

## Capita People Solutions Division

### Remediation Plan

### Capita Employee Solutions July 2019

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<b>Version</b>	Final
<b>Status</b>	Ready for sign off

### 1. Executive Summary

The contract between London Borough of Barnet Council (LBB) and Capita commenced on 1<sup>st</sup> October 2013, and following five months of work to ensure operational readiness, which included the move of data from Barnet's in-house administration function, Capita commenced Pension Administration activities from their Darlington site on 1<sup>st</sup> March 2014.

This Improvement plan has been developed in partnership between Capita and LBB and represents a joint vision of how the Scheme will be managed going forward cognisant of current TPR challenges which require immediate remediation.

In order that confidence be restored in the Capita Service and Administration capabilities, the plan will also look to build around the values and behaviours expected by LBB in their partnership with Capita. Cases and issues will be handled with integrity, honesty, impartiality and objectivity and those involved in administering the LBB scheme will work with pride, passion, pace and professionalism. In other words, effective analysis and evidence will be at the heart of decision making, communications will be open and truthful, there will be a continuous drive to improve the service delivered and the needs of customers will be at the centre of all that is done.

It should be noted this document should be read in conjunction with Appendix A- LBB Remediation Plan which has the deadlines for all actions, owners and up to date status.

## 2. The Pensions Regulator (TPR) Remediation Activity

### 2.1 Data Quality & Completeness

#### Issue

At the point of moving the data to Capita there was little activity undertaken pertaining to data quality or cleanse so there is a high likelihood of either missing or erroneous historic sets from this point in time. Over the years the data has become further out of sync as Employers have failed to send Capita amendments as they make changes to their own data sets.

In order to improve these interactions between Employers and Capita, a Fund Administration Strategy was rolled out to employers (as agreed by the Local Pension Board) at the end of 2017. This defined the timescales around notification of key information and activities to Capita.

However, it is evident from the already completed data analysis work, and via annual data capture processes that support creation of the Annual Benefit Statement (ABS) that employers have not necessarily sent us what they should have done.

Whilst Capita have chased for items like starters / leaver forms where these are marked on the data set received from employers it is clear that this process requires far more rigour and control.

During 2018 Capita cleansed Common Data and improved legacy/current data sets, and the current work in flight is to improve Conditional Data sets focussing on 'High' risk areas ahead of the Scheme Valuation.

For the purpose of this paper, Phase 1 refers to the data cleanse exercise in respect of the data to 31<sup>st</sup> March 2018 with Phase 2 representing the data to 31<sup>st</sup> March 2019 and key to the triennial valuation.

Whilst current data remediation activity will satisfy the requirements necessary to utilise the Hymans Brain Portal, ahead of the Scheme triennial valuation, more needs done to avoid future recurrence.

#### **Actions- progress, deadlines and responsibility will be monitored actively in appendix A**

- 2.1.1 Phase 1 and 2 of Conditional data cleanse plan as supplied to TPR by LBB on 4<sup>th</sup> January 2019 to be completed by 31 August 2019.
- 2.1.2 Run member records, to 31<sup>st</sup> March 2019, through the Hymans validation portal, and cleanse any associated critical errors ahead of the scheme valuation by 31<sup>st</sup> July 2019. At point of time therefore Hymans data is independent and current
- 2.1.3. Reasonable endeavours are being made to explore the feasibility of a further Conditional Data run incorporating member data to 31<sup>st</sup> March 2019 as requested by LBB

- 2.1.4. Monthly Data Collection & Reconciliation processes will be adopted as per section 3 of this report. Implementation plans will commence by 31 August.
- 2.1.5 Fully compliant Monthly Data Collection & Reconciliation processes in respect of all employers to be in place by 31 March 2020.
- 2.1.6 Capita to produce a Data Improvement Plan in respect of ongoing data improvement initiatives post August 2019.

## 2.2 Admission Agreements & Bonds

### Issue

When a new employer joins the Fund's pool an admission agreement should be signed with employers. Typically, these require the employer to provide a bond to the Fund to reduce the risk regarding nonpayment of contributions. A cessation agreement should also be agreed once an employer leaves the Fund's pool. It was identified that there were a number of employers for whom admission agreements or cessation agreements are required or in other instances where bonds have expired and need replaced.

In this scenario, Capita will supply LBB with the necessary data in a timely manner which will then facilitate a more controlled approach to managing the Bond status.

