

CAPITA



Report to the London Borough of Barnet June 2020

London Borough of Barnet Pension Fund

16th July 2020

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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 June 2020.

2. Executive Summary

Headlines	
1	<p>During the period 1325 BAU cases were completed in month which is a similar volume to last month.</p> <ul style="list-style-type: none">○ 1027 were completed within target.○ Overall performance has decreased across the month as we continue to assign resource to clear work through the aged 3rd party cases. Cases returning from 3rd parties have resulted in an increase in the volume of enquiries and as a number of these were aged before they were held awaiting response the completion of these cases results in failed SLAs. It therefore should be noted that a number of SLA fails are legacy cases rather than recent ones.○ The allocation of resource to remediation work has also posed a challenge particularly as staff are starting to take holidays. This has also led to a number of fails, however, these are usually within 1 or 2 days of the end of the SLA preventing them from becoming aged and therefore not having too much impact on the customer experience.○ As previously discussed, bereavement and retirement casework continues to be given priority.○ We anticipate improvement to this position during July, however, we still expect some challenges with staff holidays and work allocated to the age 3rd party cases.
2	<p>End of Year returns from employers continued to be received throughout the month. At 30th June, only 2 returns remain outstanding.</p>
3	<p>Throughout June, we continued with the remediation work prior to the pension administration transitioning to WYPF in November 2020.</p>

Service Delivery Report

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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>	3540
<i>Cases received in the period</i>	1963
<i>Cases completed in the period</i>	1325
<i>Cases re-categorised during the period</i>	646
<i>All work outstanding at the end of the period</i>	3532
<i>Number of outstanding cases awaiting 3rd party information</i>	3084
<i>Number of workable items</i>	448
<i>Total</i>	3532
<i>Cases completed within standard LGPS targets</i>	1071

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.

As anticipated, the overall performance level reduced 80.83% in June as we both the core team and the additional resource secured continued to deal with the remediation work alongside BAU.

Case Group	Start	Received	Completed	Terminated	Carried F/Ward	Completed Within	SLA %
<i>Change of details</i>	20	60	51	9	20	36	70.59%
<i>Enquiries</i>	72	352	237	113	74	172	72.57%
<i>Request for Estimate of Benefits</i>	72	71	39	59	45	27	69.23%
<i>Leavers</i>	1521	77	90	29	1479	61	67.78%
<i>New Starters</i>	17	87	90	3	11	88	97.78%
<i>Retirements</i>	363	298	33	58	570	25	75.76%
<i>Transfers In</i>	159	17	10	34	132	9	90.00%
<i>Transfers Out</i>	41	13	15	6	33	11	73.33%
<i>Bereavements</i>	280	28	35	2	271	26	74.29%
<i>Other</i>	995	960	725	333	897	616	84.97%
Total	3540	1963	1325	646	3532	1071	80.83%

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SLA Tracker

Case Group	Jan SLA	RAG	Feb SLA	RAG	Mar SLA	RAG	April SLA	RAG	May SLA	RAG	June SLA	RAG
Change of details	98.00%	GREEN	94.55%	GREEN	84.62%	AMBER	93.06%	GREEN	92.77%	GREEN	70.59%	RED
Enquiries	92.27%	GREEN	95.65%	GREEN	85.57%	AMBER	96.26%	GREEN	90.12%	GREEN	72.57%	RED
Request for Estimate of Benefits	90.57%	GREEN	97.78%	GREEN	100.00%	GREEN	100.00%	GREEN	100.00%	GREEN	69.23%	RED
Leavers	86.17%	AMBER	94.26%	GREEN	84.40%	AMBER	90.43%	GREEN	84.00%	AMBER	67.78%	RED
New Starters	98.26%	GREEN	95.89%	GREEN	69.77%	RED	83.33%	AMBER	100.00%	GREEN	97.78%	GREEN
Retirements	80.00%	AMBER	96.83%	GREEN	70.45%	RED	87.50%	AMBER	84.91%	AMBER	75.76%	RED
Transfers In	85.71%	AMBER	100.00%	GREEN	86.67%	AMBER	77.78%	RED	90.00%	GREEN	90.00%	GREEN
Transfers Out	94.74%	GREEN	100.00%	GREEN	100.00%	GREEN	100.00%	GREEN	77.78%	RED	73.33%	RED
Bereavements	95.65%	GREEN	91.67%	GREEN	100.00%	GREEN	94.12%	GREEN	82.61%	AMBER	74.29%	RED
Other	96.07%	GREEN	98.39%	GREEN	95.71%	GREEN	98.04%	GREEN	97.15%	GREEN	84.97%	AMBER
Total	93.77%		97.10%		91.34%		94.84%		94.53%		80.83%	

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
394	1421	15	224	29	798	5	282	4	195	1	164

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

ABS – Deferred Benefits data has been sent for printing. At the request of LBB, the data was further reviewed by the Events team which identified 31 records that were incorrect. The data was corrected and resubmitted to Sparks. The ABS for deferred members are expected to be printed in July.

Work continues by the Events team on preparation of the Active ABS.

Actions taken:

- Additional resource continued to assist with the ongoing remediation work prior to the pension administration transitioning to WYPF in November 2020.
- Reminders have been issued on non-workable cases, further reviews will continue to take place and supplementary action will be taken on receipt of the required information. Alternatively we will agree the next steps with LBB if no response is received.

REMEDIATION WORK

Although we have received some responses these have been much lower than anticipated. Nevertheless, cases continued to be checked and we will issue further requests for information.

