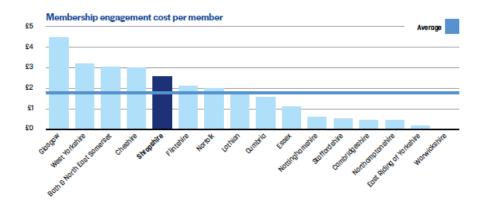


Graph 1. Illustrates the net cost per member of providing a service to active, retired and deferred members. In 2021/22, the fund had a net cost of £19.29 per member. The average cost per member for all authorities taking part in the survey was £21.41.



Graph 2. In 2021/22, the benefit processing cost was £6.23 per member, which was below the average of the group of £11.58.



Graph 3. In 2021/22, the membership engagement cost per member was £2.59, which was above the average of the group of £1.79.