### Actions

- 2.2.1 Capita and LBB have jointly agreed the revised process for managing admission agreements and bonds, both from a technical and operational standpoint, with amendments incorporated and SLA's in place to support provision of data.
- 2.2.2 Capita to provide a single point of contact to coordinate the data provision (financial and membership).

## 2.3 Aged Casework

### Issue

Over a period of time a backlog has built up within the Operations team supporting LBB. This has largely been driven by an increasing number of third-party pending cases and higher than normal attrition resulting in a loss of significant experience. Additionally, a focus needs to be placed upon right sized resourcing in order to manage the peaks and troughs which has not been as focussed as it should have been.

### Actions

- 2.3.1 A full analysis of outstanding work is currently in train and due to be completed by 1<sup>st</sup> July 2019.
- 2.3.2 Following analysis a detailed recovery plan will be created to include resource levels, throughput, quality, process training and ultimately will be displayed in a burndown chart. This will be in place by 8<sup>th</sup> July.
- 2.3.3 The plan will then be managed tightly to deliver on milestones and targets with weekly reporting set up to articulate progress.
- 2.3.4 A full breakdown of all outstanding work, including that suspended with “third parties” be produced and passed to LBB. Following analysis, specific action may be necessary to expedite sensitive cases.

## 2.4 Annual Benefit Statements 2019

### Issue

Scheme managers of all defined benefit schemes are required to issue "benefit information statements" to active members. This requirement is met with the production and despatch of an Annual Benefit Statement (ABS) to all eligible members.

Benefit information statement must include a description of the benefits earned by members in respect of their pensionable service and such other information as Treasury directions may specify including information regarding members and survivors' benefits and death in service benefits, the amount of the member's pensionable remuneration and the date on which pensionable service started.

LGPS Regulations state that pension schemes must issue annual statements to members by the deadline of 31<sup>st</sup> August each year. Along with this deadline schemes must also ensure that the statements issued reflect an accurate position of the members benefits in the scheme.

Following the deadline in 2018 Capita confirmed that 420 statements had not been issued by the deadline of 31<sup>st</sup> August. This position was confirmed to The Pensions Regulator (TPR) on 18<sup>th</sup> October 2018.

As part of LBB's response to TPR in January 2019, an appendix was enclosed which detailed conditional data errors, however, this was not reflective of the actual position at that point in time. The numbers pertaining to missing or erroneous data were in fact those that were originally identified following the first conditional data run in 2017.

In order that we are able to reassure TPR of the data quality and the impact on ABS, Capita have undertaken a full retrospective review and can demonstrate that missing data had been sourced for those records highlighted in the original spreadsheet.

Additionally, any missing data, critical to the production of ABS, causes that record to fail and is flagged as an exception which then needs rectification. Given this, as well as the low levels of member contact post issue, would suggest concerns around the issuance of erroneous ABS are unfounded.

Capita are committed to issue accurate statements to all eligible members for service up to 31<sup>st</sup> March 2019 by 31<sup>st</sup> August 2019 and demonstrate robust internal controls to ensure the quality of data extracted to populate the statements

### Actions

- 2.4.1 2019 ABS plan being reviewed bi-weekly, but needs to include TPR requirement for a process to ensure quality of calculations for data going into the statements (Appendix 1)
- 2.4.2 Standing agenda item on fortnightly calls with LBB Finance
- 2.4.3 Capita Pensions team to carry out minimum of 3% sample (following audit recommendation to carry out 2%)
- 2.4.4 Capita pensions team have engaged with Capita Technical team to carry out additional quality checks for deferred members
- 2.4.5 Summary of checks by Technical team to be provided to LBB for deferred members
- 2.4.6 Capita pensions team have engaged with Capita Technical team to carry out additional quality checks for active members
- 2.4.7 Summary of checks by Technical team to be provided to LBB for active members
- 2.4.8 2018 Annual Benefit data to be rerun through Conditional Data set to demonstrate to TPR that data was clean
- 2.4.9 Post issue of the ABS, a process will be put in place to deal with member queries which will be subject to full root cause analysis in order to quickly assess size and scale.
- 2.4.10 Report on any issues raised by members and their resolution to be prepared for the Regulator
- 2.4.11 Review the way the system holds NRA to verify accuracy of this field

### 2.5 Contributions Monitoring

#### Issue

Employers are required to deduct both employee and employer contributions in accordance with the scheme regulations and the Fund's Rates and Adjustment Certificate. These are required to be paid over monthly. The Capita Finance team are responsible for monitoring the receipt of contributions, including whether all contributions were received, whether contributions were deducted and paid to the Fund at the correct rate and whether contributions were received on time. Capita's process for receiving information from employers does not check whether contributions were deducted or paid at the correct rate.

