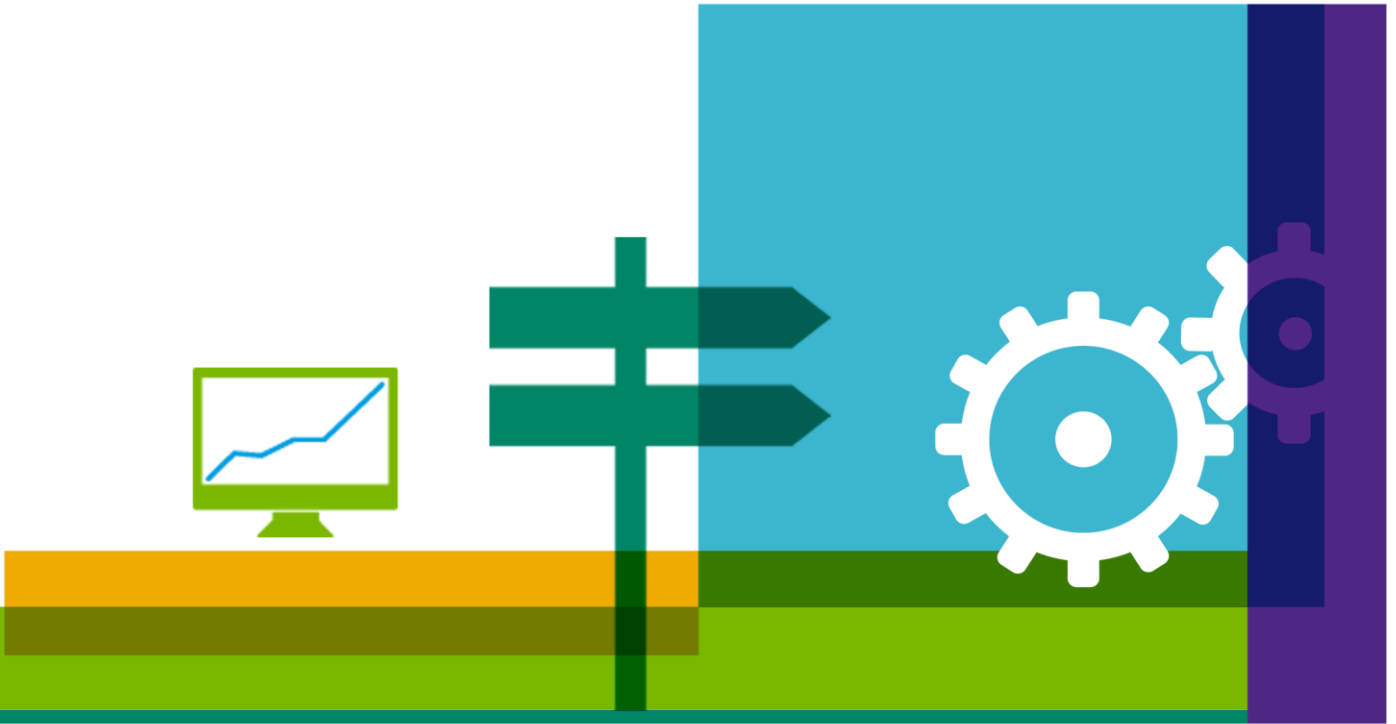


# CAPITA



## Report to the London Borough of Barnet May 2020

London Borough of Barnet Pension Fund

12<sup>th</sup> June 2020

## Contents

1. Introduction .....	3
2. Executive Summary .....	3
3. Performance Breakdown .....	4
4. Quality Management .....	18
5. Regulatory Compliance .....	20
6. Risks.....	22
7. Finance .....	23
7.1 Finance Dashboard.....	23
7.2 Finance and Payroll Executive Summary.....	26
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 April 2020.

## 2. Executive Summary

Headlines	
1	<p>During the period 1298 BAU cases were completed in month which is an increase in comparison to last month. We continue to perform well despite our whole administration service continuing to work remotely from the office environment.</p> <ul style="list-style-type: none"> <li>○ 1227 were completed within target</li> <li>○ Overall performance has decreased marginally across the month</li> </ul>
2	<p>End of Year returns from employers continued to be received throughout the month. At 31<sup>st</sup> May, 87 employers had submitted returns with 9 returns outstanding. LBB are chasing all outstanding returns.</p>
3	<p>In May additional resources were secured to assist with ongoing remediation work prior to the pension administration transitioning to WYPF in November 2020. Priority has been given to reviewing of the non-workable cases.</p>

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

Case Group / Category	Volumes
<i>All work outstanding at the beginning of the period</i>	<b>3773</b>
<i>Cases received in the period</i>	<b>1521</b>
<i>Cases completed in the period</i>	<b>1298</b>
<i>Cases re-categorised during the period</i>	<b>460</b>
<b><i>All work outstanding at the end of the period</i></b>	<b>3536</b>
<i>Number of outstanding cases awaiting 3rd party information</i>	<b>3071</b>
<i>Number of workable items</i>	<b>465</b>
<b>Total</b>	<b>3536</b>
<i>Cases completed within standard LGPS targets</i>	<b>1227</b>

### 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 performance level reduced by 0.3% in May, in addition the volume of cases cleared this month has increased in comparison to April.

Performance may reduce as we progress any cases outside of SLA that are currently at 3<sup>rd</sup> party.

Case Group	Start	Received	Completed	Terminated	Carried F/Ward	Completed Within	SLA %
<i>Change of details</i>	49	64	83	10	20	77	<b>92.77%</b>
<i>Enquiries</i>	107	234	162	107	72	146	<b>90.12%</b>
<i>Request for Estimate of Benefits</i>	84	49	33	28	72	33	<b>100.00%</b>
<i>Leavers</i>	1551	77	75	26	1527	63	<b>84.00%</b>
<i>New Starters</i>	58	48	77	12	17	77	<b>100.00%</b>
<i>Retirements</i>	420	32	53	36	363	45	<b>84.91%</b>
<i>Transfers In</i>	161	10	10	3	158	9	<b>90.00%</b>
<i>Transfers Out</i>	40	9	9	1	39	7	<b>77.78%</b>
<i>Bereavements</i>	265	40	23	2	280	19	<b>82.61%</b>
<i>Other</i>	1038	958	773	235	988	751	<b>97.15%</b>
<b>Total</b>	<b>3773</b>	<b>1521</b>	<b>1298</b>	<b>460</b>	<b>3536</b>	<b>1227</b>	<b>94.53%</b>

Service Delivery Report  
May 2020

**SLA Tracker**

Case Group	Dec SLA	RAG	Jan SLA	RAG	Feb SLA	RAG	Mar SLA	RAG	April SLA	RAG	May SLA	RAG
Change of details	95.52%		98.00%		94.55%		84.62%		93.06%		92.77%	
Enquiries	83.97%		92.27%		95.65%		85.57%		96.26%		90.12%	
Request for Estimate of Benefits	100.00%		90.57%		97.78%		100.00%		100.00%		100.00%	
Leavers	64.06%		86.17%		94.26%		84.40%		90.43%		84.00%	
New Starters	95.06%		98.26%		95.89%		69.77%		83.33%		100.00%	
Retirements	82.26%		80.00%		96.83%		70.45%		87.50%		84.91%	
Transfers In	71.43%		85.71%		100.00%		86.67%		77.78%		90.00%	
Transfers Out	100.00%		94.74%		100.00%		100.00%		100.00%		77.78%	
Bereavements	83.33%		95.65%		91.67%		100.00%		94.12%		82.61%	
Other	95.26%		96.07%		98.39%		95.71%		98.04%		97.15%	
<b>Total</b>	<b>90.70%</b>		<b>93.77%</b>		<b>97.10%</b>		<b>91.34%</b>		<b>94.84%</b>		<b>94.53%</b>	

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
359	627	17	338	58	1113	22	397	1	320	8	276

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

Actions taken:

- In May additional resource was secured to assist with the ongoing remediation work prior to the pension administration transitioning to WYPF in November 2020.
- Priority has been given to the review of third-party cases (non- workable cases) and the issuing of reminders for any outstanding information that will allow the case to be progressed or concluded.
- Monitoring and action of cases relating to members over NPA who hadn't claimed retirement benefits continue to be reported weekly

### **Remediation work**

The support provided so far has been tasked with a review of all leaver cases. As a result of this review, we have provided information to LBB and Capita HR to assist in obtaining any missing information from employers so enabling the cases to be concluded.

Reminders have also been issued to members for the remaining leaver cases. As we move into June action has been taken on all leaver cases at 3<sup>rd</sup> party. We expect to see responses throughout the month of June.

