CAPITA

Report to the London Borough of Barnet December 2019

London Borough of Barnet Pension Fund

15th January 2020

Contents

1. Introduction 3
2. Executive Summary 3
3. Performance Breakdown 4
4. Quality Management 17
5 Regulatory Compliance 19
6 Risks 21
7 Finance 22
7.1 Finance Dashboard 22
7.2 Finance and Payroll Executive Summary 25
8 Appendices 28

1. Introduction

This report covers the overall administration, engagement with members and employers and Service Delivery of the London Borough of Barnet Pension Fund and the activities covered within the month of December 2019.

2. Executive Summary

Headlines	
1	During the period 1032 cases were completed ○ 936 were completed within target ○ A continuing improvement in overall performance
2	The review of 3rd party cases is continuing.

The below table outlines a summary of the transactions in the period:

Table 1: Overall Summary

Case Group / Category	Volumes
All work outstanding at the beginning of the period	**3101**
Cases received in the period	**1874**
Cases completed in the period	**1032**
Cases re-categorised during the period	**334**
All work outstanding at the end of the period	**3609**
Number of outstanding cases awaiting 3rd party information	**3124**
Number of workable items	**485**
Total	**3609**
Cases completed within standard LGPS targets	**936**

3. Performance Breakdown

Performance Breakdown	

In order to provide a greater understanding of the key transactions completed in the period, the following table sets out our performance against those transactions showing the starting and finishing position and the performance level achieved against each Case Type in the period.

The overall volumes of worked cleared in December was slightly less than November. This was due to in the main to two factors; reduced support from the wider business, as the backlog has now been cleared, and reduced staff numbers during the holiday period towards the end of the month. The recent improvement in overall performance still continued through the month with a slight improvement compared to the previous month.

Table 2: Summary Breakdown by Case Group

Case Group	Start	Received	Completed	Terminated	C/F	Completed in Target	SLA %
Change of details	18	66	67	5	12	64	**95.52%**
Enquiries	88	169	156	38	63	131	**83.97%**
Request for Estimate of Benefits	91	46	28	23	86	28	**100%**
Leavers	1097	716	64	55	1694	41	**64.06%**
New Starters	28	97	81	8	36	77	**95.06%**
Retirements	489	48	62	36	439	51	**82.26%**
Transfers In	119	5	7	2	115	5	**71.43%**
Transfers Out	39	16	7	3	45	7	**100%**
Bereavements	210	23	12	0	221	10	**83.33%**
Other	922	688	548	164	898	522	**95.26%**
Total	3101	1874	1032	334	3609	936	**90.70%**

SLA Tracker

Case Group	May SLA	RAG	Jun SLA	RAG	July SLA	RAG	Aug SLA	RAG	Sept SLA	RAG	Oct SLA	RAG	Nov SLA	RAG	Dec SLA	RAG
Change of details	100.00%		86.21%		98.11%		92.73%		95.16%		98.86%		100.00%		95.52%	
Enquiries	88.61%		61.63%		76.51%		66.80%		75.32%		94.63%		92.38%		83.97%	
Request for Estimate of Benefits	89.36%		62.11%		54.05%		59.70%		78.38%		45.19%		83.33%		100.00%	
Leavers	79.25%		75.00%		25.40%		42.03%		55.56%		25.68%		85.48%		64.06%	
New Starters	83.33%		90.00%		100.00%		93.33%		98.31%		100.00%		97.41%		95.06%	
Retirements	78.26%		71.43%		71.43%		41.67%		44.68%		45.24%		74.55%		82.26%	
Transfers In	100.00%		100.00%		75.00%		50.00%		100.00%		47.06%		44.44%		71.43%	
Transfers Out	83.33%		66.67%		66.67%		57.14%		66.67%		58.82%		69.23%		100.00%	
Bereavements	70.00%		64.29%		66.67%		46.43%		72.22%		46.88%		81.25%		83.33%	
Other	90.84%		86.35%		83.71%		72.52%		86.09%		84.11%		91.04%		95.26%	
Total	89.28%		79.97%		81.00%		66.61%		82.10%		75.03%		90.17%		90.70%	

For the purposes of SLA reporting, a RAG rating is assigned based on the following levels of compliance:

- Lower than 80% - RED
- Between 80% and 90% - AMBER
- Over 90% - GREEN

Work in Progress Position

The following table provides a breakdown of the age profile of the cases that can be progressed by Capita and those cases that require third party information before further action can be taken as summarised in Table 1.

<3 months		3 - 6 months		6-12 months		12-18 months		18 - 24 months		>24 months	
Capita	3rd Party	Capita	3rd Party	Capita	3rd Party	Capita	3rd Party	Capita	3rd Party	Capita	3rd Party
461	1431	10	385	9	562	4	364	0	234	1	148

A complete breakdown of all outstanding casework split between workable items and non-workable items is shown as an Appendix 1.

Actions:

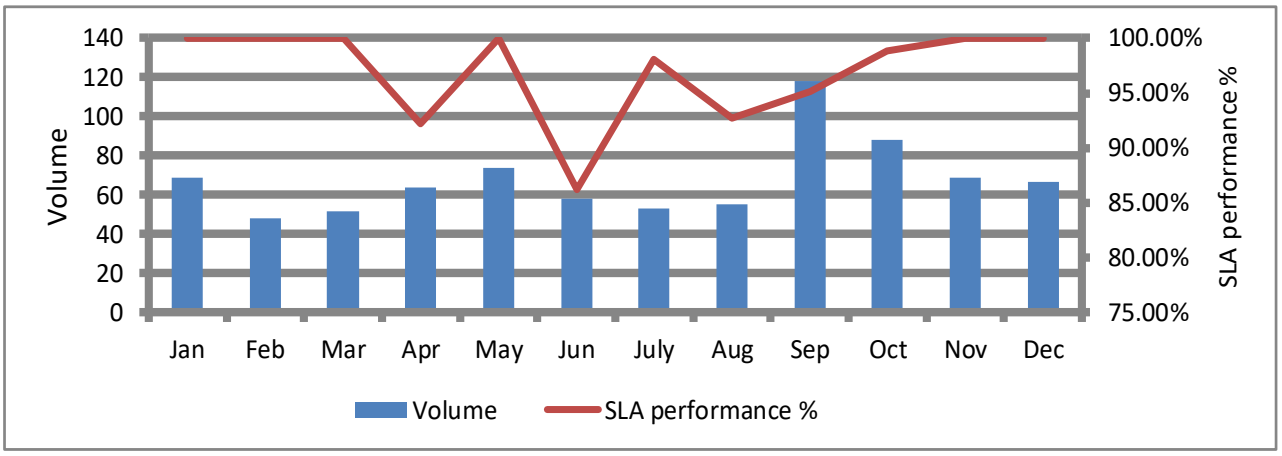
- Ongoing review of third-party cases
- Monitoring and action of cases relating to members over NPA who hadn't claimed retirement benefits. 169 responses received to the 255 letters issued
- Review of deferred member cases

SLA 1 – Change of Personal Details

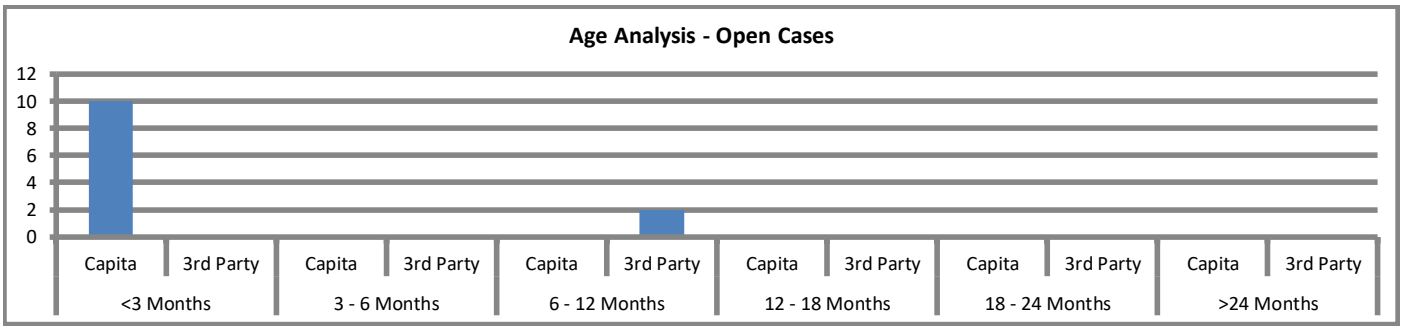
Process change to member details within 10 days of receipt of request

SLA Performance Percentage

95.52%



Volume received in the period	66
Volume processed in the period	67
Remaining open cases (age analysis below)	12



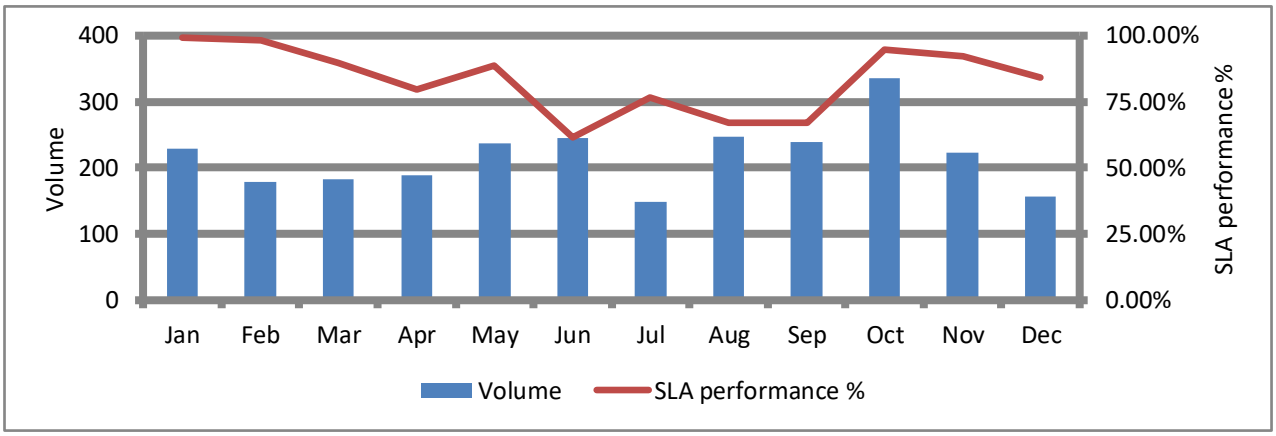
Case volumes have stabilised, and performance remains as expected.