Calculations on outstanding bereavement cases have been undertaken and we have established the value of under / overpayment. In some instances, we have applied for death certificates to enable us to determine informant details. This should allow us to progress the case.

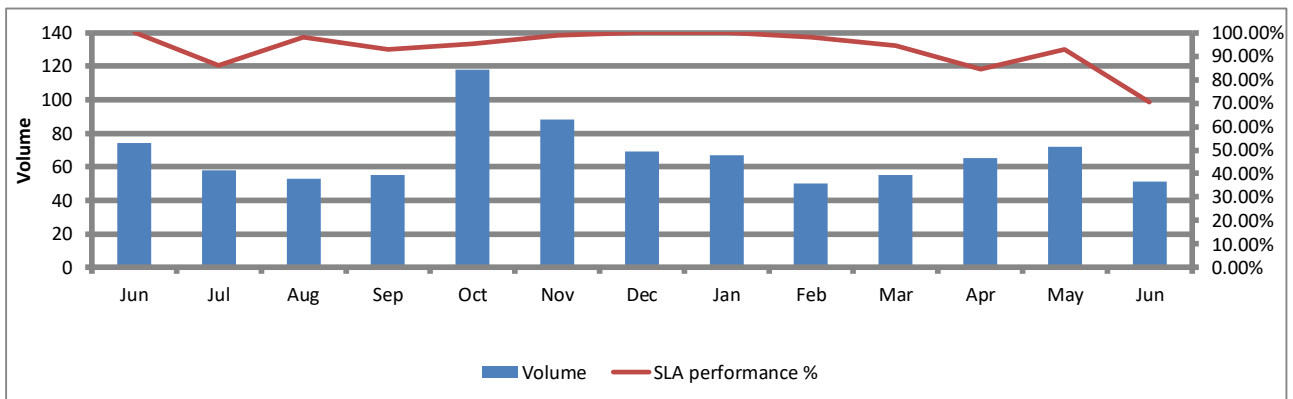
The Remediation plan latest position will be submitted every fortnight to LBB.

SLA 1 – Change of Personal Details

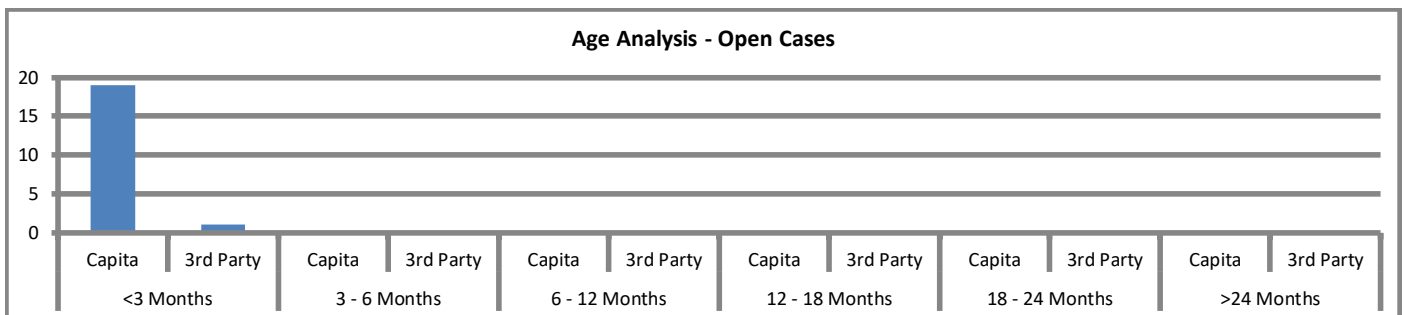
Process change to member details within 10 days of receipt of request

SLA Performance Percentage

70.59%



Volume received in the period	60
Volume processed in the period	51
Remaining open cases (age analysis below)	20



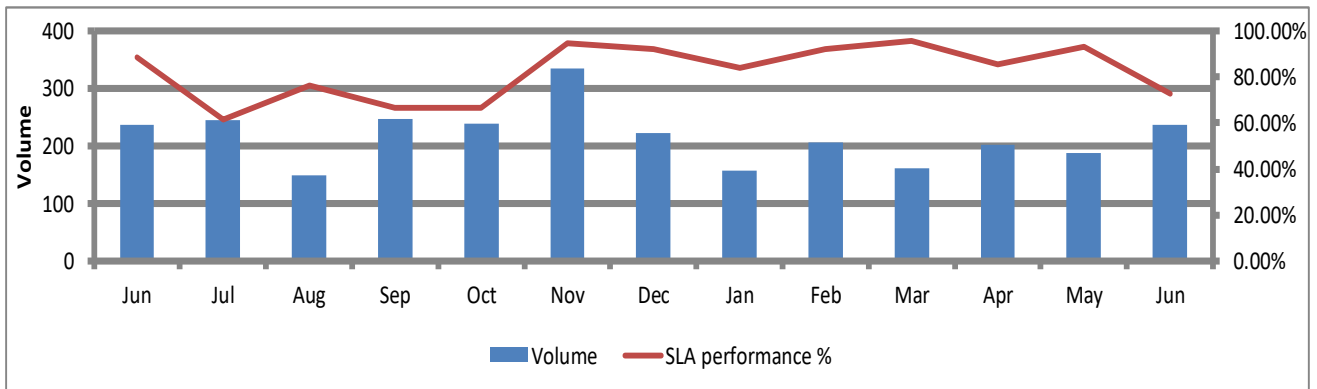
Case volumes reduced slightly however less cases were processed this month due to the pension admin team spending time on reviewing of 3rd party cases.