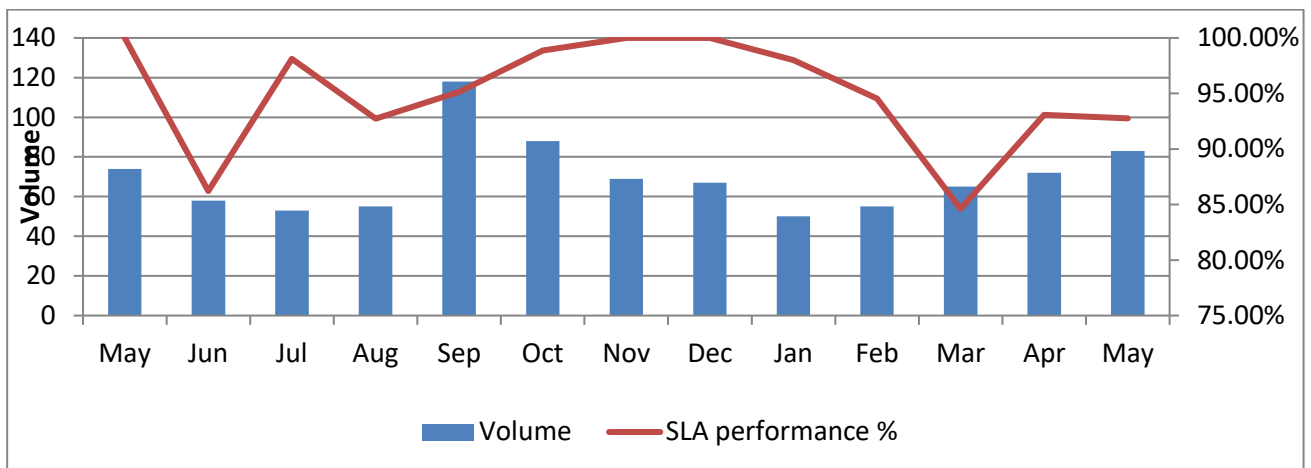
Next steps will to follow-up on both the bereavement and retirement areas of work and determine what are the next steps we need to take to finalise the cases. Reviews against e-decision to confirm dates of death are already underway.

## SLA 1 – Change of Personal Details

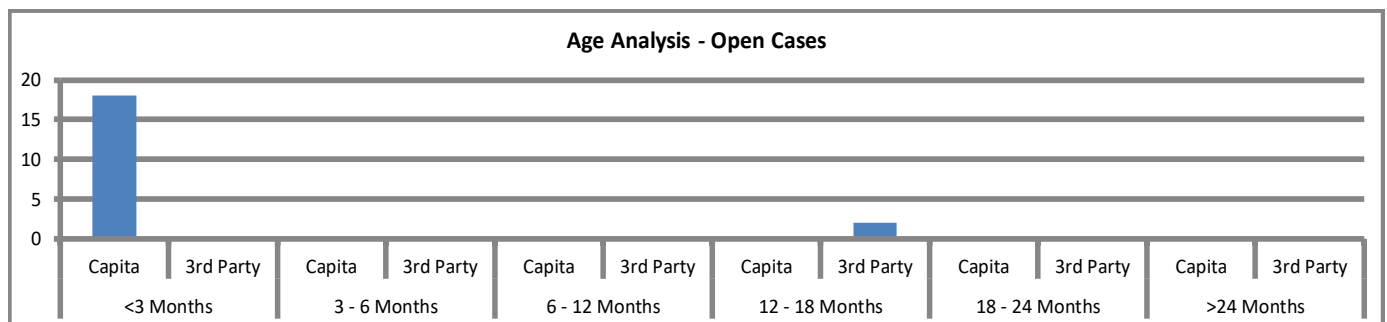
Process change to member details within 10 days of receipt of request

SLA Performance Percentage

# 92.77%



Volume received in the period	64
Volume processed in the period	83
Remaining open cases (age analysis below)	20



Case volumes reduced this month which enabled higher volumes of cases to be completed and as a result less cases were carried forward. SLA compliance reduced slightly.

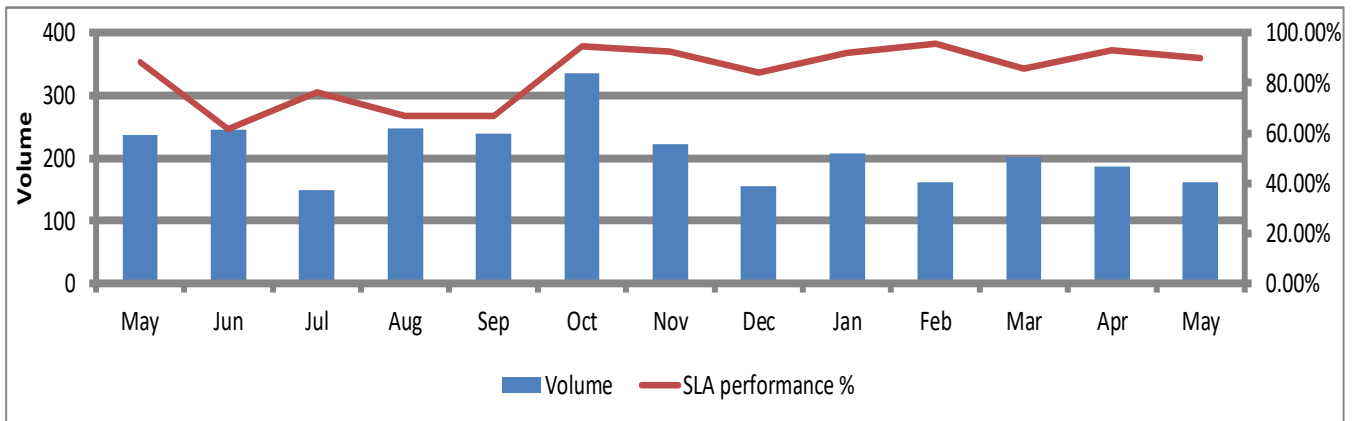
With the printing of annual benefit statement for deferred members planned for later this month, future performance may be impacted due to the potential ABS returns and members personal data record having to be updated and requests to out tracing service commencing.

## SLA 2 – General Enquiries

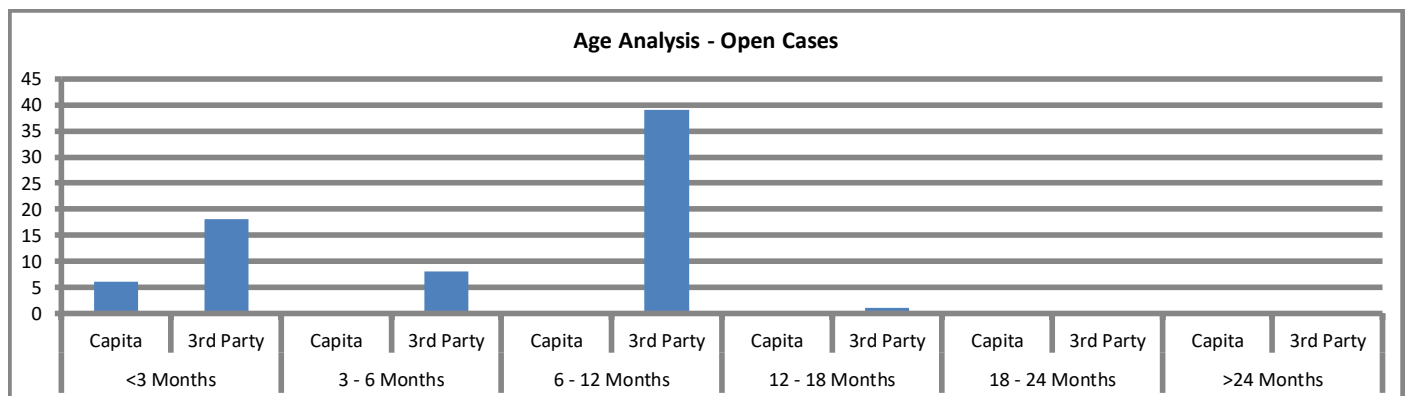
Provide a response to member or beneficiary within 10 days of receipt of correspondence

SLA Performance Percentage

# 90.12%



Volume received in the period	234
Volume processed in the period	162
Remaining open cases (age analysis below)	72



Case volumes reduced this month

With the printing of annual benefit statement for deferred members planned for later this month, we may see an increase in volumes due to potential enquiries from members.