SLA 2 – General Enquiries

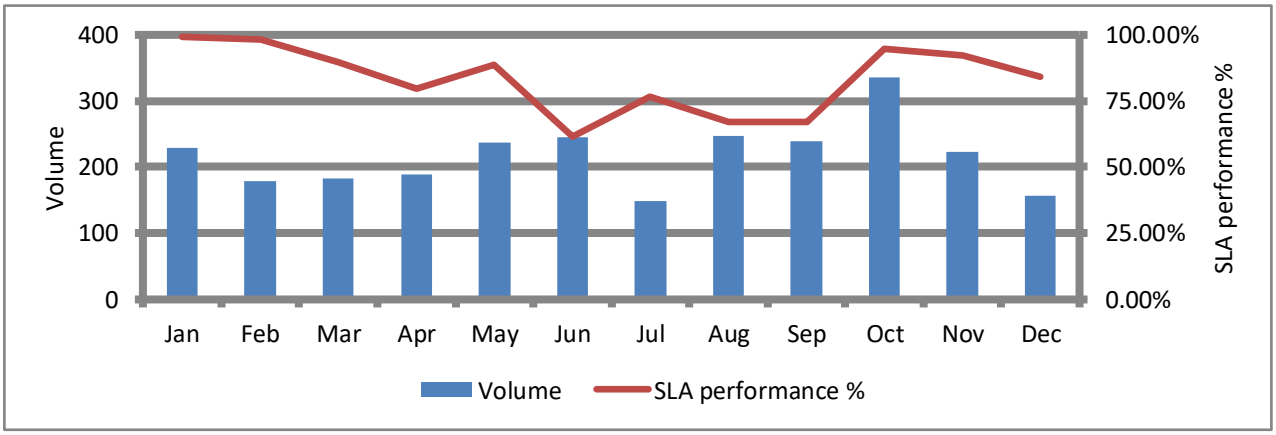
Provide a response to member or beneficiary within 10 days of receipt of correspondence

SLA Performance Percentage

83.97%



Volume received in the period	169
Volume processed in the period	156
Remaining open cases (age analysis below)	63



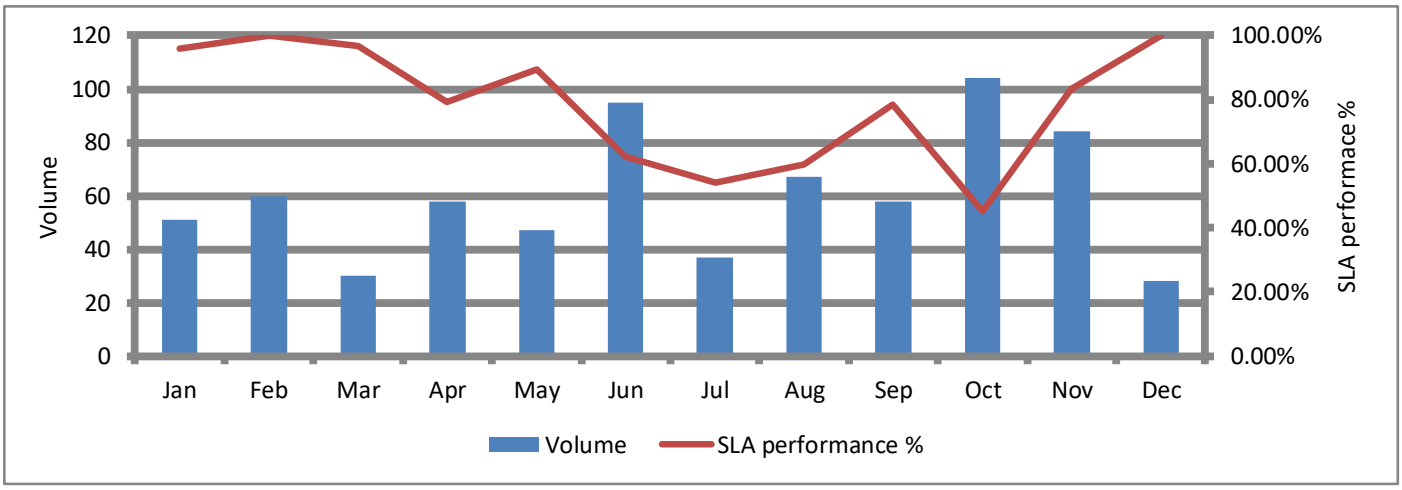
Training continues in this are of work and performance has reduced as a result. We expect this to increase as the latest members of the team gain more experience.

SLA 3 – Request for Estimate of Benefits

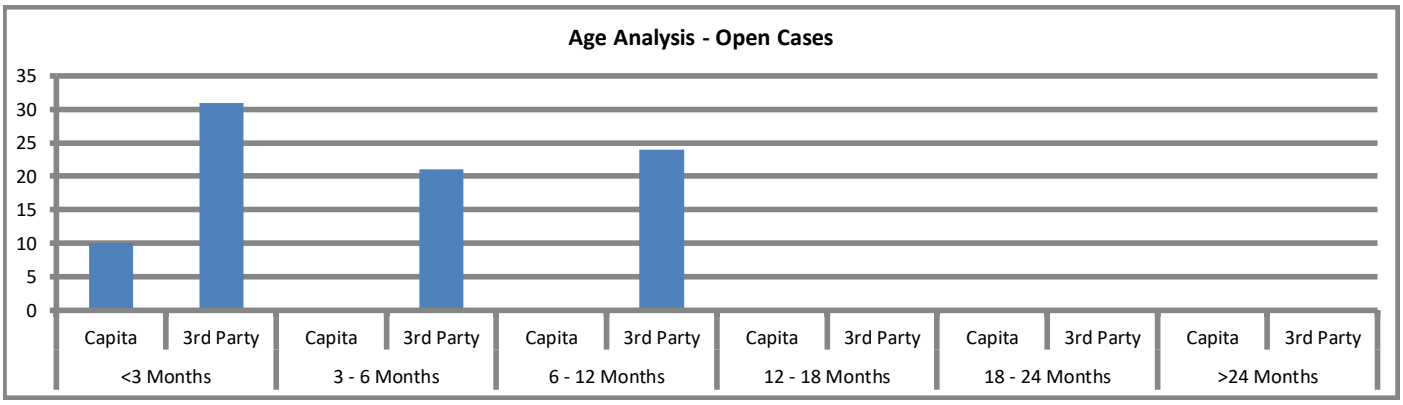
Issue benefit quotation within 10 days of receipt request

SLA Performance Percentage

100%



Volume received in the period	46
Volume processed in the period	28
Remaining open cases (age analysis below)	86



A good performance this month together with a reduction in outstanding volumes.