SLA 2 – General Enquiries

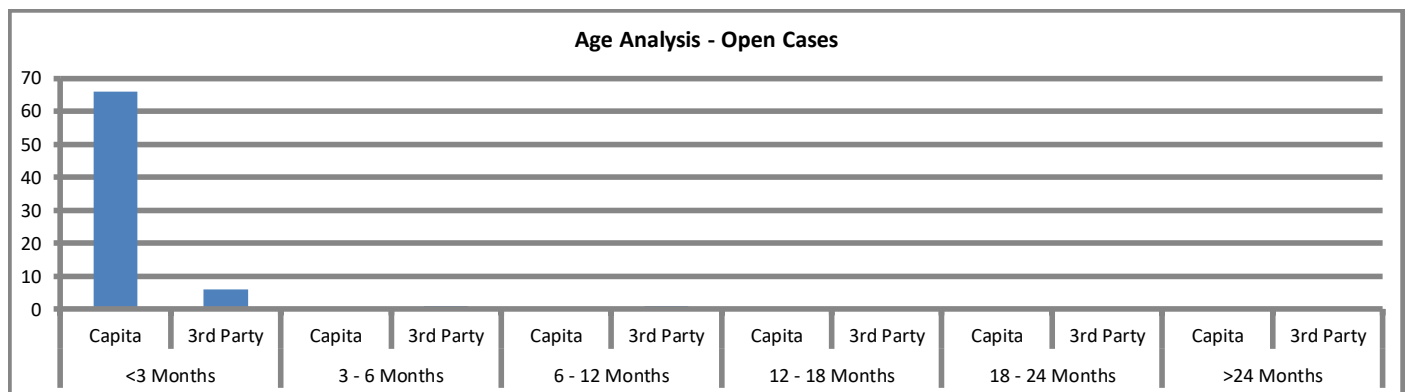
Provide a response to member or beneficiary within 10 days of receipt of correspondence

SLA Performance Percentage

72.57%



Volume received in the period	352
Volume processed in the period	237
Remaining open cases (age analysis below)	74



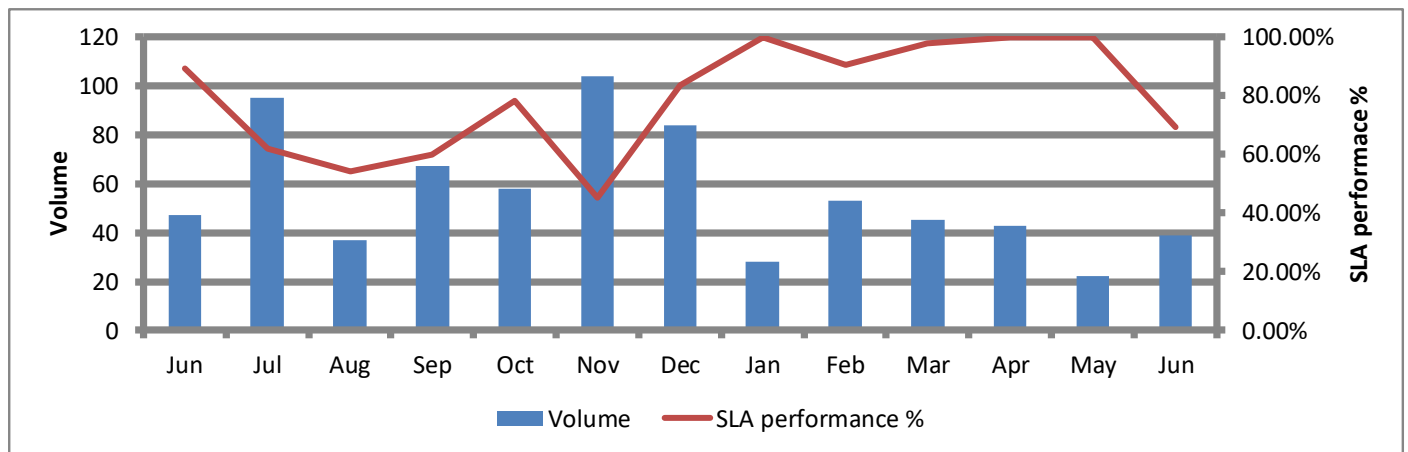
Case volumes increased this month due to the reminder activity carried out by the team in Belfast. With the printing of annual benefit statement for deferred members planned for later this month, we may see an increase in volumes due to potential enquiries from members.

SLA 3 – Request for Estimate of Benefits

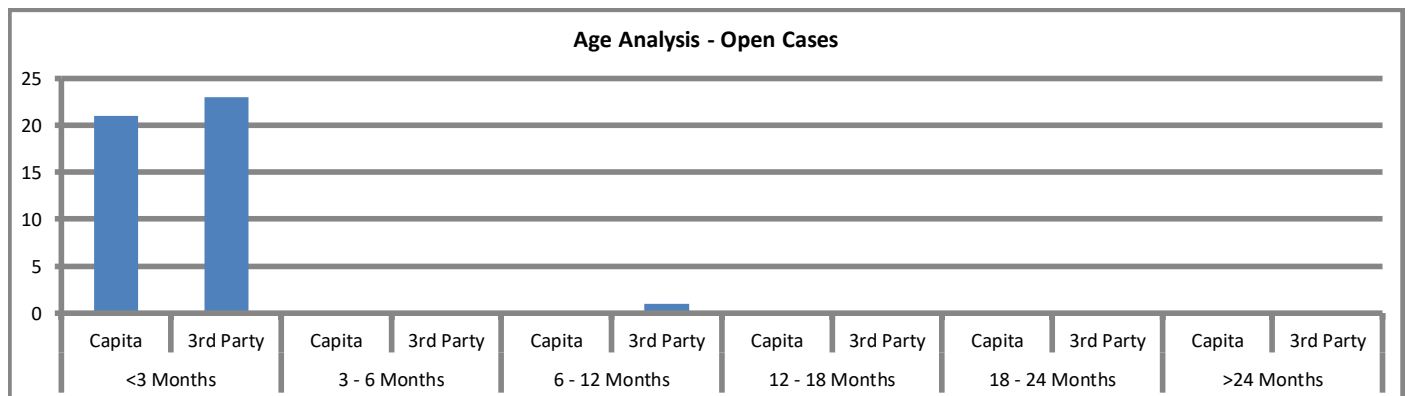
Issue benefit quotation within 10 days of receipt request