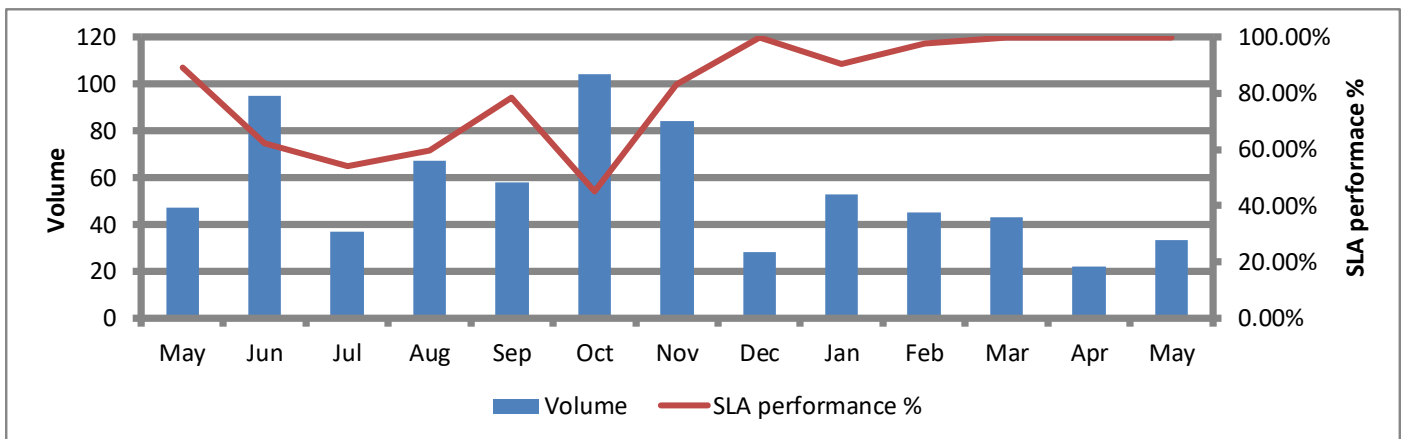


### SLA 3 – Request for Estimate of Benefits

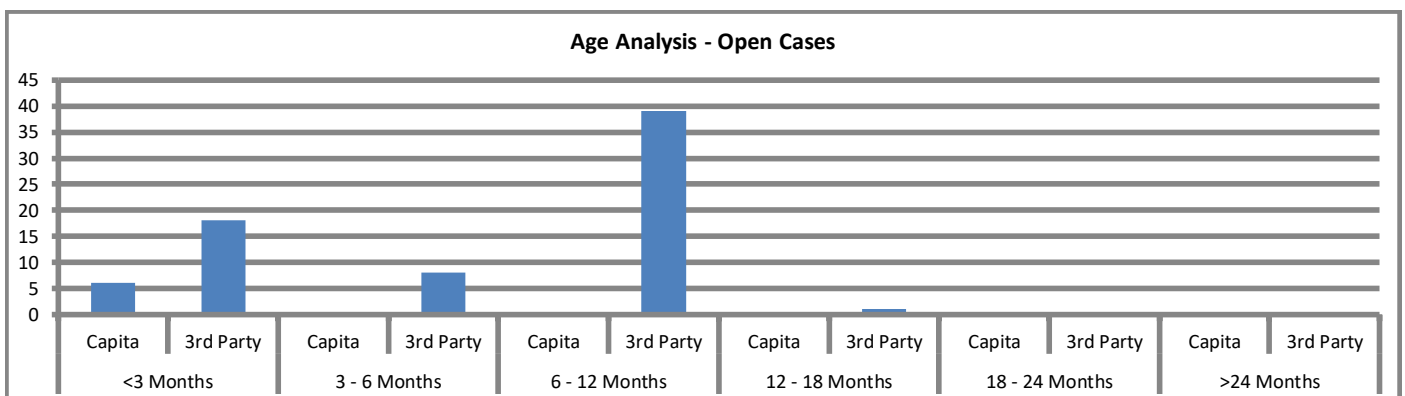
Issue benefit quotation within 10 days of receipt request

SLA Performance Percentage

# 100.00%



Volume received in the period	49
Volume processed in the period	33
Remaining open cases (age analysis below)	72



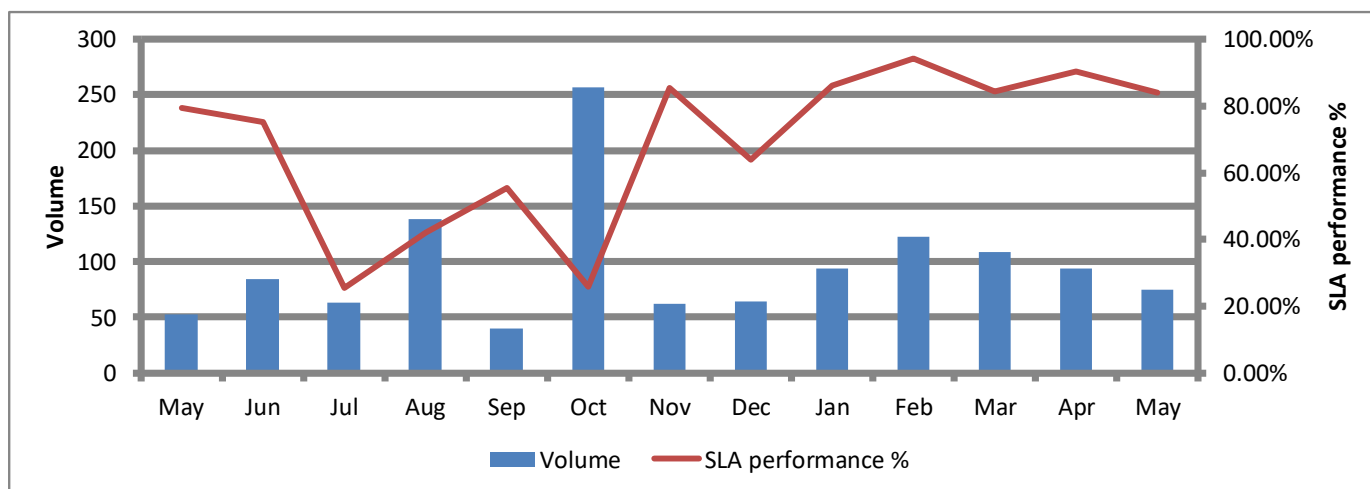
Volume of cases received increased; performance was maintained at a high level.

## SLA 4 – Leavers

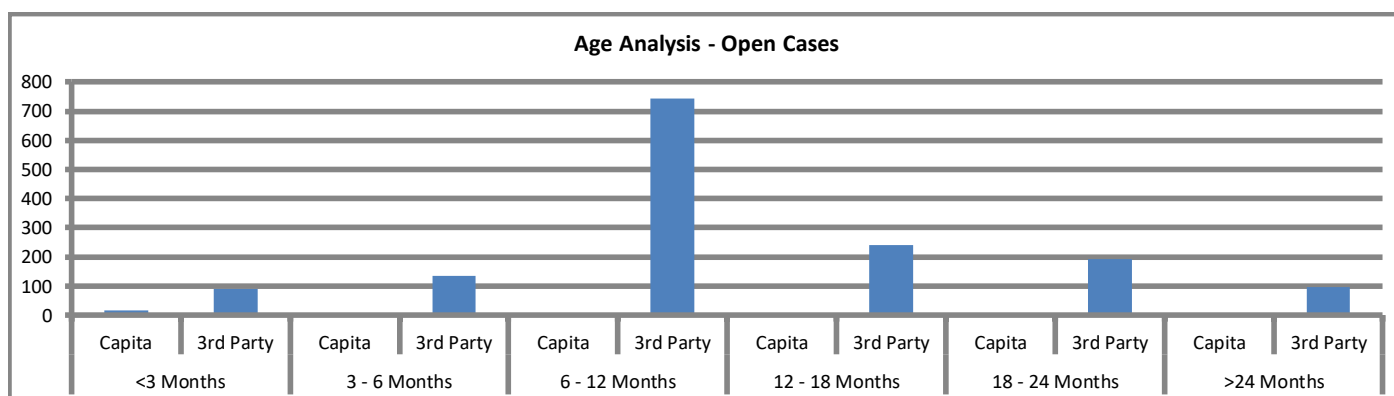
Provide statement of Preserved Benefits within 20 days of notification of exit  
Process payment of refund of contributions within 10 days of receipt of notification

SLA Performance Percentage

# 84%



Volume received in the period	77
Volume processed in the period	75
Remaining open cases (age analysis below)	1527



This is the area of work given priority by the additional resource. Reviewing the outstanding case and the issuing of reminders. As we receive responses to these enquiries we should see a reduction in 3<sup>rd</sup> party cases.