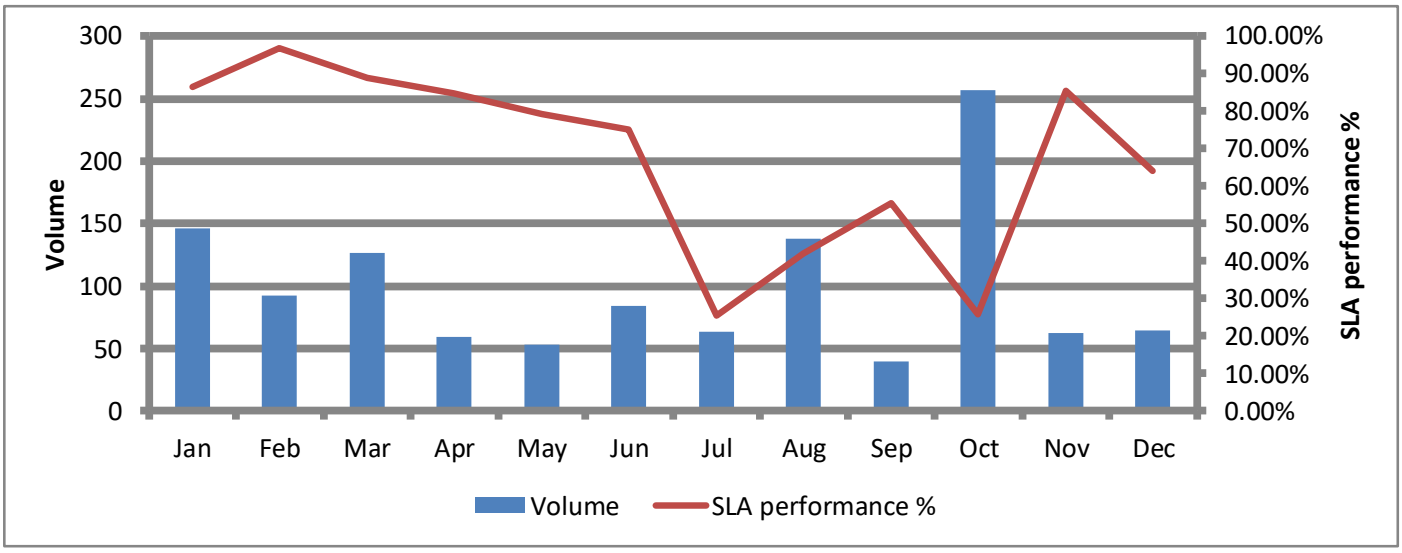
SLA 4 – Leavers

Provide statement of Preserved Benefits within 20 days of notification of exit

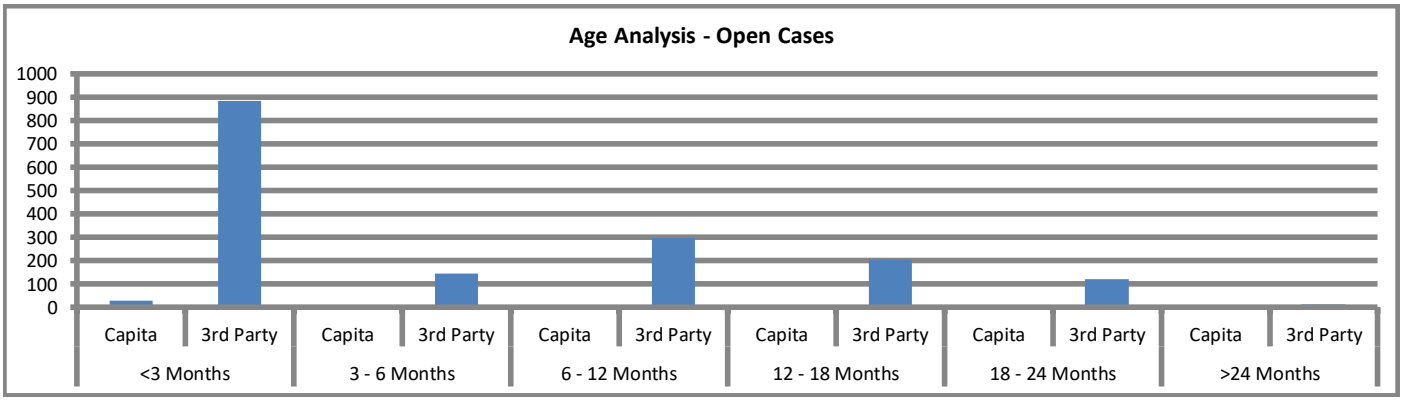
Process payment of refund of contributions within 10 days of receipt of notification

SLA Performance Percentage

64.06%



Volume received in the period	716
Volume processed in the period	64
Remaining open cases (age analysis below)	1694



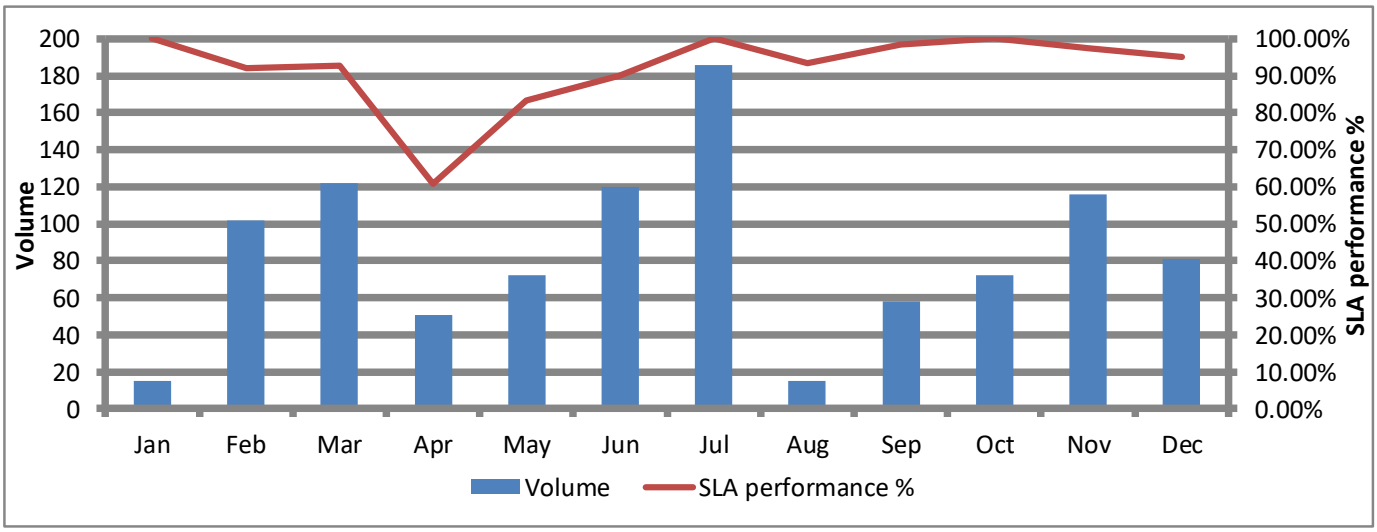
The increased volume is as a result of cases created for already known assumed leavers. At the present time these cases fall within the non-workable pot. As agreed with LBB colleagues, this area of work will be reviewed and actioned in the first quarter of the year.

SLA 5 – New Starters

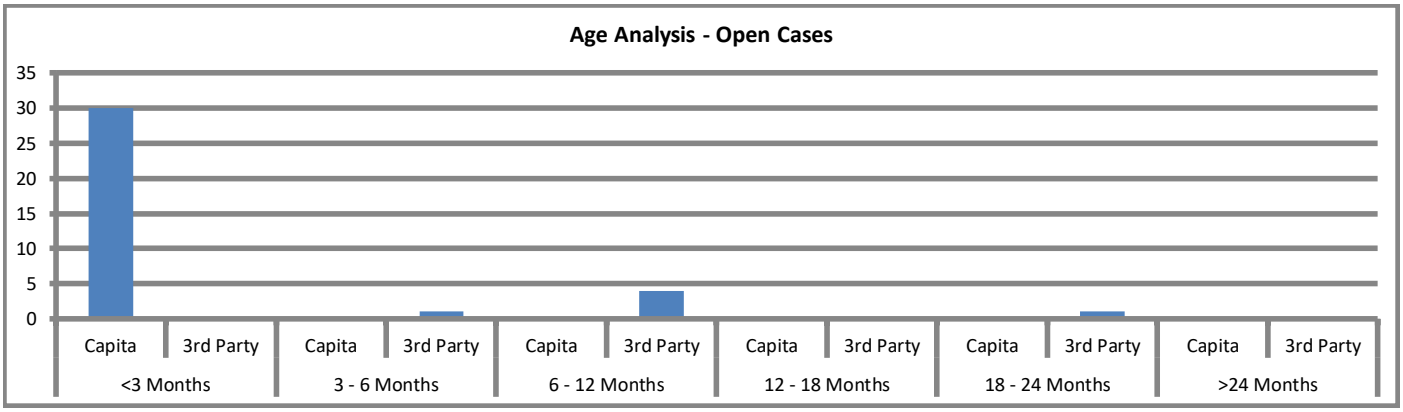
Creation of system record within 4 days of receipt of notification

SLA Performance Percentage

95.06%



Volume received in the period	97
Volume processed in the period	81
Remaining open cases (age analysis below)	36