SLA Performance Percentage

69.23%



Volume received in the period	71
Volume processed in the period	39
Remaining open cases (age analysis below)	45



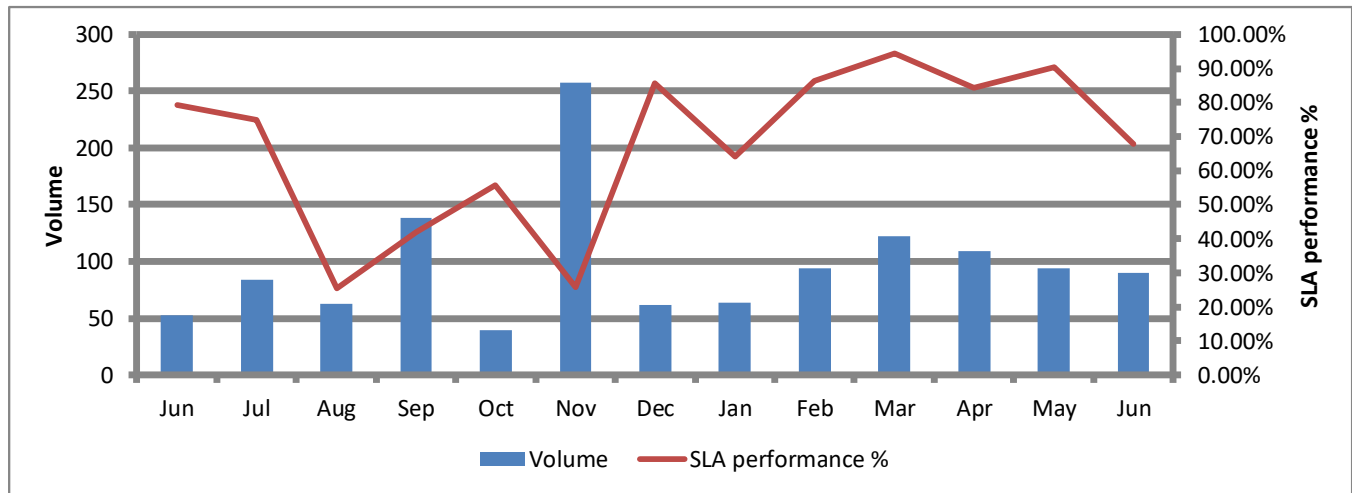
Volume of cases received increased; performance reduced this month as the operations team allocated time to reviewing the 3rd party cases.

SLA 4 – Leavers

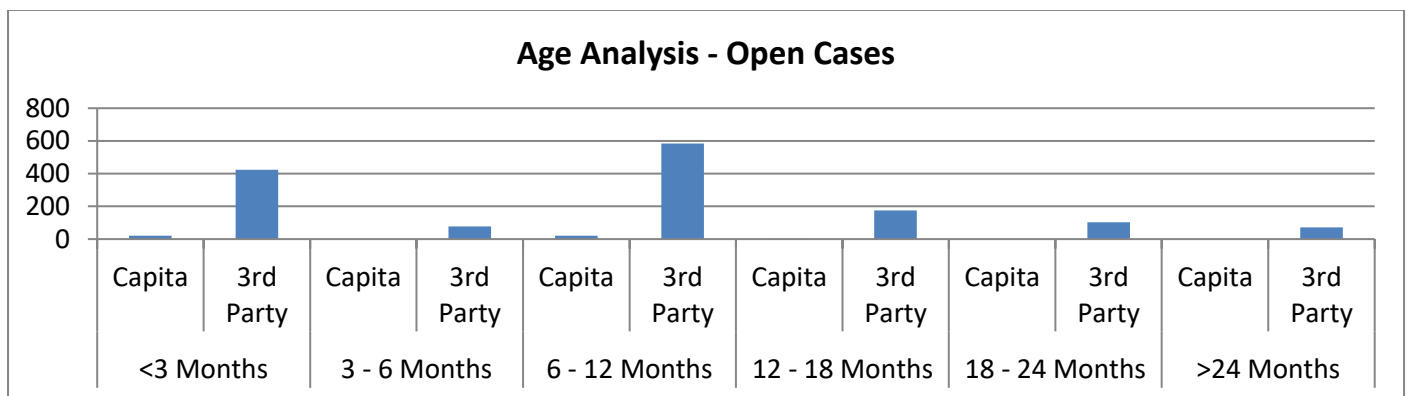
Provide statement of Preserved Benefits within 20 days of notification of exit
Process payment of refund of contributions within 10 days of receipt of notification

SLA Performance Percentage

67.78%



Volume received in the period	77
Volume processed in the period	90
Remaining open cases (age analysis below)	1479



This is the area of work given priority by the additional resource. Reviewing the outstanding case and the issuing of reminders.