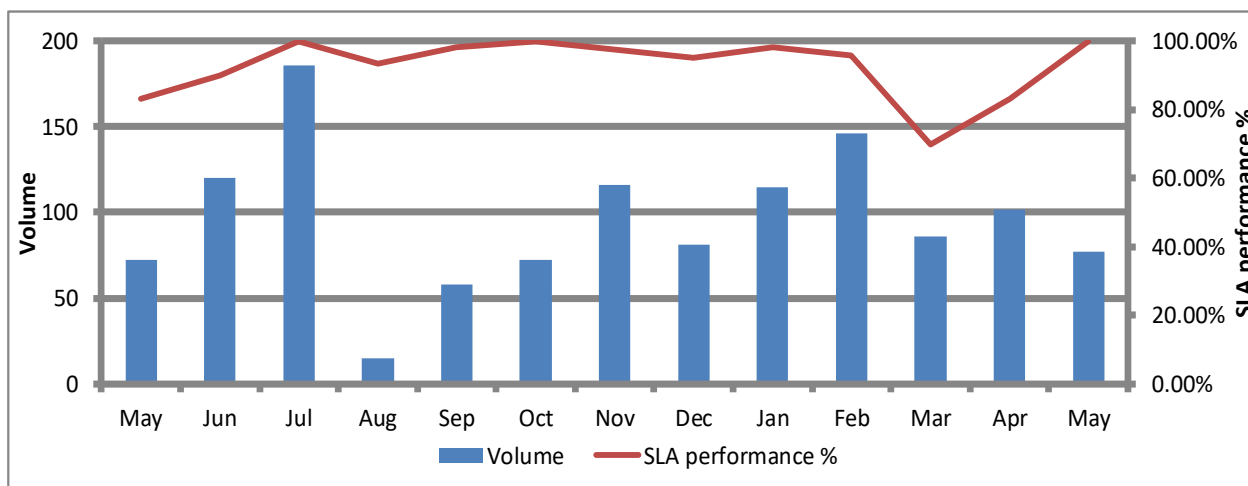
Weekly reports are now provided to give an update against the assumed leaver cases, the volume of cases in this category has reduced from 930 to 635. Future months SLA performance may be impacted when we receive the information non-workable cases convert to BAU.

## SLA 5 – New Starters

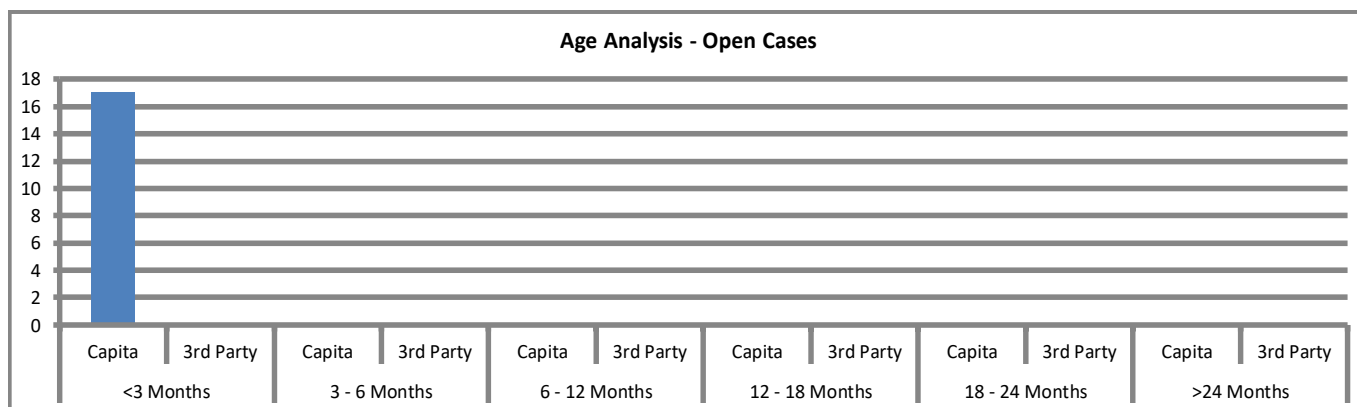
Creation of system record within 4 days of receipt of notification

SLA Performance Percentage

# 100%



Volume received in the period	48
Volume processed in the period	77
Remaining open cases (age analysis below)	17



New starter cases decreased in May compared to the previous months. Performance increased to meet SLA compliance.

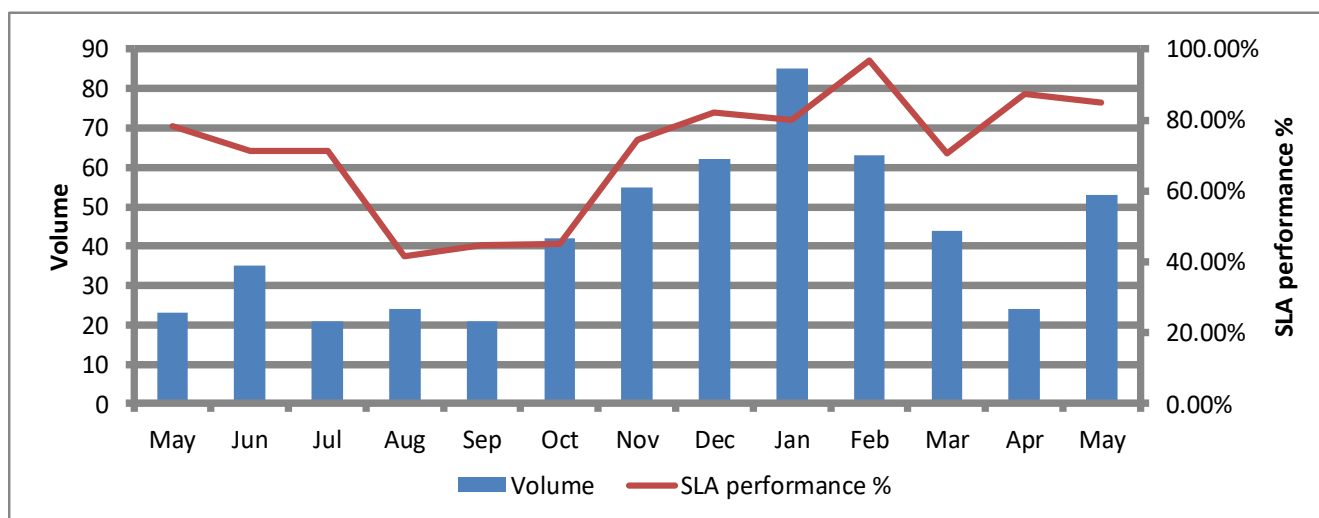
With the receipt of end of year returns from LBB employers, new starters will be identified, and any missing information requested to employers. Future performance may be impacted when new starter details are received.

## SLA 6 – Retirements

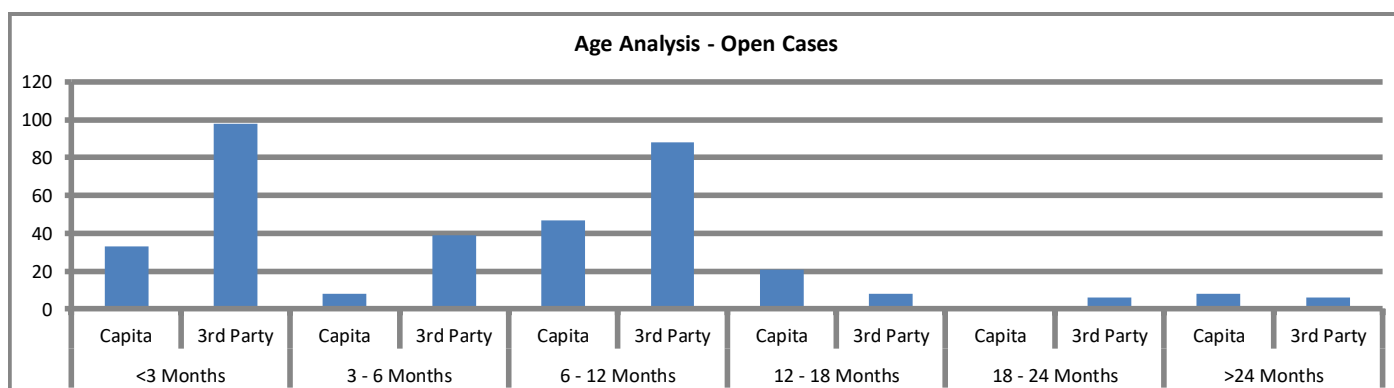
Issue retirement quote within 10 days of receipt of request & Issue retirement quote within 10 days of receipt of request

SLA Performance Percentage

# 84.91%



Volume received in the period	32
Volume processed in the period	53
Remaining open cases (age analysis below)	363