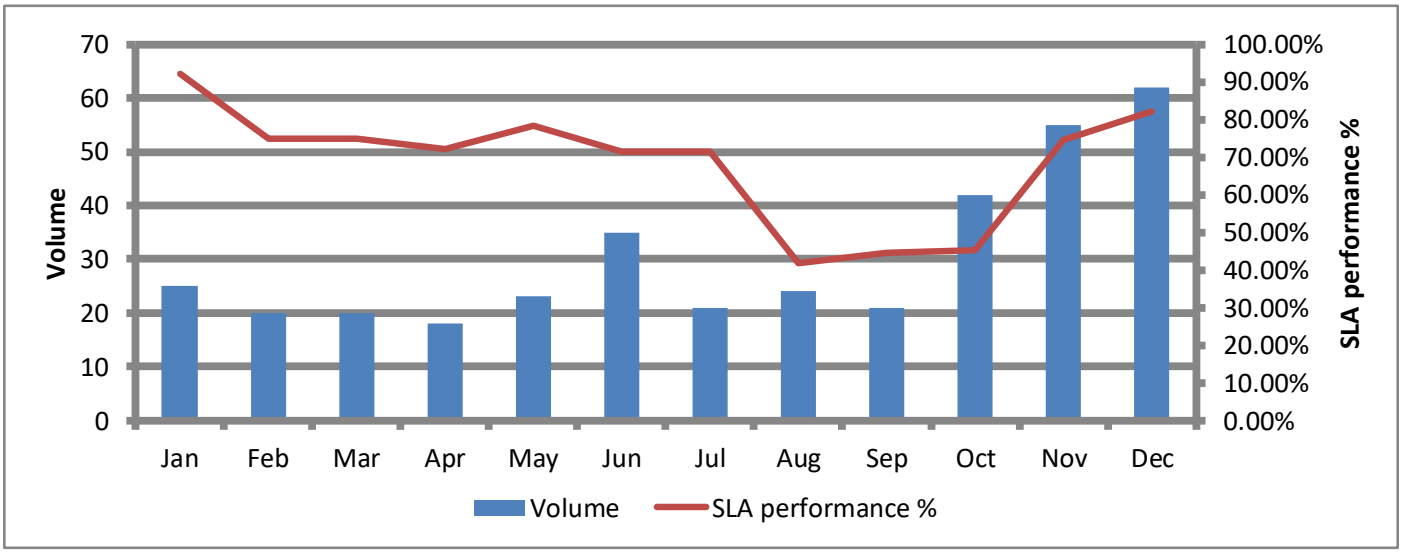
Performance remains at the expected level.

SLA 6 – Retirements

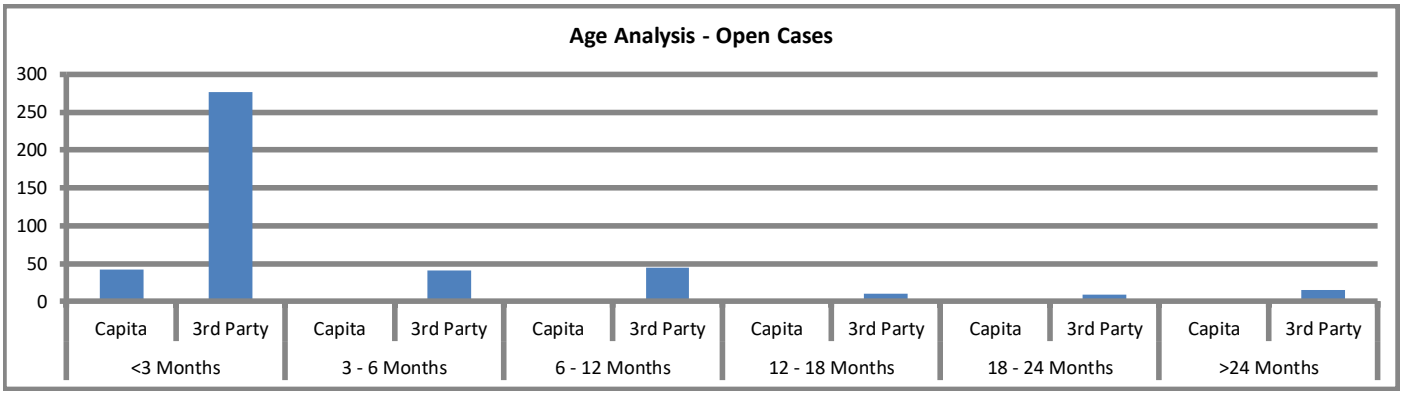
Issue retirement quote within 10 days of receipt of request & Issue retirement quote within 10 days of receipt of request

SLA Performance Percentage

82.26%



Volume received in the period	48
Volume processed in the period	62
Remaining open cases (age analysis below)	439



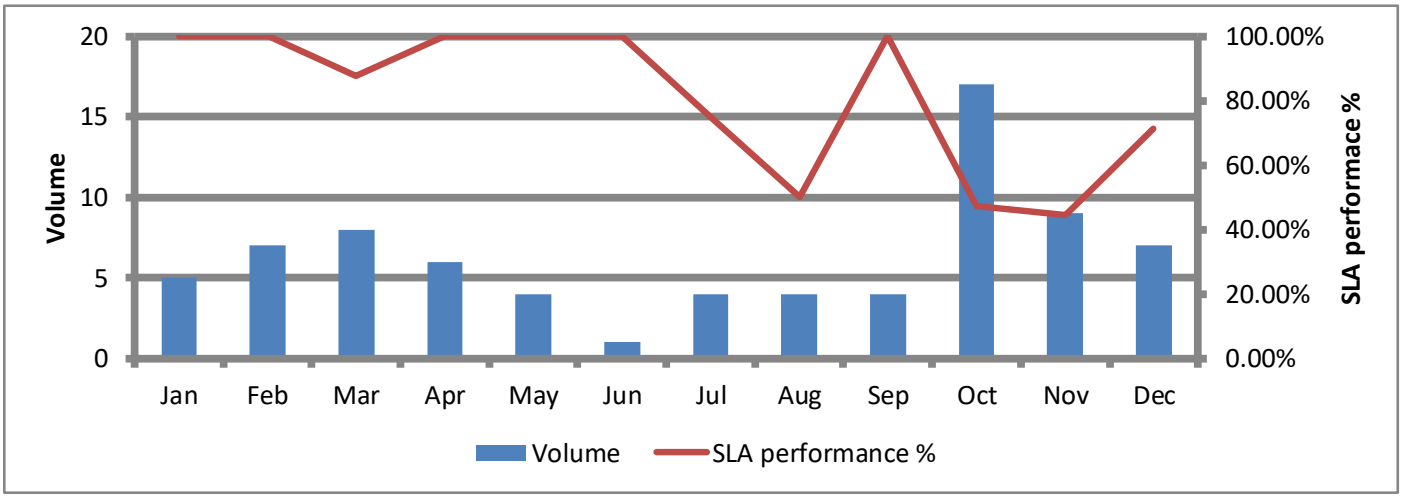
The performance has increased again this month; this area of work continues to be impacted by the late retirement exercise. These cases are treated as priority.

SLA 7 – Transfer In

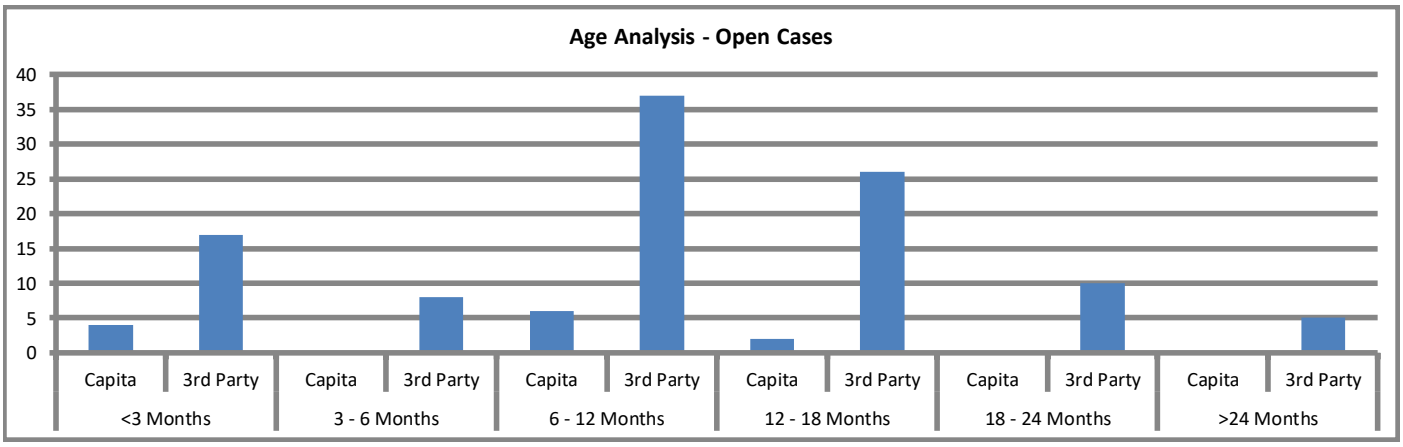
Issue request for transfer details to previous scheme within 5 days of receipt
Issue request for payment of transfer value within 10 days of receipt of member's confirmation to proceed
Update member record with details of transfer in within 7 days of receipt of transfer value payment.