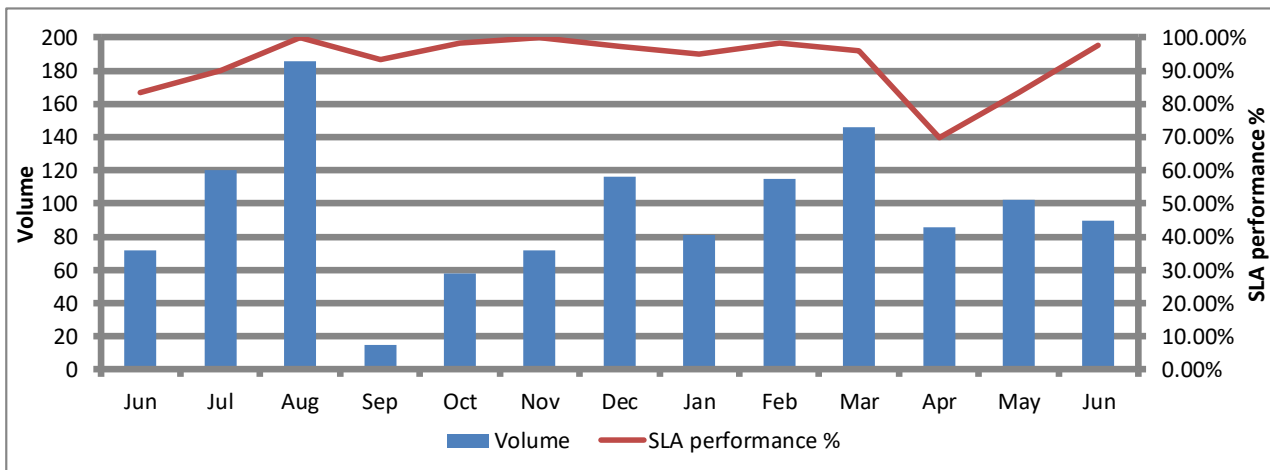
Weekly reports are now provided to give an update against the assumed leaver cases, the volume of cases in this category has reduced from 930 to 611. Future months SLA performance may be impacted when we receive the information and non-workable cases convert to BAU.

SLA 5 – New Starters

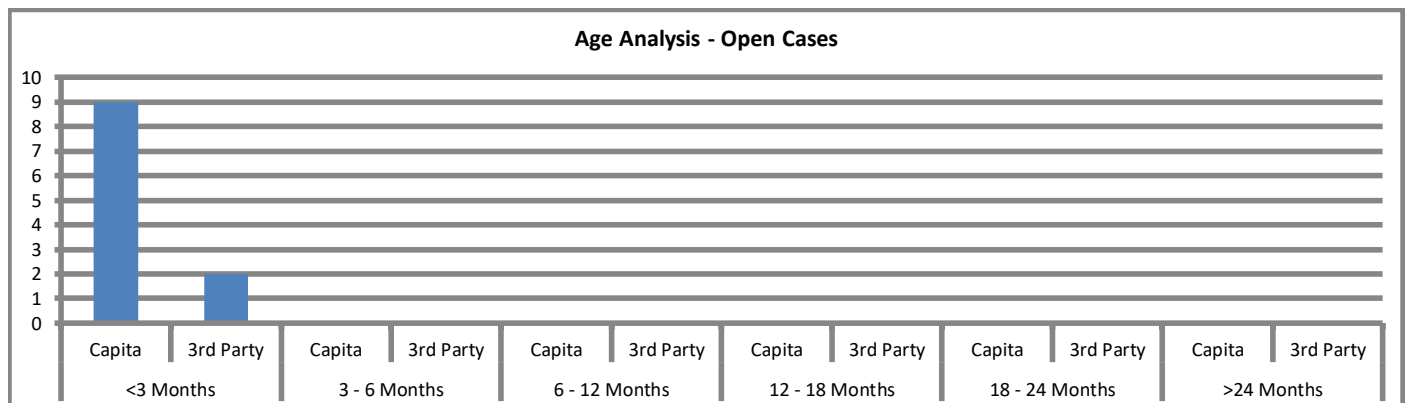
Creation of system record within 4 days of receipt of notification

SLA Performance Percentage

97.78%



Volume received in the period	87
Volume processed in the period	90
Remaining open cases (age analysis below)	11



New starter cases increased in June compared to the previous months. Performance has reduced slightly against SLA compliance.

The Events team continue to work with LBB and employers to chase missing information and new starter forms.

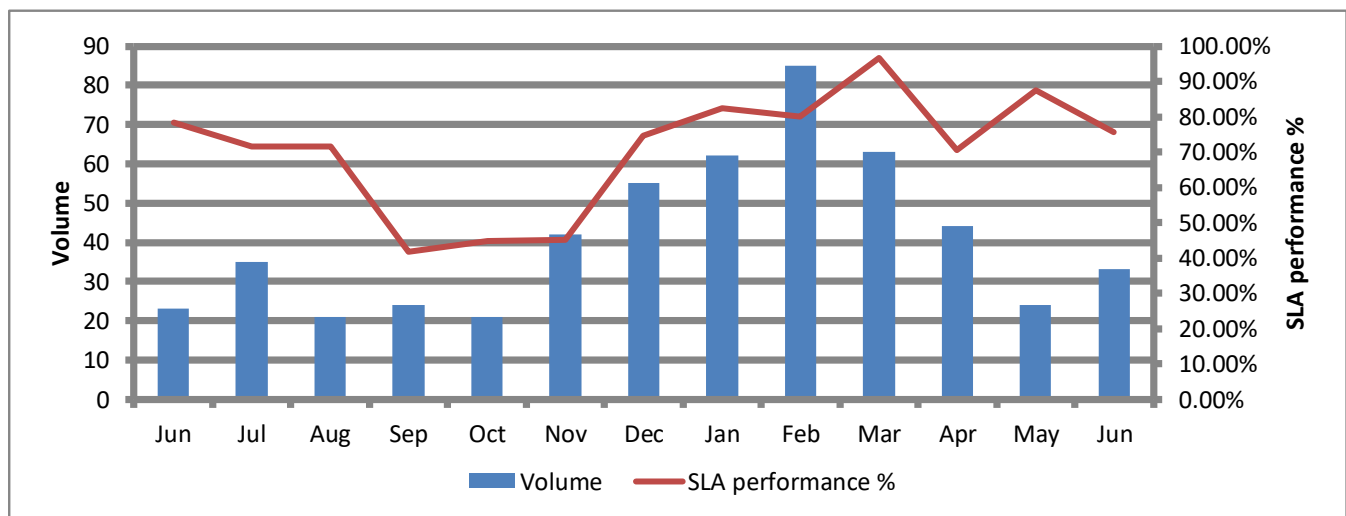
Future performance may be impacted when new starter details are received.