Performance reduced this month although we did clear a higher volume of cases, some of which will be from the aged casework

## SLA 7 – Transfer In

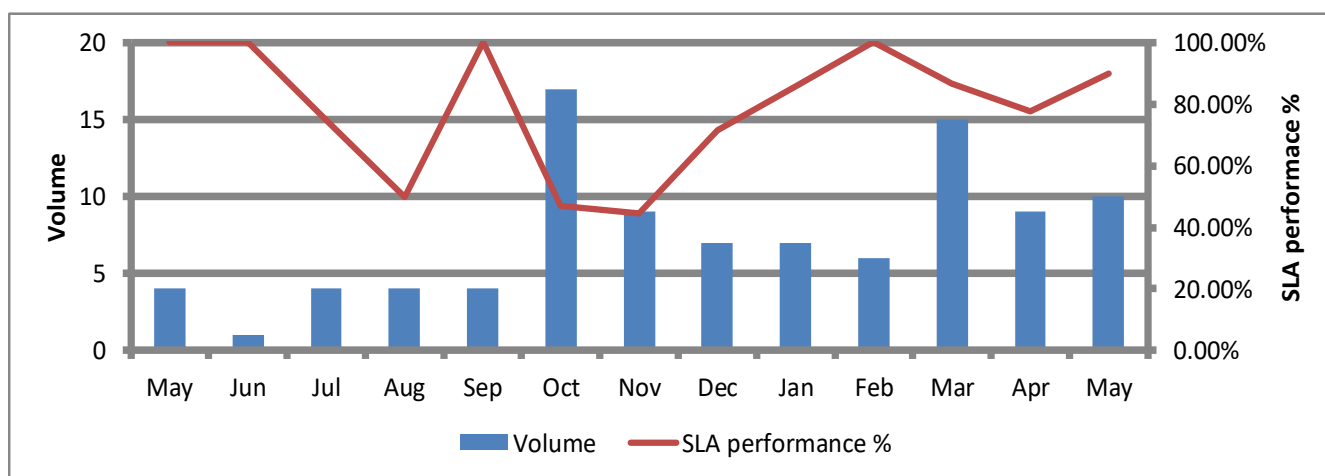
Issue request for transfer details to previous scheme within 5 days of receipt

Issue request for payment of transfer value within 10 days of receipt of member's confirmation to proceed

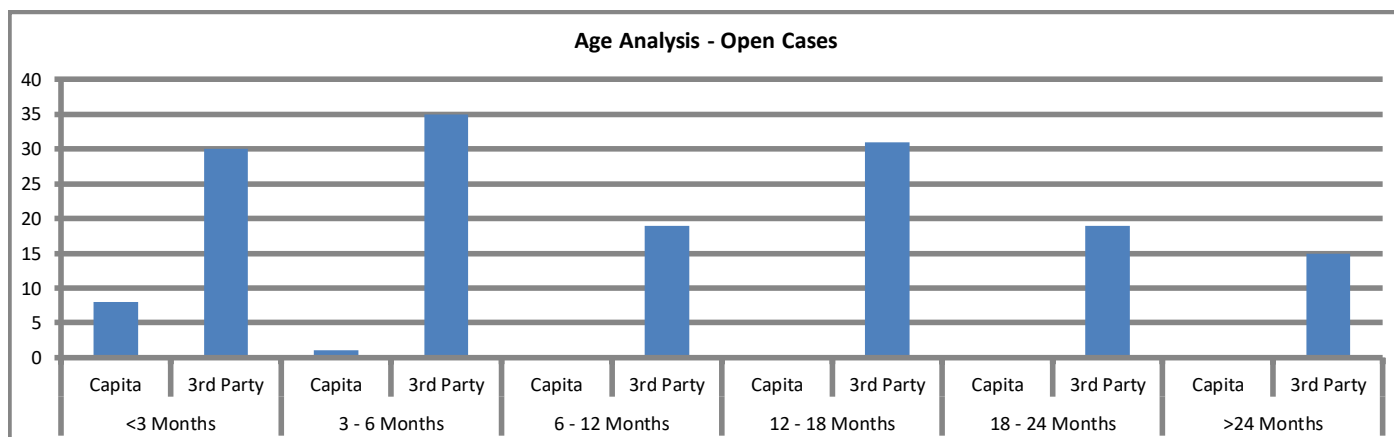
Update member record with details of transfer in within 7 days of receipt of transfer value payment.

SLA Performance Percentage

# 90%



Volume received in the period	10
Volume processed in the period	10
Remaining open cases (age analysis below)	158



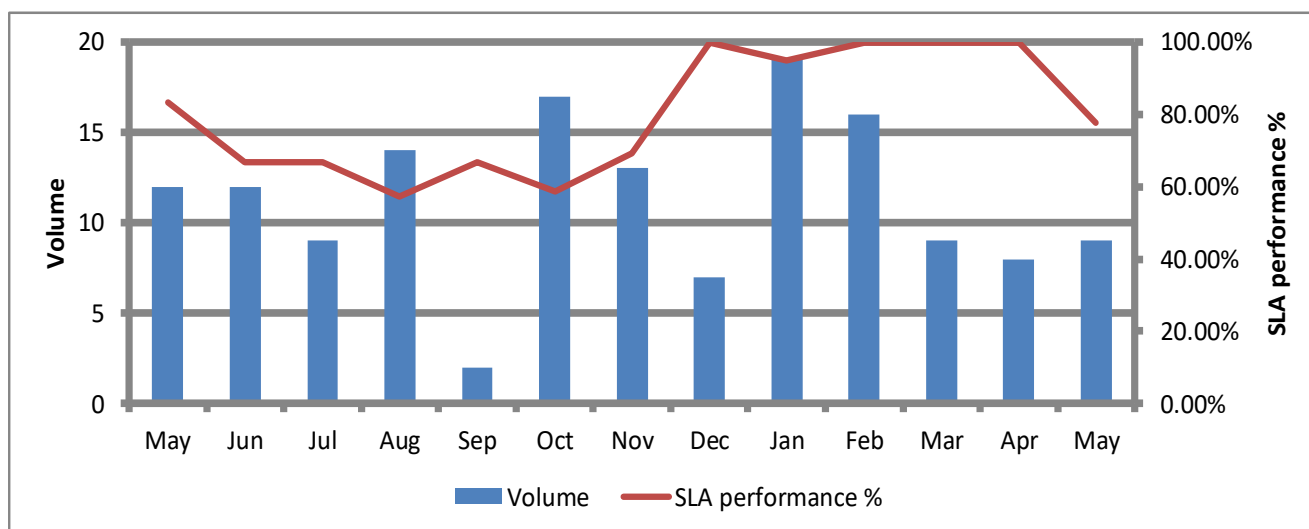
Low volumes received again this month; performance improved on April.

## SLA 8 – Transfer Out

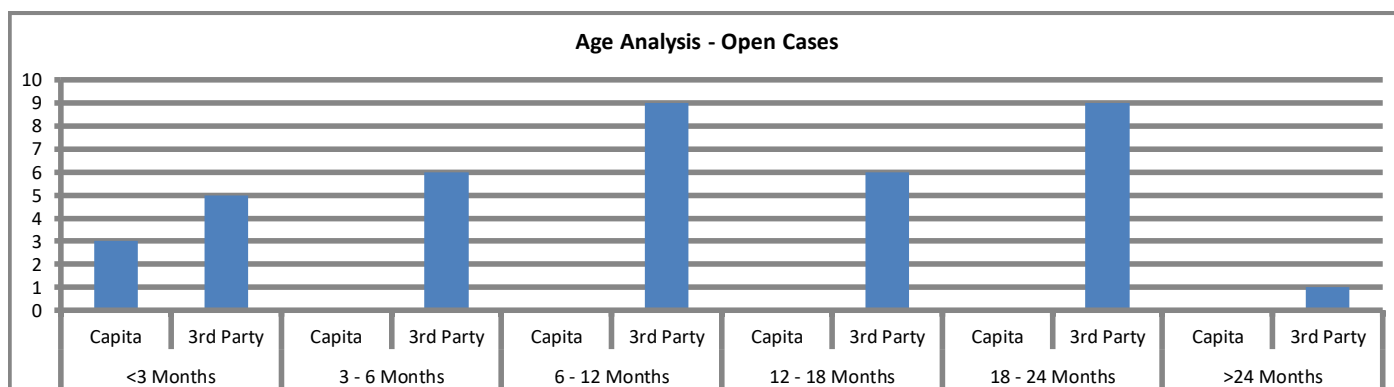
Provide details of deferred pension and TV value within 20 days of receipt of request from new scheme  
Process payment of transfer value within 10 days of receipt of members confirmation to proceed