SLA Performance Percentage

71.43%



Volume received in the period	5
Volume processed in the period	7
Remaining open cases (age analysis below)	115



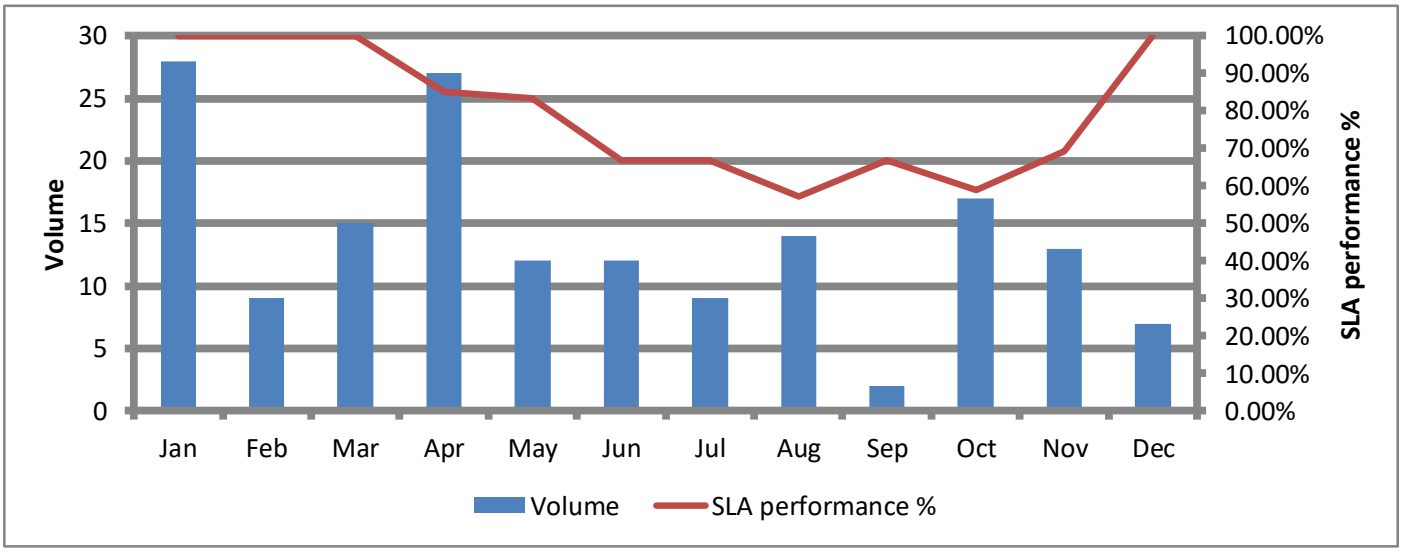
It is good to report an increased level of performance despite the lower volumes we are seeing in this area of work.

SLA 8 – Transfer Out

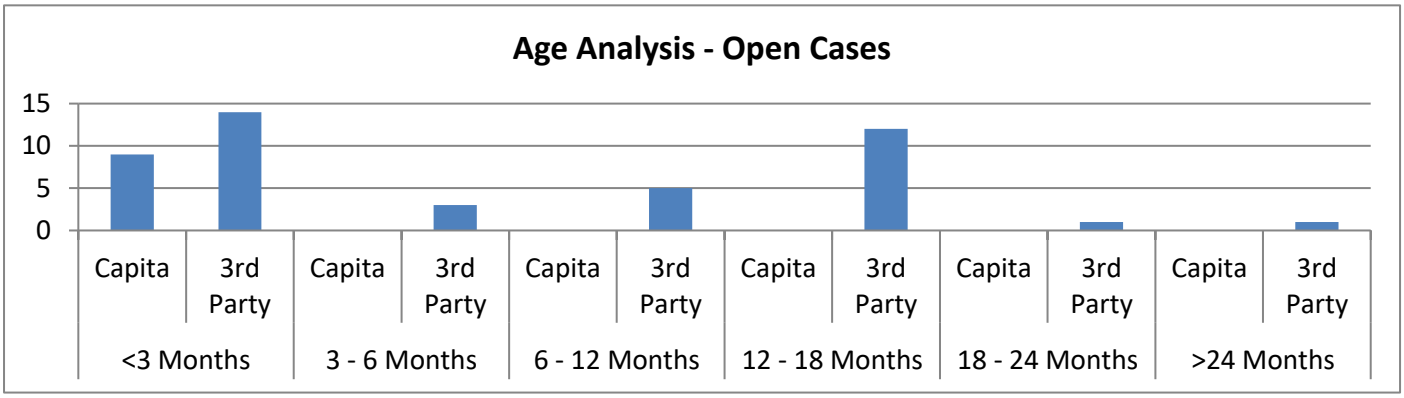
Provide details of deferred pension and TV value within 20 days of receipt of request from new scheme
Process payment of transfer value within 10 days of receipt of members confirmation to proceed

SLA Performance Percentage

100%



Volume received in the period	16
Volume processed in the period	7
Remaining open cases (age analysis below)	45



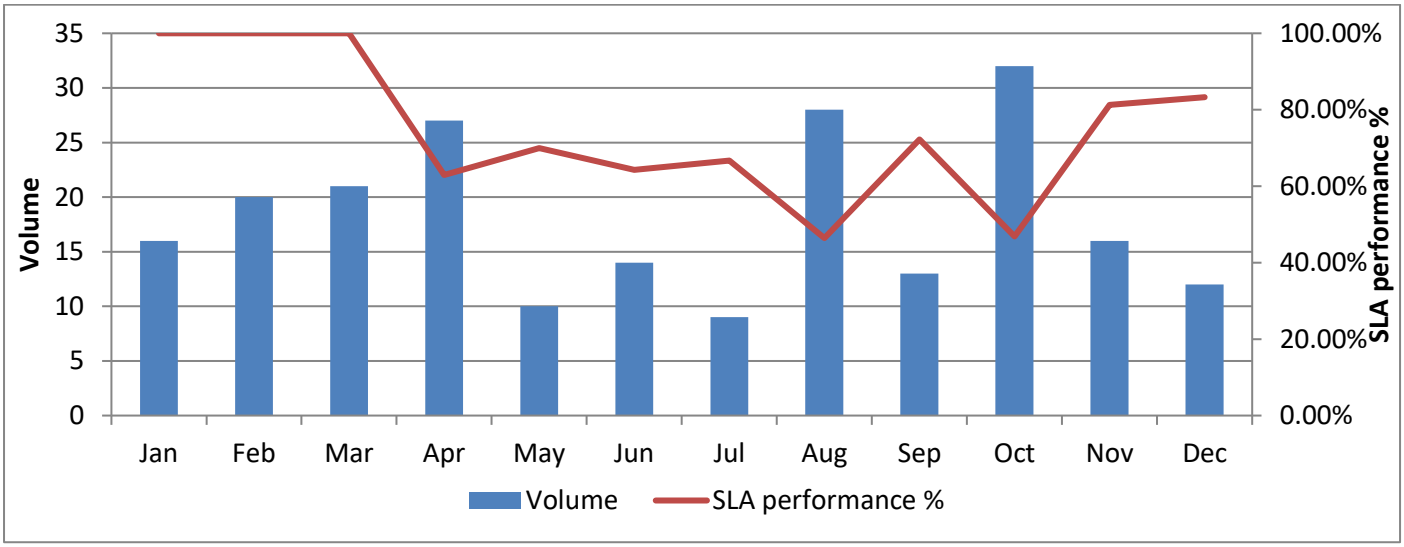
A high level of performance.

SLA 9 – Bereavements

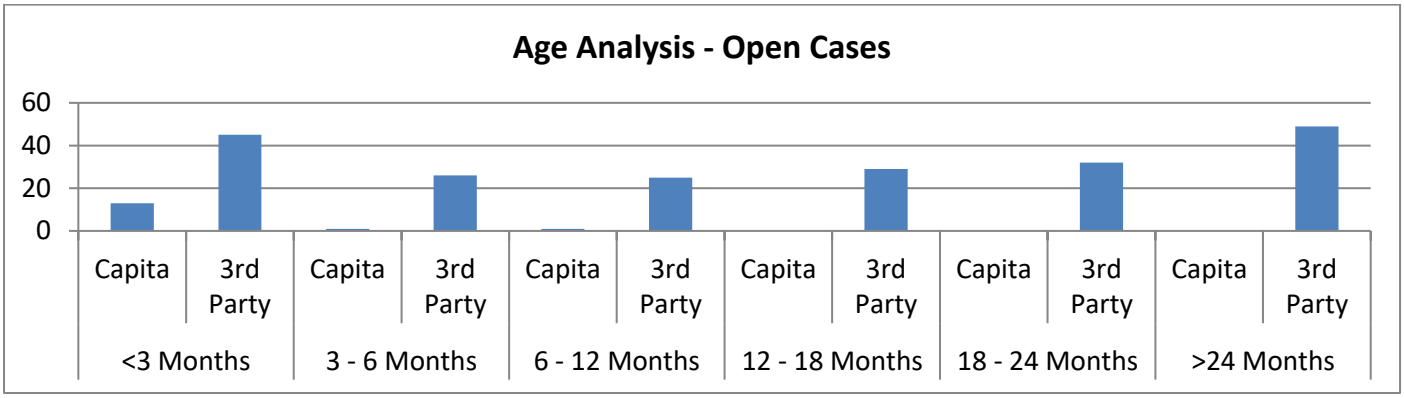
Issue details of benefits payable and death lump sum all due within 5 working days

SLA Performance Percentage

83.33%



Volume received in the period	23
Volume processed in the period	12
Remaining open cases (age analysis below)	221