Whilst Capita will make every effort to carry out validations, the onus, and ultimately responsibility for elimination of data errors is with employers. That said, a revised process was implemented in June 2019 whereby confirmation was provided to LBB that contributions had been paid to the scheme in a timely manner.

### Actions

- 2.5.1 Monthly confirmation of contributions started in June 2019
- 2.5.2 Analytics to support the datasets to be provided along with exception reports during August 2019 and this will additionally facilitate closure of open Audit actions
- 2.5.3 Mi in early stages of development with target date of August 2019 for initial cut

### 2.6 Independent Assurance Report

Being regulated by the Financial Conduct Authority, Capita Employee Benefits (“the company”) is required to comply with The Internal Capital Adequacy Assessment Process (“ICAAP”) requirements.

The ICAAP is:

The overall governance and oversight framework

The operational framework which links strategy formulation, risk appetite, stress testing and capital management

An intrinsic part of the overall risk management and control environment embedded within the company

Comprehensive, risk based and forward looking

Intrinsic to the business as usual environment within the company

Documented, owned and approved by the Company’s Board.

The ICAAP reviews the financial resources, risks and plans of the company and based on this makes an assessment of the capital requirements (as defined under Pillar I and Pillar II) over a 5-year forecast period. This includes a review of the Company’s risks and risk management process. The requirement to hold regulatory capital, ring-fences the company from the Group.

Overall, after taking account of the stress testing undertaken, there is forecast to be a surplus, sufficient to cover the capital requirements throughout the 5-year forecast period.

Our latest ICAAP was reviewed and approved in the January 2019 Board meeting.

### 2.7 Localised Assurance Processes

#### Regulatory Staff Training & Awareness

All staff are required to undertake compulsory training and testing on a rolling basis. This includes Breach Awareness, Data Protection, Anti-Money Laundering, Treating Customers Fairly, Information Security, Social Awareness, Complaint Handling and Financial Crime. The Diversity Awareness training is to be completed on a three yearly cycle. Regulated Staff within the business must also complete additional training to ensure the company is compliant with regulatory requirements. The number of courses and their content are reviewed and refreshed. Completion lists are maintained in respect of staff completion rates. Focussed lists are shared monthly with Operations Leadership detailing completion rates of staff in their areas of responsibility.

#### Business Continuity

Business Continuity Plans (BCPs) are documented and reviewed annually by the business owners and respective regional Business Continuity Manager responsible for each office and are held centrally by the Business Continuity Management Team. Annual testing of the BCPs and critical infrastructure is carried out by the Capita Insurance and Benefits Services (CIBS) Business Continuity Disaster Recovery team. Scope and Post Test Reports are documented by the Business Continuity and Disaster Recovery Managers which include any actions to remediate for improving business preparedness.



### 3. Data Integrity

As highlighted previously, significant changes in the way Data is captured are required to improve the data quality for members and employers within the LBB Scheme. Both Capita and LBB are keen to ensure that contributions data and service and salary information is correct and reconciles to the payments made each month and as such the proposal is to utilise Monthly Data Collection (MDC) functionality to;

- To improve the employer experience
- Improve data quality and data cleanse.

CEBs wider experience of implementing MDC solutions within the public sector demonstrates that this initiative will be highly beneficial. It is envisaged that this benefit would be brought about due to the following:

The MDC extract file specification now details the business rules quite clearly which should help reduce the likelihood of errors occurring in the first place:

Service and salary data will be produced via automated extracts from MDC Employers' payroll systems which should mean that errors are minimised.

MDC allows Employers to capture all recent changes rather than Employers having to look through historic records to update the Annual Service Return. this will in turn smooth the workload for Employers which will be easier to resource for

MDC moves the identification of data errors as close as possible to the point of origination which in turn leads to earlier rectification and faster changes to behaviour going forwards.

This leads to:

- Accurate and up to date Member information
- Development of real time information functionality.
- MDC can give Members better visibility of more up to date and accurate information on line.

A monthly data collection will allow Members to:

View an accurate presentation of their benefits via the LBB website as service and salary data would be uploaded monthly if their Employer has adopted MDC. Currently, pension information shown on the website is always out of date

The proposal is therefore to work collegiately with LBB to introduce the MDC processes in the short term and then to further enhance the process through introduction of Monthly Data reconciliations.