SLA Performance Percentage

# 77.78%



Volume received in the period	9
Volume processed in the period	9
Remaining open cases (age analysis below)	39



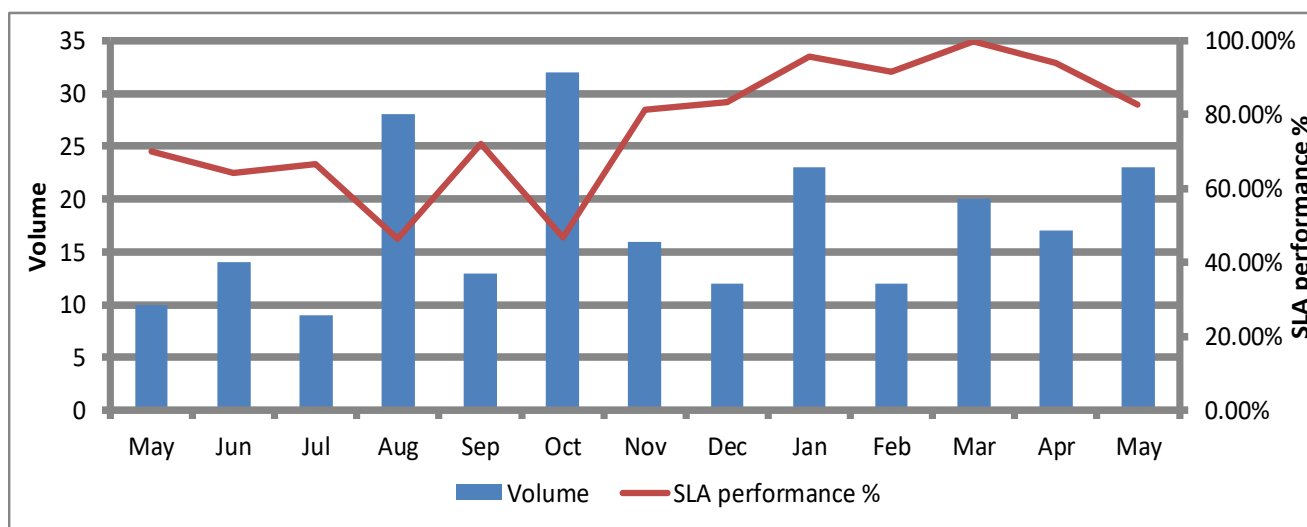
Low volume area of work which can result in a reduction in performance.

## SLA 9 – Bereavements

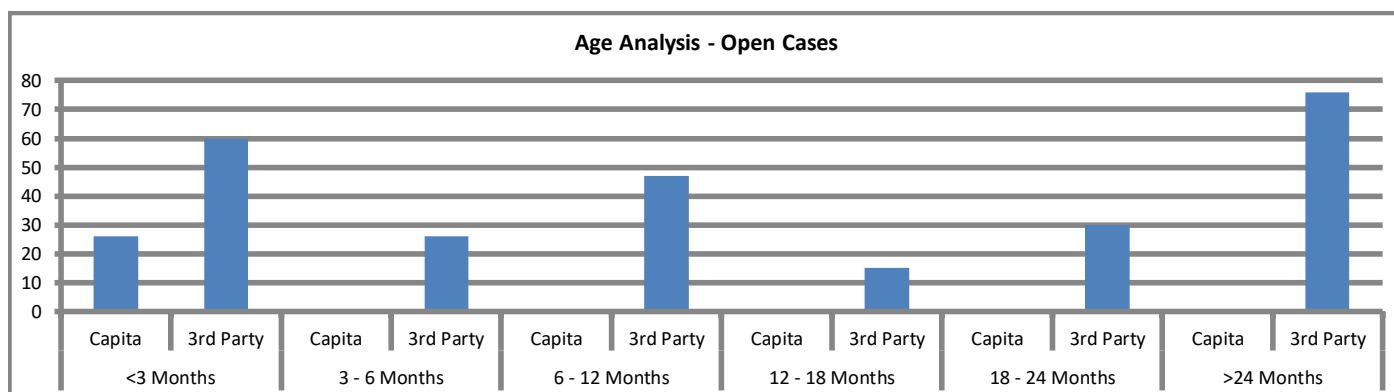
Issue details of benefits payable and death lump sum all due within 5 working days

SLA Performance Percentage

# 82.61%



Volume received in the period	40
Volume processed in the period	23
Remaining open cases (age analysis below)	280



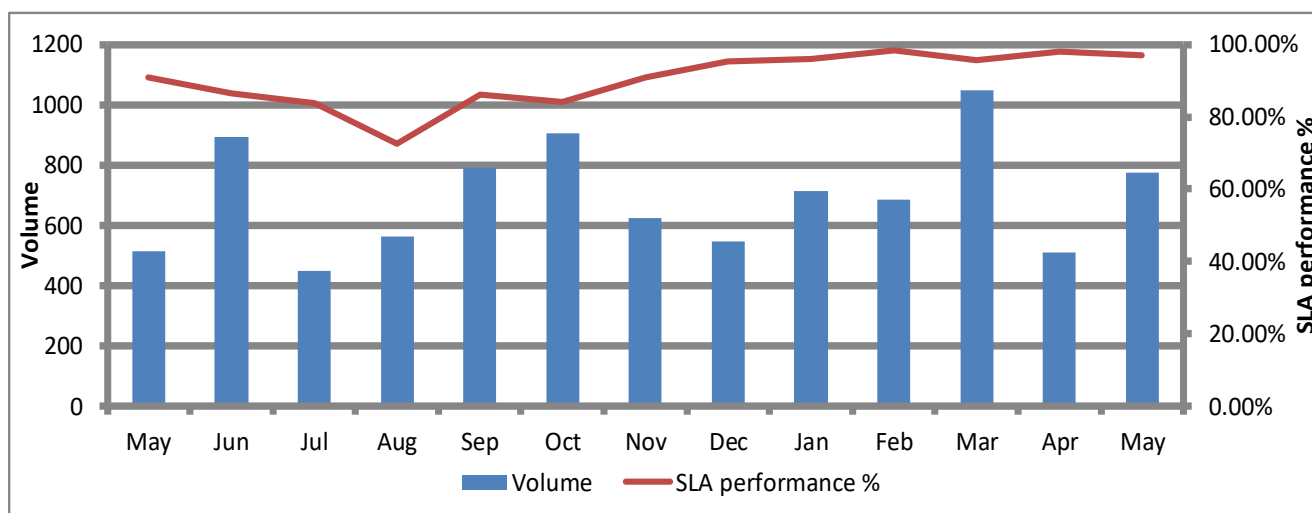
The volume of cases received has reduced this month when compared to last month. We have received 40 cases compared to the 54 cases last month. We do have a number of cases that remain at 3<sup>rd</sup> party as we wait for additional information to complete the cases. These cases will be prioritised as the information is received. We will reach out to obtain this information throughout June.

**SLA 10 – Other**

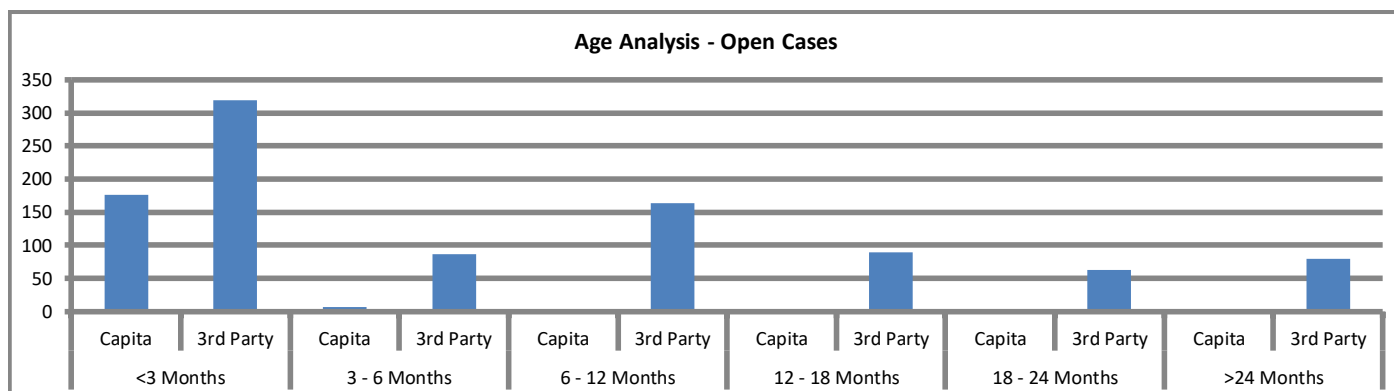
Issue appropriate documentation / response to requests for information within 10 days of receipt of request

SLA Performance Percentage

**97.15%**



Volume received in the period	958
Volume processed in the period	773
Remaining open cases (age analysis below)	988



Case volumes increased in May resulting in a slight reduction in SLA compliance.