SLA 6 – Retirements

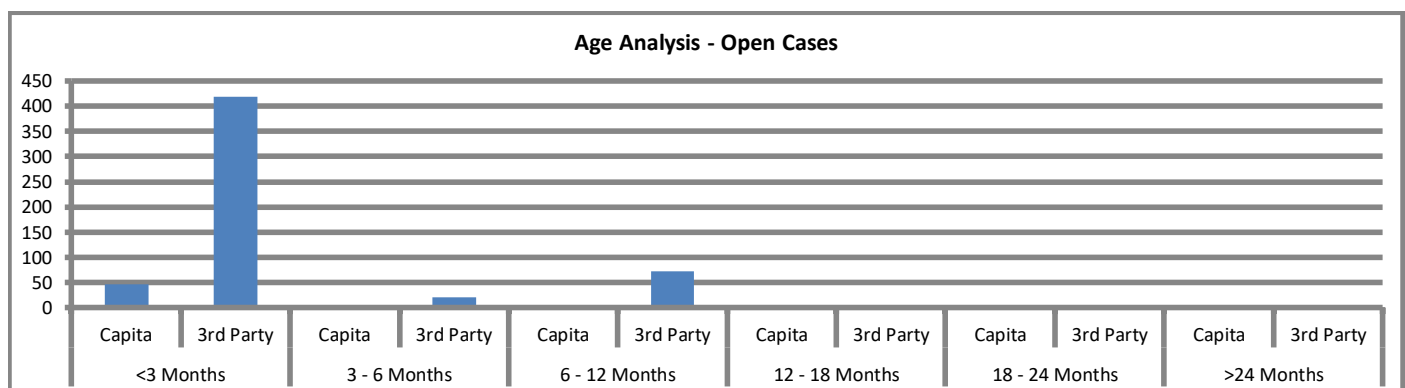
Issue retirement quote within 10 days of receipt of request & Issue retirement quote within 10 days of receipt of request

SLA Performance Percentage

75.76%



Volume received in the period	298
Volume processed in the period	33
Remaining open cases (age analysis below)	570



A large increase in cases this month from 32 received in May to 298 received this month. Priority was given to this category of cases in June by the operations team. The aged casework of both open and 3rd party cases has reduced greatly.

SLA 7 – Transfer In

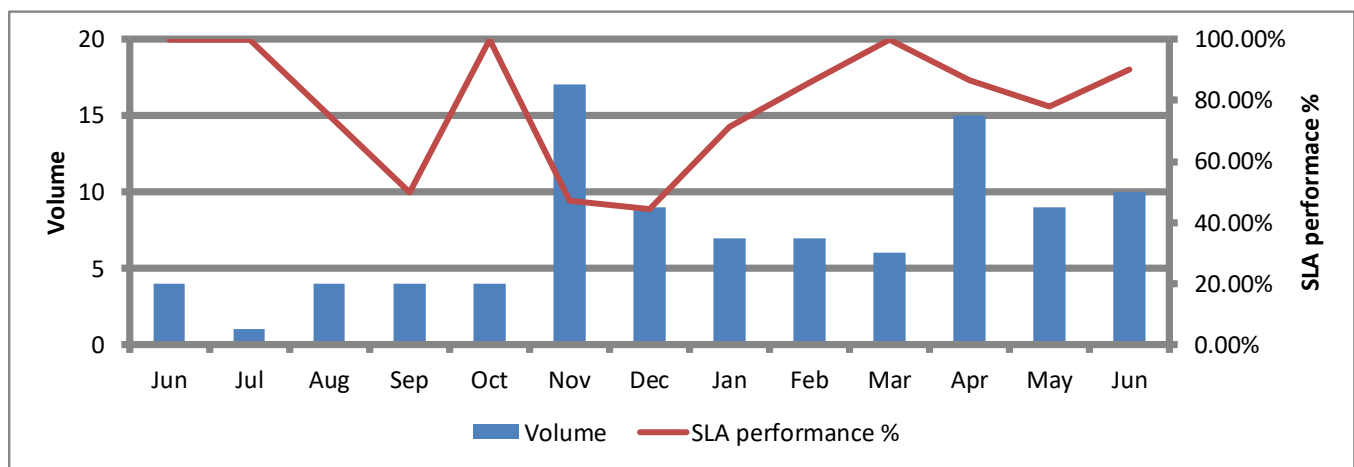
Issue request for transfer details to previous scheme within 5 days of receipt