### 4. Complaints & Breaches

#### 4.1 Complaints

4.1.1 It is vital that a more robust mechanism for tracking complaints be introduced which will ensure clarity of actions being undertaken, by whom and by when. To support this activity a Sharepoint site will be created and will hold details of those complaints currently in an “open” state.

4.1.2 Additionally, a weekly extract of all “open” complaints on the Complaints database will be provided to LLB.

4.1.3 Monthly Status reports will be developed and circulated in order that Root Cause and Trend analysis be undertaken which will ultimately drive process improvements.

These reports will include the following detail;

Summary Position

Outstanding Complaints

Closed Complaints

Root Cause & Trend Analysis

Regulated Complaints

Compensation Dashboard

4.1.4 The complaints handling process proposed by LLB will be reviewed and implemented once agreed.

#### 4.2 Breaches

4.2.1 As with Complaints, there is a need to increase the levels of visibility of Breaches so the Sharepoint site will be widened to include breaches

4.2.2 Monthly Status reports will be enhanced to include MI on Breaches which will detail:

Summary Position

Rolling 12 month summary

Regulatory Obligations

Root Cause Analysis

### 5. Administration

#### Issue

To support such an important Partner as LBB it is vital that the support of the administrative team within Capita is consistent and delivers superb levels of service. As such the Capita Pensions team housed in Darlington will undertake the following activity;

#### *Education tailored to LBB*

5.1 We will start to build a “Knowledgepool” specifically focussed on the activities of LBB and this will be used as a precursor to all process training received by the team. All existing team members will receive this training too to ensure consistency in knowledge levels.

Target Completion Date: December 2019

#### *Resource Planning*

5.2 Improved Resource Planning activity will be rolled out to ensure all known Scheme Events are well handled and any impact on day to day operational activity through strain is mitigated.

5.3 Additionally, enhanced workflow will be delivered in order that management have better visibility of bottlenecks and potential impacts on service delivery.

Target Completion Date: September 2019

#### *Telephony*

5.4 Through adoption of our new Telephony Model we will look to develop the current levels of knowledge within our Contact function in order that they are seen as exemplar and result in increased confidence of both LBB and it’s members.

Target Completion Date: December 2019

#### *Professional Qualifications*

5.5 As part of our inward investment in staff and to support the credibility of the Capita / LBB Partnership, we will incentivise staff to undertake professional qualifications Target

Completion Date: Ongoing

### Continuous Improvement

5.6 All LBB processes within the Capita Administration function will be subject to a full review with a particular focus placed on cross group processes to ensure expedient and accurate processing. Adoption of a “Live Lab” approach will facilitate traction without detrimental impact on day to day activities.  
 Target Completion Date: September 2019

### 6. Operational Escalations

The undernoted Escalation Matrix is proposed in order we strengthen lines of communication, relationships and to ensure that appropriate action is taken if any issues are experienced.

Capita		London Borough of Barnet
<b>Nigel Purveur</b> Managing Director Capita People Solutions		<b>John Hooton</b> Leader of the Council London Borough of Barnet
<b>Iain Gray</b> Client Services Director Capita People Solutions		<b>Anisa Darr</b> Finance Director (Section 151 Officer) London Borough of Barnet
<b>Paul Faulkner</b> Senior Operations Manager Capita People Solutions		<b>Nigel Keogh / George Bruce</b> Pensions Consultants London Borough of Barnet

### 7. Reporting

In order that there is absolute transparency around all aspects of the Capita / LBB relationship and in addition to those reports already highlighted as being produced, the following report relating to work positions will be created:

7.1 A fortnightly work update will be provided for a period of three months. This will complement the weekly update and an example template is attached and includes a suggested RAG status.

7.2 With client consent, following a three month period of fortnightly reporting this will be replaced with monthly reporting.

7.3 Work volumes do fluctuate on a daily basis and it is possible that cases may fail SLA on a particular day, but are recovered within 5 working days. The work update will include reasons for any red status reported. Once the position has escalated beyond one period of red status, the work update report will include an assessment of any systemic reasons for the red status along with a work recovery plan.