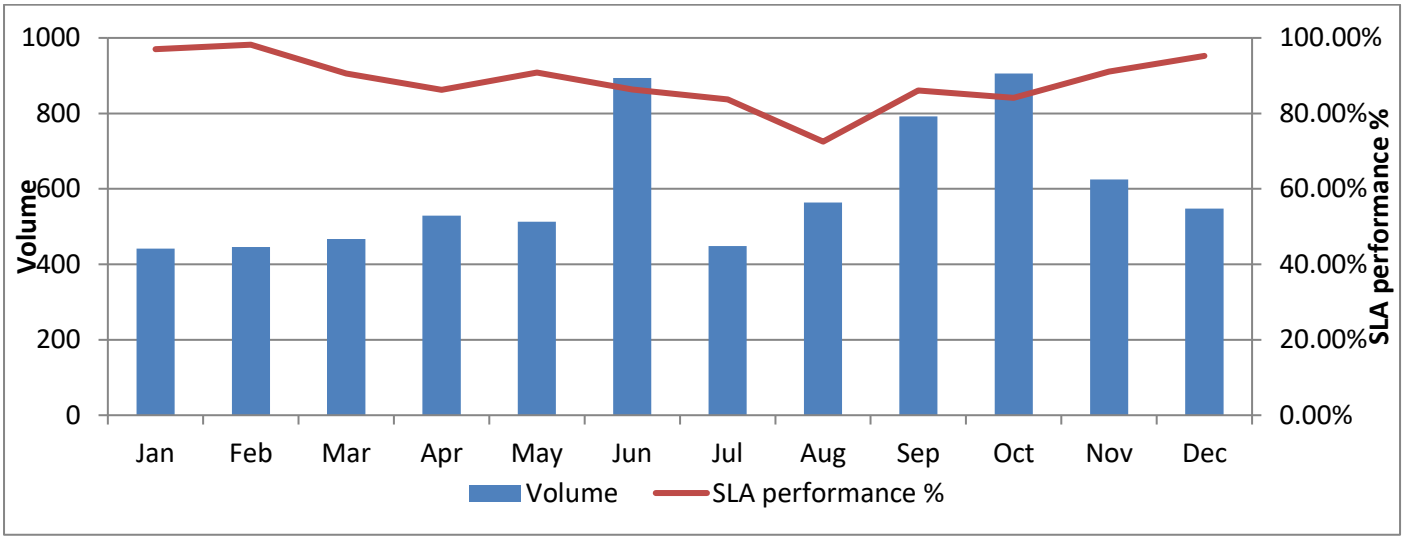
Performance has improved again this month but will be impacted by the reduction in 3rd party cases. We would anticipate seeing an increase in volumes in this area at the beginning of the new year.

SLA 10 – Other

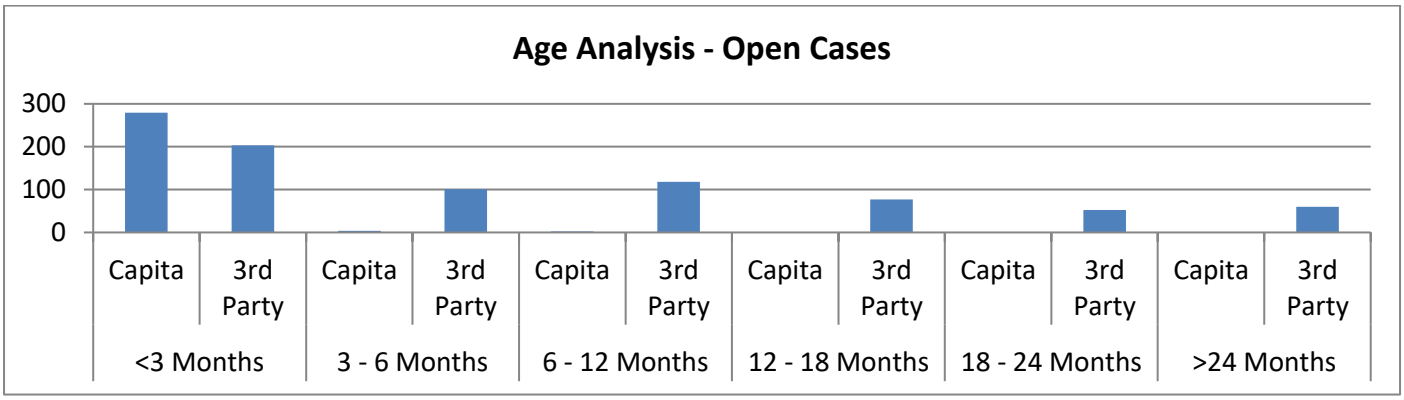
Issue appropriate documentation / response to requests for information within 10 days of receipt of request

SLA Performance Percentage

95.26%



Volume received in the period	688
Volume processed in the period	548
Remaining open cases (age analysis below)	898



An improving level of performance together with a reduction in outstanding volumes.

Member Helpline	

There were 464 calls offered during December. A reduction in performance this month as a result of sickness absence being significantly higher than anticipated. New staff joined the team in month and training has commenced. We envisage service levels will increase in January. Analysis of the reason for contact indicates the split of calls across the following options:

- Bereavement 39
- Changes 21
- Pension / Tax 177
- General 227

	Volume	%
Calls Offered	464	
Calls Answered	454	97.84%
Calls Abandoned	10	2.16%

Average Handling Time	371 seconds
Average queue time – Darlington	11 seconds
Percentage of calls answered in 30 seconds	79.96%

4. Quality Management

Quality Checking (QC)	

Quality Checking (QC) is a process to assess an individual's competence in a particular task (or tasks) or if the complexity or risk of the task determines checking is required. It is always completed prior to the issue of any output. QC is carried out by the BAU Teams and can vary according to individual skill level, contract requirement, site and scheme. Only those who are fully competent complete QC, however it is not acceptable for someone who's own accuracy or competence level is below standard to quality check another's work. The individual who completes the QC must be different to who processed the case.

QC provides an assurance on customer experience, accuracy of processing and ongoing achievement of competency levels. Customer satisfaction is monitored through the volume of repeat enquiries and complaints with a root cause associated with the accuracy of transactions processed.

Overall quality performance is 99.8% for the month of December. There were 3398 transactions reviewed, of these there were 7 errors identified.

All 7 were people errors, which related to incorrect information as a result of a calculation error. These related to one area of work and additional support was provided to the individual concerned. All were identified and corrected prior to case completion.

Complaints	

The table below shows the age profile of outstanding complaints.

There are currently 4 outstanding complaints. The oldest cases relate to a historic refund which the member cannot recall receiving and a request for details of pension benefits where we are awaiting information from an employer. All cases are actively chased.

Category	0 to 10 days	11 to 20 days	21 to 40 days	41 + days
Estimate				1
Transfer			1	
Retirement		1		
Other				1
TOTAL		1	1	2

The cases currently outstanding have a root cause of as follows:

Root Cause	Volume
Delay	3
Inadequate information	1

Closed in month

There were no cases closed in month, although there was action taken to remind with the outstanding cases to try to bring these to a conclusion.

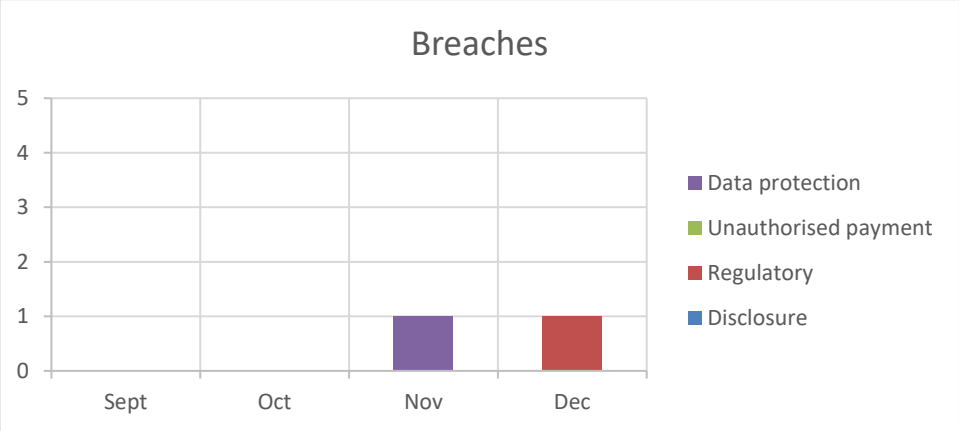
Outstanding complaints

Member	Date of Receipt	Details of Case
Member DI	01/09/2019	Member questioning historical refund. Claims she never had this.
Member DV	04/11/2019	Member is unhappy with delay in providing an update of her pension benefits.
Member DW	06/12/2019	Member is unsatisfied with the duration of how long the retirement process has been taking.
Member DX	14/11/2019	Delay in dealing with transfer from NHS

5 Regulatory Compliance

The table below is a summary table of the breaches logged

Breaches logged	Sept	Oct	Nov	Dec
Disclosure breaches	0	0	0	0
Regulatory breaches	0	0	0	1
Unauthorised payments	0	0	0	0
Data protection breaches	0	0	1	0
TOTAL	0	0	1	1



Disclosure Breaches

In the event of breach in disclosure requirements, a report detailing the reason and the corrective action taken will be provided

Breaches logged	Sept	Oct	Nov	Dec
Disclosure breaches	0	0	0	0

Commentary:

No cases to report

Regulatory Breaches

The Pensions Act 2004 requires reporting breaches, or potential breaches of the regulations to The Pensions Regulator (TPR). Breaches will also be reported to the London Borough of Barnet. Where breaches occur, they will be classified under the following levels:

Status	Description
Red	A breach may pose a risk to members' interests. This breach is reportable to TPR and the London Borough of Barnet immediately.
Amber	A breach depends on individual circumstances. This breach has been investigated and a decision made if it is reportable to TPR.
Green	A breach that is an isolated incident and not reportable to TPR.