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

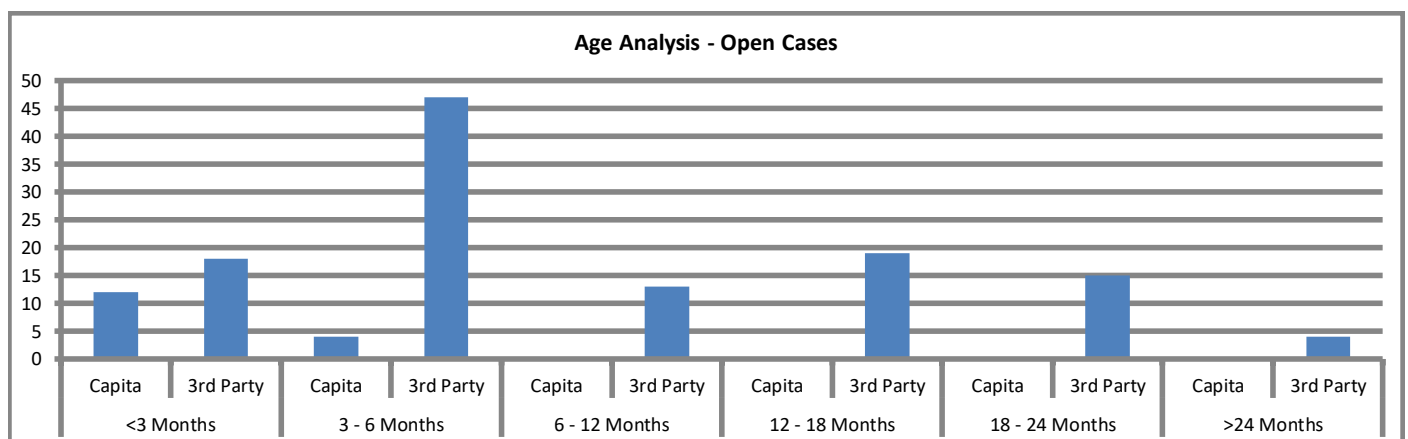
Update member record with details of transfer in within 7 days of receipt of transfer value payment.

SLA Performance Percentage

90%



Volume received in the period	17
Volume processed in the period	10
Remaining open cases (age analysis below)	132



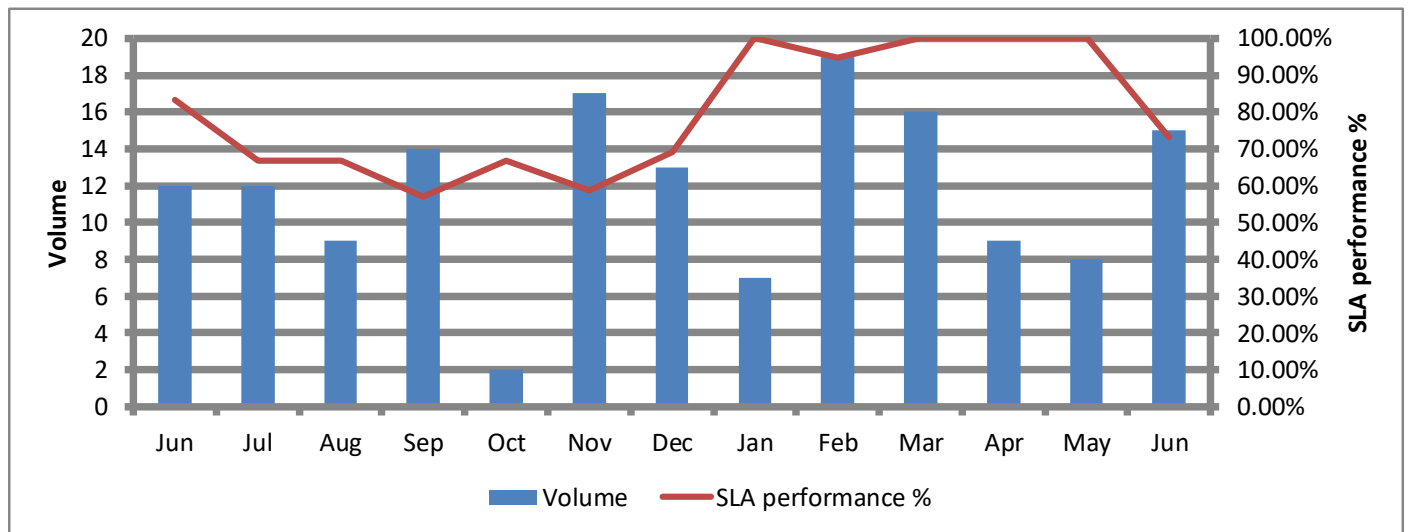
Increase in volumes this month; performance was the same as the previous month.