# Service Delivery Report

## May 2020

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### Member Helpline

There were 320 calls offered during May, bereavement calls were at a very similar level to last month. We received less call than anticipated in relation to pension increase. Overall performance increased this month.

Analysis of the reason for contact indicates the split of calls across the following options:

- Bereavement 51
- Changes 15
- Pension / Tax 137
- General 111
- P60 6

	Volume	%
Calls Offered	320	
Calls Answered	315	98.44%
Calls Abandoned	5	1.56%

Average Handling Time	409 seconds
Average queue time – Darlington	68 seconds
Percentage of calls answered in 30 seconds	76.54%

## 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 100% for the month of May. There were 2415 transactions reviewed, of these there were no errors identified.

### Complaints

The table below shows the age profile of outstanding complaints.

There are currently 3 outstanding complaints. All cases are actively chased.

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

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

Root Cause	Volume
Delay	1
Inadequate communication	2

**Closed in month**

<b>Member</b>	<b>Date of Receipt</b>	<b>Details of Case</b>
Member DV	04/11/2019	Member is unhappy with delay in providing an update of her pension benefits.
Member EI	26/02/2020	Member claiming loss of interest as a result of having to take retirement at NPA
Member EN	16/04/2020	Rejected retirement lump sum due to incorrect information provided

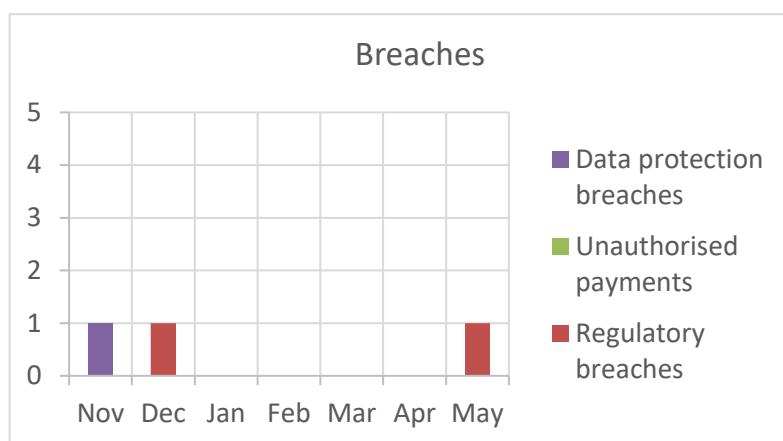
**Outstanding complaints**

<b>Member</b>	<b>Date of Receipt</b>	<b>Details of Case</b>
Member EK	06/03/2020	Delay in response to correspondence
Member EM	01/04/2020	Delay in retirement application
Member EO	11/05/2020	Member requires transcript of communications

## 5 Regulatory Compliance

The table below is a summary table of the breaches logged

Breaches logged	Nov	Dec	Jan	Feb	Mar	Apr	May
Disclosure breaches	0	0	0	0	0	0	0
Regulatory breaches	0	1	0	0	0	0	1
Unauthorised payments	0	0	0	0	0	0	0
Data protection breaches	1	0	0	0	0	0	0
<b>TOTAL</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>



### 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	Nov	Dec	Jan	Feb	Mar	Apr	May
Disclosure breaches	0	0	0	0	0	0	0

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

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:

Service Delivery Report  
May 2020

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	Nov	Dec	Jan	Feb	Mar	Apr	May
Regulatory breaches	0	1	0	0	0	0	1

Commentary:

Case due for review not identified in timely manner, process reviewed and information re-iterated to the team

### 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	Nov	Dec	Jan	Feb	Mar	Apr	May
Unauthorised payments	0	0	0	0	0	0	0

Commentary:

No cases to report

### Data Protection Breaches

Breaches logged	Nov	Dec	Jan	Feb	Mar	Apr	May
Data protection breaches	1	0	0	0	0	0	0

Commentary:

No cases to report

## 6 Risks

Significant Risks update

Section Under Review

## 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	24,216,044.73	4,489,509.21	-19,726,535.52	n/a - movements monitored via cashflow and reconciliation
	Submit Integra journal to LBB			→	Month-end AcLink Trial Balance finalised and checked before figures are populated to the integra journal, checked and signed off	WD10	WIP	WIP	n/a	by WD 10
	Bank account reconciliation			→	Reconcile bank account per AcLink Trial Balance. Due by working day 10 hence reported one month in arrears on dashboard	Reported to CES risk team monthly	WIP	WIP	n/a	by WD 10
	Control account reconciliations			→	Volume of reconciled control accounts per AcLink Trial Balance. Due by working day 10 hence reported one month in arrears on dashboard	Reported to CES risk team monthly	WIP	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	2	2	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	8,035	8,034	0.01%	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	2	4	-2	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	0.02	0.05	-0.02	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	n/a	n/a	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

# Service Delivery Report

## May 2020

CONTRIBUTIONS	Late payers of contributions			→	Number of employers failing to pay by the 22nd deadline for current month contributions due	n/a	1	1	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	1.1	1.1	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	2	2	0	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	2.2	2.2	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	22	24	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	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	1	3	2.00	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	100	99	-1.10	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	100	99	-1.00	Green = 95-100%, Amber = 90-94.9%, Red = below 90%	



# Service Delivery Report

## May 2020

DEBT	Volume of overpayments invoices			↘	Volume of new member overpayments invoices raised during the current month	n/a	7	10	3	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	15,838	2,698	-13,140	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	32	39	7	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	75,503	72,543	-2,960	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	2	2	0	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	3,402	116,992	113,590	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	30	30	0	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	580,123	677,929	97,806	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 no red flag measures for this month, all other measures reported green or amber results.
2	Excellent overall contributions reporting results again this month.
3	Contributions reporting featured no cases to report to the Pensions Regulator.

### ACCOUNTS – Reconciliations

The integra journal for May (fed by the general ledger postings download from AcLink) 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 did not highlight any points of note and this continues to be monitored on a daily basis.

### ACCOUNTS – Audit

The final audit action will be closed in early May once follow up evidence has been provided to the audit team.

### 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.

One employer paid their contributions late for the reporting period, Allied Healthcare paid late but within 1 working days of the due date providing apologies.

### CONTRIBUTIONS – Missing Breakdown Forms

Annex LBB-03 reported no employers for failure to submit key data within the forms receive. Annex LBB-04 reported one employers who have failed to submit their contribution forms for the month. Barnet & Southgate have corresponded and the matter is due to be closed upon receipt.

Data coverage – The finance dashboard reported 99% of employers submitting a new form correctly the same as last month. This represented 99% of the membership equal to the previous month.

<b>CONTRIBUTIONS – Analytics Review inc. tolerance breaches</b>	
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Annex LBB-05 reporting three employers who have breached the 10% tolerance, now identified they will fall into the standard chaser process to determine the reason behind the variances.

<b>CONTRIBUTIONS – The Pensions Regulator Breach Reporting</b>	
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There were no items are reportable this month.

<b>DEBT – Member Overpayments</b>	
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Ten new overpayments were raised during May worth £2.6k. The outstanding balance at the month-end was £72.5k (down by £2.9k from £75.5k last month) consisting of 39 invoices.

The May Debtor Report, consisting of member overpayments and strain invoices, will be shared with LB of Barnet.

<b>DEBT – Employer Strain Costs</b>	
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We are reporting two new strain invoices this month. The current volume of outstanding invoices is 30 – no change from last month but are worth £677k up from £580k last month.

<b>PROJECTS – Innovations &amp; IT Developments</b>	
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Implementation of Overpayment reminder process has been agreed and implemented.

<b>PEOPLE MANAGEMENT</b>	
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No items of note.

<b>FORWARD LOOK</b>	
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The main Finance and Payroll priorities looking ahead are:

- Continue to actively review any outstanding cases and take appropriate action.
- Liaise with employers to resolve any queries and chase up outstanding paperwork/payments.
- Contribute to transition plan activities as required.