#### Example of regular reporting Dashboard

##### RAG Status Key

Items	RED	AMBER	GREEN
Previous Weeks SLA Attainment	<90%	90% TO 94.99%	>95%
Open Fails Workable	30+	11 to 29	<10
Open Fails Workable >1 Week	10+	1 to 10	0
Open Fails with Third Party	40+	20 to 39	<10

##### Escalation

Scenario	Report by	Report to
1 Period of red status on SLA attainment or fails	Paul Faulkner	Nigel Keogh
2 Consecutive periods of red status on SLA attainment or fails	Iain Gray	Anisa Darr

4 Consecutive periods of red  
status on SLA attainment or fails

Nigel Purveur

John Hooton

### Appendix 1 – Remediation plan action tracker

LBB REMEDIATION PLAN ACTIONS												
Item Category	Item Plan Ref	Action No.	Action	Original Deadline	Capita Amended deadline	Further detail	BRAG	Action Owner	Update 31.07	Update 06.08	Update 28.08	
Data Quality & Completeness	2.1	1	Complete phases 1 and 2 of conditional data cleanse plan (TPR submitted Jan plan)	31-Aug		To be evidenced via submission of the excel plan		DO	Once 2019 data is loaded on 31072019 a comparison can be made against original Cond data errors to determine how any remaining errors can be cleaned by 31-08-19. Unless a new Conditional report is agreed to be run, Timeframe/ costs will have to be agreed with the Leeds office.	Update super preceded by TPR response		
Data Quality & Completeness	2.1	2	Run member records through Hymans Brain Portal and cleanse	31-Jul		Cleansing in progress and on track		DO	On target for 31-07-2019. Admin continue to clean as many critical errors as possible and leaves BR1 on track	Updated on time- reupload today based on further data cleanse work	Scheme data uploaded to Brain portal on 31st July and critical errors were addressed.	
Data Quality & Completeness	2.1	3	Explore feasibility of further conditional data run	31-Aug	31-Oct			DO	See 2.1/1	Conditional data score is required for Scheme return - data request to Leeds will be made.	A new conditional data report for 2019 is scheduled as part of the annual Scheme Return in Oct 19.	
Data Quality & Completeness	2.1	4	Commence monthly data collection and reconciliation implementation	31-Aug		Liaison required with client to implement		DO/AB	Internal meeting to be arranged to determine how monthly contribution data collection can be utilised for both Finance and Operational purposes.		Initial internal meeting to review and agree process has been held and review of proposed process continues.	
Data Quality & Completeness	2.1	5	Fully compliant process with 2.1.4	31.03.20				DO/AB		Added action for full compliance		
Admission Agreements & Bonds	2.2	1	Capita and LBB have agreed a revised admission/bond process	July		In place		DO/SS	Evidence that process in place required	Admin require a review of the process with LBB - w/c 19-08-19.	Agreed with LBB that DO/SS will produce an updated list and timetable for completion by 06-09-19	
Admission Agreements & Bonds	2.2	2	Capita to provide single point of contact to coordinate data provision	31-Jul		Individual now confirmed		DO	Provisionally Sophie Scullion	Resource confirmed as Diane Dixon		
Aged Casework	2.3	1	Full analysis of outstanding work required	01-Jul	30-Aug	Age profile of overdue cases produced		DO		Revised dates based on realistic delivery - backlog clearance commenced w/c 29-07-2019		
Aged Casework	2.3	2	Detailed recovery plan to be created	08-Jul	06-Sep	Not yet fully documented. Prioritisation required		DO		Revised dates based on realistic delivery - agree date		
Aged Casework	2.3	3	Recovery plan weekly progress updates to be provided	15-Jul	13-Sep	Template being developed by Governance Manager		DO		Revised dates based on realistic delivery - agree date if not sooner	Format of weekly reporting agreed, reports issued w/c 19-08-19	
Aged Casework	2.3	4	Full breakdown of o/s work incl 3rd party to be provided to LBB	09-Aug	13-Sep			DO		Revised dates based on realistic delivery - agree date if not sooner	Agree date of 13-09-19	
Annual Benefit Statements 2019	2.4	1	2019 ABS plan to be reviewed bi-weekly	Ongoing		Being progressed		DO	Ongoing		ABS activity completed	
Annual Benefit Statements 2019	2.4	2	2019 ABS plan to be a standing item on fortnightly LBB Finance call	Ongoing		Being progressed		DO	Ongoing		ABS activity completed	
Annual Benefit Statements 2019	2.4	3	Capita admin team to carry out 3% minimum sample check	31-Aug		Being progressed		DO	Ongoing		ABS activity completed	
Annual Benefit Statements 2019	2.4	4	Capita Technical to carry out additional ABS data quality review post production- Deferred	31-Aug		Complete		CC	Ongoing		ABS activity completed	
Annual Benefit Statements 2019	2.4	5	Summary of checks by Technical provided to LBB Finance- deferred	12-Aug				CC	Completed for Deferred members. Active data to be supplied in tranches by 2nd Aug	Initial draft summary supplied - final to follow.	ABS activity completed	
Annual Benefit Statements 2019	2.4	6	Capita Technical to carry out additional ABS data quality review post production- actives	15-Aug				CC		Receiving data 08/08 to the technical team-technical will commence work as resource has been confirmed	ABS activity completed	
Annual Benefit Statements 2019	2.4	7	Summary of checks by Technical provided to LBB Finance- actives	15-Aug				CC		Final report on checks by Technical to LBB Finance by 19-08-2019 - Deferreds. Actives report date tbc.	ABS activity completed	
Annual Benefit Statements 2019	2.4	8	2018 ABS data to be rerun through conditional data set to prove quality to TPR	31-Aug		Is this still required?		Leeds?		To be discussed in 08.08 meeting on value - see 2.1		
Annual Benefit Statements 2019	2.4	9	Post issue of ABS, process to be put in place to deal with member queries and root cause	01-Sep	30-Sep	Update required		DO		Amended to give member time to log queries	Process on track to be in place from 02-09-2019	
Annual Benefit Statements 2019	2.4	10	Report on any issues raised by members and the resolution to be prepared for the regulator.	30/09 and then bi-weekly				DO			Process on track to be in place from 02-09-2019	
Annual Benefit Statements 2019	2.4	11	Review the system routine in regards to calculation of NBA									
Contributions Monitoring	2.5	1	Monthly confirmation of contributions to commence from June	30-Jun		Done		KB		Process implemented but all employers currently not complying		
Contributions Monitoring	2.5	2	Analytics to support data set to be provided with exception reports, closing Audit actions	31-Aug		Provided as part of July Appendix		KB				