Breaches logged	Sept	Oct	Nov	Dec
Regulatory breaches	0	0	0	1

Commentary:
As a result of a review, it was identified that some members who had exceeded the annual allowance in previous tax years were not issued statements.
Action: The affected members have been identified and statements issued. The services of the Technical Manager have been made available to support affected members.

Unauthorised payments

The Registered Pension Schemes (Provision of Information) Regulations 2006 legislates for unauthorised payments. If an unauthorised payment, or a potential unauthorised payment is discovered, the London Borough of Barnet will be notified.

Breaches logged	Sept	Oct	Nov	Dec
Unauthorised payments	0	0	0	0

Commentary:
No cases to report

Data Protection Breaches

Breaches logged	Sept	Oct	Nov	Dec
Data protection breaches	0	0	1	0

Commentary:
An external Capita client was copied into an email in error which contained personal details of a scheme member. As soon as the error was identified, the external client was contacted and requested to permanently delete the email. They confirmed that they hadn't read the email or forwarded to anyone.

6 Risks

Significant Risks update

This section has been left unpopulated as it is being reviewed with the LBB with a view to agreeing how risks will be presented within the report moving forward.

7 Finance

7.1 Finance Dashboard

	Task to be measured	RAG status			Task description	Contract measure	RESULTS (in % terms where grey)			Measurement
		Previous	Current	Forecast*			Last month	This month	Movement	
ACCOUNTS	Closing bank balance			→	Balance in Capita re. LBB bank account at the month-end	n/a	3,125,951.99	2,565,128.63	-560,823.36	n/a - movements monitored via cashflow and reconciliation
	Submit Integra journal to LBB			→	Month-end AccLink Trial Balance finalised and checked before figures are populated to the integra journal, checked and signed off	WD10	Y	WIP	n/a	by WD 10
	Bank account reconciliation			→	Reconcile bank account per AccLink Trial Balance. Due by working day 10 hence reported one month in arrears on dashboard	Reported to CES risk team monthly	Y	WIP	n/a	by WD 10
	Control account reconciliations			→	Volume of reconciled control accounts per AccLink Trial Balance. Due by working day 10 hence reported one month in arrears on dashboard	Reported to CES risk team monthly	Y	WIP	n/a	by WD 10
PAYROLL	Barnet payrolls ran and paid on time			→	Confirmation that both Barnet payrolls (mid-month and month-end) were processed and paid on time	n/a	1	1	0	All payrolls ran and paid on time, if not then RED
	Volume of payments processed			→	Total number of payments processed per the payroll control reports	n/a	7,992	8,030	-0.47%	Green = less than 1%, Amber = less than 5%, Red = greater than 5%
	Volume of rejected payments			→	Total number of payments rejected per the payroll control reports	n/a	3	10	-7	Green = less than 1%, Amber = less than 5%, Red = greater than 5%
	% of rejects versus payments paid			→	Percentage of rejected records against payments processed	n/a	0.04	0.12	-0.09	Green = less than 1%, Amber = less than 5%, Red = greater than 5%
	HMRC PAYE payover			→	PAYE due is paid to HMRC in line with statutory payment deadlines	Statutory deadline = 22nd	Y	Y	n/a	Green = Paid by 22th, Amber = Late, Red = Outstanding
	HMRC AFT returns			→	AFT returns due are reported and paid to HMRC in line with statutory payment deadlines	Statutory deadline = paid within 45 days of quarter ending	Not due	Not due	n/a	Green = All paid on time, Amber = any paid late, Red = any outstanding

CONTRIBUTIONS	Late payers of contributions			→	Number of employers failing to pay by the 22nd deadline for current month contributions due	n/a	0	0	0	Green = less than 5%, Amber = less than 10%, Red = greater than 10%
	Late payers of contributions (%)			→	Number of employers failing to pay by the 22nd deadline for current month contributions due expressed as a % of the current population	n/a	0.0	0	0.0	Green = less than 5%, Amber = less than 10%, Red = greater than 10%
	Outstanding current month contributions			→	Number of employers failing to pay by the 22nd deadline for current month contributions due that remain outstanding.	n/a	4	4	3.56%	Green = less than 1%, Amber = less than 5%, Red = greater than 5%
	Outstanding current month contributions (%)			→	Number of employers failing to pay by the 22nd deadline for current month contributions due expressed as a % of the current population	n/a	4.5	4.5	0.0	Green = less than 1%, Amber = less than 5%, Red = greater than 5%
	Outstanding prior month contributions			↗	Volume of outstanding prior month contributions due to the scheme	n/a	12	14	2	Green = 5 or less, Amber = 6-10, Red = more than 10
	Outstanding contribution breakdown slips for current month			→	Volume of breakdown slips in respect of the current month outstanding at the month-end	n/a	0	1	1	Green = 5 or less, Amber = 6-10, Red = more than 10
	Outstanding contribution breakdown slips for current month (%)			↗	Volume of outstanding current month contribution breakdown slips expressed as a % of the current population	n/a	0.0	1.1	1.1	Green = less than 1%, Amber = less than 5%, Red = greater than 5%
	Volume of outstanding contribution breakdown slips for prior month			→	Volume of breakdown slips in respect of prior months outstanding at the month-end	n/a	0	0	0.00	Green = Less than 10, Amber 10-20, Red = 21 plus
	Current month employer tolerance breaches			→	Volume of employers where current month's contributions create a tolerance breach (current measure is 10%)	n/a	6	6	0.00	Green = Less than 10, Amber 10-20, Red = 21 plus
	Employer new breakdown form submissions			→	Volume of employers submitting new contributions form expressed as a % of the employer population	n/a	96	96	0.00	Green = 95-100%, Amber = 90-94.9%, Red = below 90%
	Member contributions data coverage			→	Approximate coverage of member contributions data expressed as a % of the member population	n/a	94	91	-2.34	Green = 95-100%, Amber = 90-94.9%, Red = below 90%

DEBT	Volume of overpayments invoices			→	Volume of new member overpayments invoices raised during the current month	n/a	4	6	2	Green = Less than 10, Amber 10-20, Red = 21 plus
	Value of overpayment invoices			→	Value of new member overpayments invoices raised during the current month	n/a	3,574	1,861	-1,713	Green = less than £2.5k, Amber £2.5k - £5k, Red = £5k plus
	Volume of outstanding overpayment invoices			→	Volume of all outstanding member overpayment invoices as at the month-end	n/a	158	162	4	Green = less than 250 cases, Amber = 250-500 cases, Red = 500 cases plus
	Value of outstanding overpayment invoices			→	Value of all outstanding member overpayment invoices as at the month-end	n/a	105,499	106,990	1,491	Green = Less than £250k, Amber = £250k - £500k, Red = £500k plus
	Volume of employer strain invoices			→	Volume of new employer strain invoices raised during the current month	n/a	3	7	4	Green = Less than 10, Amber 10-20, Red = 21 plus
	Value of employer strain invoices			↗	Value of new employer strain invoices raised during the current month	n/a	52,639	137,678	85,039	Green = Less than £100k, Amber £100k-£200k, Red = £200k plus
	Volume of outstanding strain invoices			↗	Volume of all outstanding employer strain invoices as at the month-end	n/a	55	61	6	Green = less than 20, Amber = 20-50, Red = 51 plus
	Value of outstanding strain invoices			↗	Value of all outstanding employer strain invoices as at the month-end	n/a	1,086,165	1,212,580	126,415	Green = Less than £400k, Amber £400k-£1m, Red = £1m plus

***NOTE - the forecast arrows reflect the expected RAG status next month following management assessment of any relevant historical trends, current month performance to date and known activities through to the month-end likely to impact - both positively and negatively - on the final positions**

7.2 Finance and Payroll Executive Summary

Headlines	
1	Finance dashboard features three red flag measures this month, the details of which are outlined within the narrative. All other measures reported green or amber results.
2	Excellent overall contributions reporting results again this month.
3	Contributions reporting highlighted five potentially reportable events to the Pensions Regulator.

ACCOUNTS – Reconciliations	

The integra journal for December (fed by the general ledger postings download from AccLink) is on course to be submitted by the working day ten deadline at the time of writing. The bank account reconciliation is completed as part of this exercise and the control account reconciliations are also on schedule to be completed on time. We can confirm that last month's versions were completed on time.

The monthly cashflow tracker hasn't highlighted any issues and monies have been defunded back to Barnet as appropriate. It remains prudent to agree a formal balance 'float' amount with Barnet for completeness.

ACCOUNTS – Audit	

The only piece of audit actions related work we actively continue to enhance relates to confirmation that employers continue to pay at the correct rates after taking into account any deficit contributions paid in with monthly contributions.

PAYROLL – Performance across key measures	

There were no issues to report in respect of payroll this month with minimal rejected payments reported again.

CONTRIBUTIONS – Late & Outstanding payers	

As consistently reported in previous months reports Green Sky Cleaning, following the takeover by Atlas Cleaning, remains the only employer with potential prior and current month outstanding contributions to the scheme per annex LBB-01. As a result, we report a red dashboard measure in respect of prior months outstanding contributions.

No employers paid their contributions late for the reporting period.