## 8 Appendices

### Appendix 1

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
<i>Change of details</i>	18	0	0	0	0	0	0	2	0	0	0	0
<i>Enquiries</i>	56	7	0	1	1	3	0	4	0	0	0	0
<i>Request for Estimate of Benefits</i>	6	18	0	8	0	39	0	1	0	0	0	0
<i>Leavers</i>	16	90	1	136	8	744	0	241	0	193	0	98
<i>New Starters</i>	17	0	0	0	0	0	0	0	0	0	0	0
<i>Retirements</i>	33	98	8	39	47	88	21	8	1	6	8	6
<i>Transfers In</i>	8	30	1	35	0	19	0	31	0	19	0	15
<i>Transfers Out</i>	3	5	0	6	0	9	0	6	0	9	0	1
<i>Bereavements</i>	26	60	0	26	0	47	0	15	0	30	0	76
<i>Other</i>	176	319	7	87	2	164	1	89	0	63	0	80
<b>Total</b>	<b>359</b>	<b>627</b>	<b>17</b>	<b>338</b>	<b>58</b>	<b>1113</b>	<b>22</b>	<b>397</b>	<b>1</b>	<b>320</b>	<b>8</b>	<b>276</b>

Appendix 2

Strain costs for 2018/19

Anonymised	Employer	Invoice to:	DoR	In Payt	Actual Strain £	Invoice Date	Invoice No	Date Paid
Member B1	BAR0002	Hendon School / EPM	13/05/2018	Y	15,723.69	23/08/2018	8396	05/03/2019
Member M	BAR0002	Hendon School / EPM	13/05/2018	Y	15,066.41			
Member Ma	BAR0002	Hendon School / EPM	13/05/2018	N				
Member A	BAR0002	Hendon School / EPM	27/07/2018	Y	30,759.83	26/11/2018	8410	
Member H	BAR0018	St Michael's Catholic	31/08/2018	Y	8,596.61	26/11/2018	8401	19/02/2019
Member W	BAR0018	St Michael's Catholic	31/08/2018	Y	94,648.64	26/11/2018	8402	19/02/2019
Member B	BAR0018	St Michael's Catholic	31/08/2018	Y	5,036.20	26/11/2018	8400	19/02/2019
Member G	BAR0085	Capita CSG	01/04/2018	Y	70,207.98	26/11/2018	8411	
Member S	BAR0085	Capita CSG	30/06/2018	Y	42,629.28	14/10/2019	8452	
Member R	BAR0085	Capita CSG	31/05/2018	Y	5,628.56	26/11/2018	8412	
Member K	BARNET	St Paul's C of E	31/08/2018	Y	1,231.48	26/11/2018	8413	
Member C	BARNET	CES - St Paul's C of E	31/08/2018	Y	12,202.53	26/11/2018	8406	
Member Ba	BARNET	Colindale Primary	31/08/2018	Y	28,926.43	26/11/2018	8407	
Member Ka	BARNET	CES - Woodcroft Primary	31/08/2018	Y	1,368.64	26/11/2018	8409	
Member Ca	BARNET	CES - Woodcroft Primary	31/08/2018	Y	424.37	26/11/2018	8408	
Member Aa	BARNET	LBB - N11 1NP	30/04/2018	Y	20,249.07	26/11/2018	8404	03/05/2019
Member J	WSC06463	MSEX UNIV	31/07/2018	Y	31,374.43	06/06/2019	8430	10/01/2020
Member D	WSC06463	MSEX UNIV	16/11/2018	Y	32,070.28	11/02/2019	8420	10/01/2020
Member Bb	WSC06463	MSEX UNIV	30/06/2018	Y	58,855.42	13/08/2018	8395	24/08/2018
Member L	WSC06463	MSEX UNIV	15/03/2019	Y	3,030.56	18/07/2019	8435	19/08/2019
Member Ha	WSC06463	MSEX UNIV	07/12/2017	Y	241.52	11/02/2019	8419	10/01/2020
Member Ga	BARNET	Copthall School	31/10/2015	Y	4,458.34	11/02/2019	8418	
Member La	WSC06463	MSEX UNIV	31/08/2017	Y	3,438.56	14/10/2019	8449	10/01/2020

Service Delivery Report  
May 2020

Strain cost 2019/20

Anonymised	Employer	Invoice to:	DoR	Actual Strain £	Invoice Date	Invoice No	Date Paid
Member Ja	Barnet Council	Barnet Council	01/04/2019	13,102.16	10/06/2019	8431	
Member Ra	Barnet Council	Barnet Council	10/06/2019	58,682.73	01/07/2019	8432	
Member Lb	Capita CSG	Capita CSG	22/06/2017	2,628.22	19/08/2019	8440	
Member P	St Marys CE Primary	St Marys CE Primary	22/04/2019	1,878.61	19/08/2019	8441	24/09/2019
Member Ha	Barnet Homes	Barnet Homes	30/04/2019	47,476.52	26/09/2019	8446	
Member Cc	Middlesex Uni	Middlesex Uni	31/07/2019	2,965.52	14/10/2019	8447	10/01/2020
Member Lc	Middlesex Uni	Middlesex Uni	31/08/2017	3,438.56	14/10/2019	8449	10/01/2020
Member S	Barnet Council	Barnet Council	01/04/2019	150,583.77	14/10/2019	8450	
Member Oa	Colindale Primary School	Colindale Primary School	31/08/2019	18,727.28	14/10/2019	8451	10/01/2020
Member Sa	Capita CSG	Capita CSG	30/06/2018	42,629.28	14/10/2019	8452	
Member E	Middlesex Uni	Middlesex Uni	31/08/2019	17,950.98	31/10/2019	8453	10/01/2020
Member Ab	Frith Manor primary	Frith Manor Primary	31/05/2019	5,480.29	11/11/2019	8455	
Member Y	St Josephs	St Josephs	31/08/2019	6,995.46	11/11/2019	8457	04/02/2020
Member O	Hollickwood	Capita Carlisle	31/08/2019	14,499.03	11/11/2019	8458	
Member Ta	Middlesex Uni	Middlesex Uni	31/08/2019	31,461.32	19/11/2019	8459	13/12/2019
Member Sb	Middlesex Uni	Middlesex Uni	30/09/2019	3,227.61	19/11/2019	8460	13/12/2019
Member Ha	St Catherines	St Catherines	31/08/2019	2,036.80	21/11/2019	8461	06/12/2019
Member Ld	Middlesex Uni	Middlesex Uni	31/07/2019	4,289.95	19/12/2019	8463	10/01/2020
Member Ad	Middlesex Uni	Middlesex Uni	30/09/2019	93,356.45	19/12/2019	8464	10/01/2020
Member Mc	Middlesex Uni	Middlesex Uni	30/09/2019	9,281.83	31/12/2019	8465	10/01/2020
Member Jb	Middlesex Uni	Middlesex Uni	31/03/2019	£8,111.89	07/01/2020	8466	
Member Bd	Middlesex Uni	Middlesex Uni	31/07/2019	18,265.54	07/01/2020	8467	
Member G	Barnet Homes	Barnet Homes	31/05/2019	16018.44	13/01/2020	8469	
Member T	St Marys CE Primary	St Marys CE Primary	22/04/2019	3,775.39	23/01/2020	8456	

Service Delivery Report  
May 2020

Member Db	St Catherines	St Catherines	31/12/2019	17845.8	23/01/2020	8470	07/02/2020
Member Da	Middlesex Uni	Middlesex Uni	30/09/2019	-			
Member Ac	St Marys CE Primary	St Marys CE Primary	22/04/2019				
Member Bc	Hollickwood	Capita Carlisle	31/08/2019				
Member W	Middlesex Uni	Middlesex Uni	31/07/2019				
Member Cb	St Marys & St Johns	St Marys & St Johns	31/08/2019				
Member Mb	Hendon School	Hendon School	13/05/2018				
Member F	Middlesex Uni	Middlesex Uni	30/09/2019	10751.17	13/02/2020	8473	
Member Mc	Hendon School	Hendon School	13/05/2018	15066.41	13/02/2020	8472	
	All Saints' CofE School	Capita Carlisle	31/10/2019	15,848.95	24/02/2020	8474	
	Underhill School	Underhill School	31/08/2019	1,208.88	28/04/2020	8479	
	Middlesex Uni	Middlesex Uni	31/01/2020	1271.39	05/05/2020	8480	
Member	Barnet Homes	Barnet Homes	31/08/2019	115721.56	21/05/2020	8481	
	Capita DRS	Capita DRS	11/03/2020	£14,706.18.	02/06/2020	8482	
Member	Middlesex Uni	Middlesex Uni	30/06/2020	£72,970.73			
Member	Capita	Capita	31/05/2019	£17,117.55			

Strain cost 2020/21

						Finance Use		
Anonymised	Employer	Invoice to:	DoR	In Payt	Actual Strain £	Invoice date	Invoice no	Date paid
	Middlesex Uni	Middlesex Uni	31/12/2019	06/04/2020	5596.81	20/04/2020	8477	