Contributions Monitoring	2.5	3	Develop MR to report on monthly contribution monitoring and provide initial cut	31-Aug		Update required			KB			
Complaints	4.1	1	A SharePoint site will be created to hold details of open complaints	July		Created in July			AS			Current status of open complaints reported in weekly update report
Complaints	4.1	2	SharePoint data to be sent weekly to LBB for 4.1.1	Ongoing					AS			Format of weekly complaints report agreed
Complaints	4.1	3	Monthly status report will be developed and circulated	Ongoing	31-Aug	Update required			MR			
Complaints	4.1	4	ESG to review and implement LBB proposed complaint handling process	30-Aug					PF			
Breaches	4.2	1	Sharepoint site will be widened to include Breaches	31-Jul		Update required			AS			
Breaches	4.2	2	Monthly status reports will be enhanced to include Breaches information	31-Jul	31-Aug	See 4.1.3 for update			MR			
Administration	5	1	Build a knowledge pool of LBB activities to support all process training	31-Dec		Needs to be reviewed after August 2019			MR			
Administration	5	2	Resource planning activity to be rolled out to manage scheme events and impact on BAU	31-Aug	30-Sep				DD			New work management program initiative commenced w/c 19.08.19
Administration	5	3	Enhanced version of workflow software to be delivered for greater visibility of bottlenecks	31-Aug	30-Sep				DD			New work management program initiative commenced w/c 19.08.19
Administration	5	4	Develop the levels of knowledge in the Contact Centre and increase LBB confidence	31-Dec		Needs to be reviewed after August 2019			AK	Telephony responsibility: Angela Knowles changed from MR		
Administration	5	5	Incentivise staff to undertake professional qualifications	Ongoing		Update required			IG			
Administration	5	6	All LBB processes to be fully reviewed, focusing on cross group activity, adopting a "Live Lab" approach	30-Sep	30-Nov	Revised date as the work is very time consuming and will need to focus on reduction plan			DD			
Reporting	7	1	A fortnightly work update to be provided for 3 months	June-Aug		Currently occurring			MR/PF			
Reporting	7	2	With client consent, after 3 months this will be replaced with monthly reporting	09-Sep					MR/PF			
Reporting	7	3	Work items that fall SLA on a particular day will be recovered within 5 working days			Date to be set after work completed on 2.3.3			MR			
Internal Control Improvements	8	1	Awaiting details of criminal proceedings and trial date for fraud case	Ongoing		Still awaited			MR			
Internal Control Improvements	8	2	Capita Control Enhancements tabled at July Risk and Compliance Committee	July		Done			MR			
Internal Control Improvements	8	3	Capita to provide note of recommendation and actions taken from the review of controls	16-Aug					PF			
Internal Control Improvements	8	4	IFMIS internal controls review to be performed annually									