CONTRIBUTIONS – Missing Breakdown Forms	

Annex LBB-03 reported no employers for failure to submit key data within the forms receive. Annex LBB-04 reported two employers who have failed to submit their contribution forms for the month.

Data coverage – The finance dashboard reported 96% of employers submitting a new form correctly (the same as last month) which represented (91% of the membership (down from 94% last month).

CONTRIBUTIONS – Analytics Review inc. tolerance breaches	

Annex LBB-05 reporting highlighted six employers in the current month to be contacted regarding a breach of our 10% tolerance versus prior month contributions. They were JCOSS, Sack Morasha, Saracen, St Andrew the Apostle, Woodhouse Coll (Acad) and Wren Academy. Contact will now be made with those employers to establish the reasons for the variances.

Prior months reporting highlighted five employers - Sancroft Community, Barnfield Primary School and Woodhouse College Academy are again reported to Barnet for consideration of further action and reporting to the Regulator for continued failure to provide the necessary information. London Acad and Menorah Foundation Sch are new reportable items from November 2019.

CONTRIBUTIONS – The Pensions Regulator Breach Reporting	

As outlined in the above section five employers have been escalated to Barnet for consideration.

Sancroft Community, Barnfield Primary School and Woodhouse College Academy are reported again this month.

DEBT – Member Overpayments	

Six new overpayments were raised during December worth £1.8k. The outstanding balance at the month-end was £106.9 (up by £1.4k from £105.4k last month) consisting of 162 invoices.

The December debtors listing, consisting of member overpayments and strain invoices, will be shared with LB of Barnet. The monthly debtors KIT series for 2020 has been set-up.

DEBT – Employer Strain Costs	

Three new strain invoices were raised this month totalling £137.6k. The current volume of outstanding invoices is 61 – up by six cases - worth £1.212m from £1.086m last month.

The volume and value of outstanding cases at the month-end saw a red flag reported on the dashboard this month. Focus continues on chasing up outstanding cases and we await confirmation of LB of Barnet's approach to a number of aged cases where write-off may be appropriate. Finance have outlined to Barnet some proposals for the future reminder and referral process as well as potential discretions to write-off cases of certain values in certain circumstances. Reminders were sent on all outstanding 2019 invoices during December.

PROJECTS – Innovations & IT Developments	

Work continues to further enhance processes in liaison with Operational and LB of Barnet colleagues as part of our continuous improvement ethos.

PEOPLE MANAGEMENT	

Staff annual appraisals will become due in January.

FORWARD LOOK	

The main Finance and Payroll priorities during January are:

- Implement the reminder processes for overpayment and strain invoices as agreed by Barnet.
- Review outstanding cases and action any as advised by Barnet following bulk review.
- Liaise with employers to resolve any remaining deficit contributions queries and escalate as appropriate.
- Chase up outstanding queries with employers.

8 Appendices

Appendix 1

Table 3: Case Age Breakdown

Case Group	<3 Months		3 - 6 Months		6 - 12 Months		12 - 18 Months		18 - 24 Months		>24 Months	
	Capita	3rd Party	Capita	3rd Party	Capita	3rd Party	Capita	3rd Party	Capita	3rd Party	Capita	3rd Party
Change of details	10	0	0	0	0	1	0	1	0	0	0	0
Enquiries	37	19	0	0	0	7	0	0	0	0	0	0
Request for Estimate of Benefits	10	24	0	21	0	29	0	2	0	0	0	0
Leavers	29	796	2	216	0	307	1	199	0	129	0	15
New Starters	30	0	0	1	0	4	0	0	0	1	0	0
Retirements	42	274	0	41	1	47	0	9	0	9	0	16
Transfers In	4	14	0	10	6	33	2	29	0	12	0	5
Transfers Out	8	13	1	4	0	3	0	13	0	2	0	1
Bereavements	12	42	2	27	1	22	0	33	0	32	0	50
Other	279	184	3	115	3	115	1	80	0	56	1	61
Total	**461**	**1366**	**8**	**435**	**11**	**568**	**4**	**366**	**0**	**241**	**1**	**148**

Appendix 2

Strain costs for 2018/19

						Finance Use		
Anonymised	**Invoice to:**	**DoR**	**In Payt**	**Actual Strain £**	**Comment**	**Invoice Date**	**Invoice No**	**Date Paid**
Member B1	Hendon School / EPM	13/05/2018	Y	15,723.69		23/08/2018	8396	05/03/2019
Member M		13/05/2018	Y					
Member Ma		13/05/2018	N					
Member A	Hendon School / EPM	27/07/2018	Y	30,759.83		26/11/2018	8410	
Member H	St Michael's Catholic	31/08/2018	Y	8,596.61		26/11/2018	8401	19/02/2019
Member W	St Michael's Catholic	31/08/2018	Y	94,648.64		26/11/2018	8402	19/02/2019
Member B	St Michael's Catholic	31/08/2018	Y	5,036.20		26/11/2018	8400	19/02/2019
Member G	Capita CSG	01/04/2018	Y	70,207.98		26/11/2018	8411	
Member S	Capita CSG	30/06/2018	Y	42,629.28		14/10/2019	8452	
Member R	Capita CSG	31/05/2018	Y	5,628.56		26/11/2018	8412	
Member K	St Paul's C of E	31/08/2018	Y	1,231.48		26/11/2018	8413	
Member C	CES - St Paul's C of E	31/08/2018	Y	12,202.53		26/11/2018	8406	
Member Ba	Colindale Primary	31/08/2018	Y	28,926.43		26/11/2018	8407	
Member Ka	CES - Woodcroft Primary	31/08/2018	Y	1,368.64		26/11/2018	8409	
Member Ca	CES - Woodcroft Primary	31/08/2018	Y	424.37		26/11/2018	8408	
Member Aa	LBB - N11 1NP	30/04/2018	Y	20,249.07		26/11/2018	8404	03/05/2019
Member J	MSEX UNIV	31/07/2018	Y	31,374.43		06/06/2019	8430	
Member D	MSEX UNIV	16/11/2018	Y	32,070.28		11/02/2019	8420	
Member Bb	MSEX UNIV	30/06/2018	Y	58,855.42		13/08/2018	8395	24/08/2018
Member L	MSEX UNIV	15/03/2019	Y	3,030.56		18/07/2019	8435	19/08/2019
Member Ha	MSEX UNIV	07/12/2017	Y	241.52		11/02/2019	8419	
Member Ga	Copthall School	31/10/2015	Y	4,458.34		11/02/2019	8418	
Member La	MSEX UNIV	31/08/2017	Y	3,438.56		14/10/2019	8449	

Strain cost 2019/20

					Finance Use		
Anonymised	**Invoice to:**	**DoR**	**Actual Strain £**	**Comment**	**Invoice Date**	**Invoice No**	**Date Paid**
Member Ja	Barnet Council	01/04/2019	13,102.16		10/06/2019	8431	
Member Ab	Frith Manor Primary	31/05/2019	5,480.29		11/11/2019	8455	
Member T	St Marys CE Primary	22/04/2019	3,775.39		11/11/2019	8456	
Member P	St Marys CE Primary	22/04/2019	1,878.61		19/08/2019	8441	24/09/2019
Member Ac	St Marys CE Primary	22/04/2019					
Member Ra	Barnet Council	10/06/2019	58,682.73		01/07/2019	8432	
Member Lb	Capita CSG	22/06/2017	2,628.22		19/08/2019	8440	
Member Y	St Josephs	31/08/2019	6,995.46		11/11/2019	8457	
Member Ha	St Catherines	31/08/2019	2,036.80		21/11/2019	8461	06/12/2019
Member O	Capita Carlisle	31/08/2019	14,499.03		11/11/2019	8458	
Member Bc	Capita Carlisle	31/08/2019					
Member W	Middlesex Uni	31/07/2019					
Member E	Middlesex Uni	31/08/2019	17,950.98		31/10/2019	8453	
Member Bd	Middlesex Uni	31/07/2019	18,265.54		07/01/2020	8467	
Member Cb	St Marys & St Johns	31/08/2019					
Member Ha	Barnet Homes	30/04/2019	47,476.52		26/09/2019	8446	
Member Cc	Middlesex Uni	31/07/2019	2,965.52		14/10/2019	8447	
Member S	Barnet Council	01/04/2019	150,583.77		14/10/2019	8450	
Member Oa	Colindale Primary School	31/08/2019	18,727.28		14/10/2019	8451	

Member Lc	Middlesex Uni	31/08/2017	3,438.56		14/10/2019	8449	
Member Ta	Middlesex Uni	31/08/2019	31,461.32		19/11/2019	8459	13/12/2019
Member Mb	Hendon School	13/05/2018					
Member Jb	Middlesex Uni	31/03/2019	£8,111.89		07/01/2020	8466	
Member Sb	Middlesex Uni	30/09/2019	3,227.61		19/11/2019	8460	13/12/2019
Member Ld	Middlesex Uni	31/07/2019	4,289.95		19/12/2019	8463	
Member Ad	Middlesex Uni	30/09/2019	93,356.45		19/12/2019	8464	
Member Mc	Middlesex Uni	30/09/2019	9,281.83		31/12/2019	8465	
Member G	Barnet Homes	31/05/2019	16018.44		13/01/2020	8469	