SLA 8 – Transfer Out

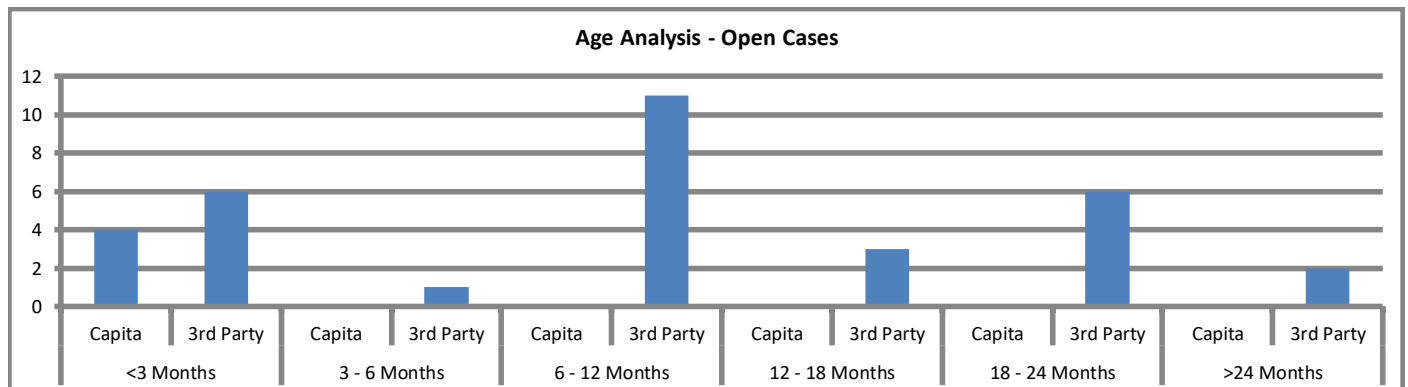
Provide details of deferred pension and TV value within 20 days of receipt of request from new scheme
Process payment of transfer value within 10 days of receipt of members confirmation to proceed

SLA Performance Percentage

73.33%



Volume received in the period	13
Volume processed in the period	15
Remaining open cases (age analysis below)	33



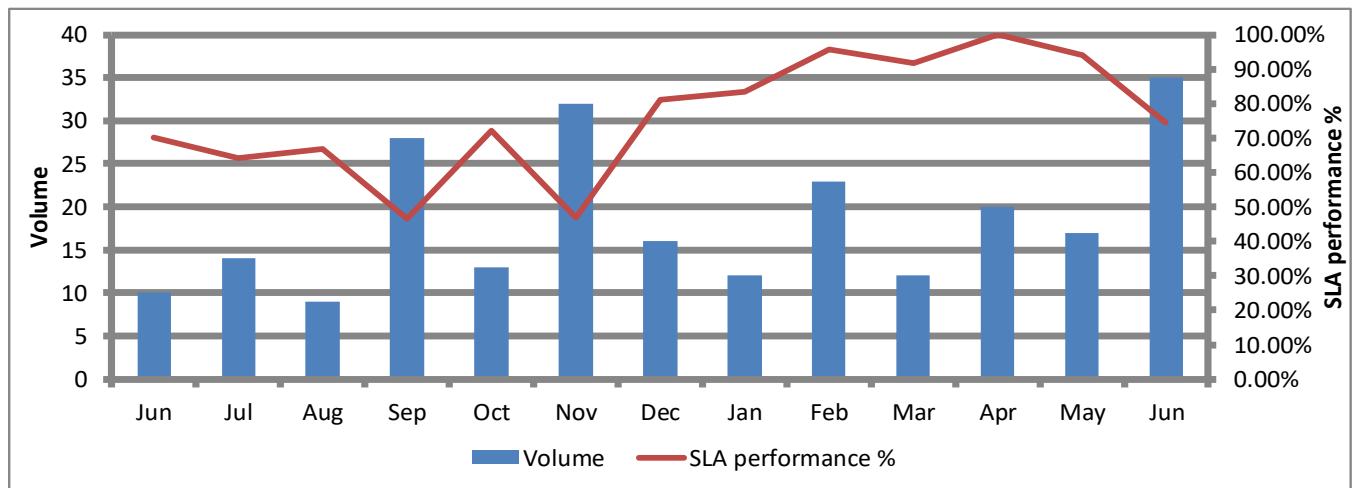
An increase in cases this month with more cases processed in the month.

SLA 9 – Bereavements

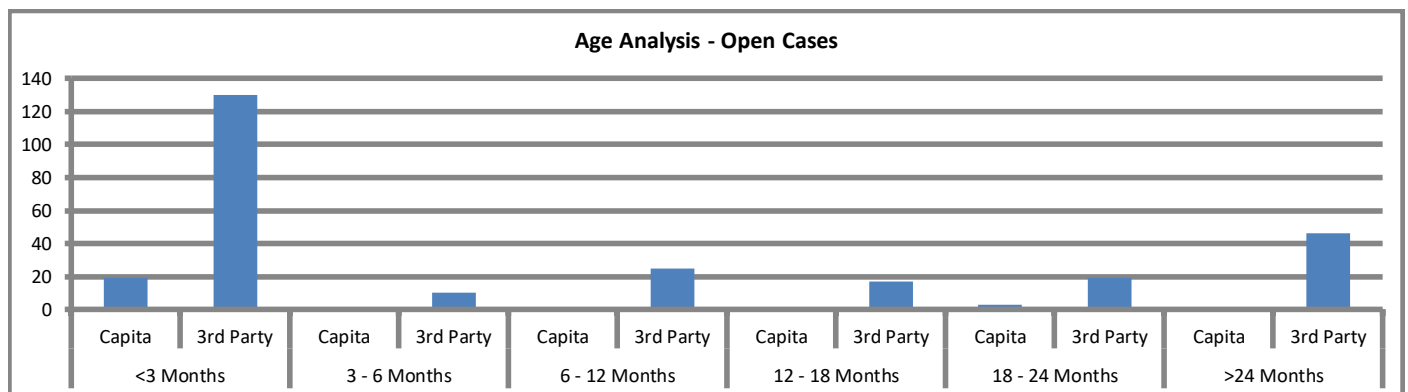
Issue details of benefits payable and death lump sum all due within 5 working days

SLA Performance Percentage

74.29%



Volume received in the period	28
Volume processed in the period	35
Remaining open cases (age analysis below)	271



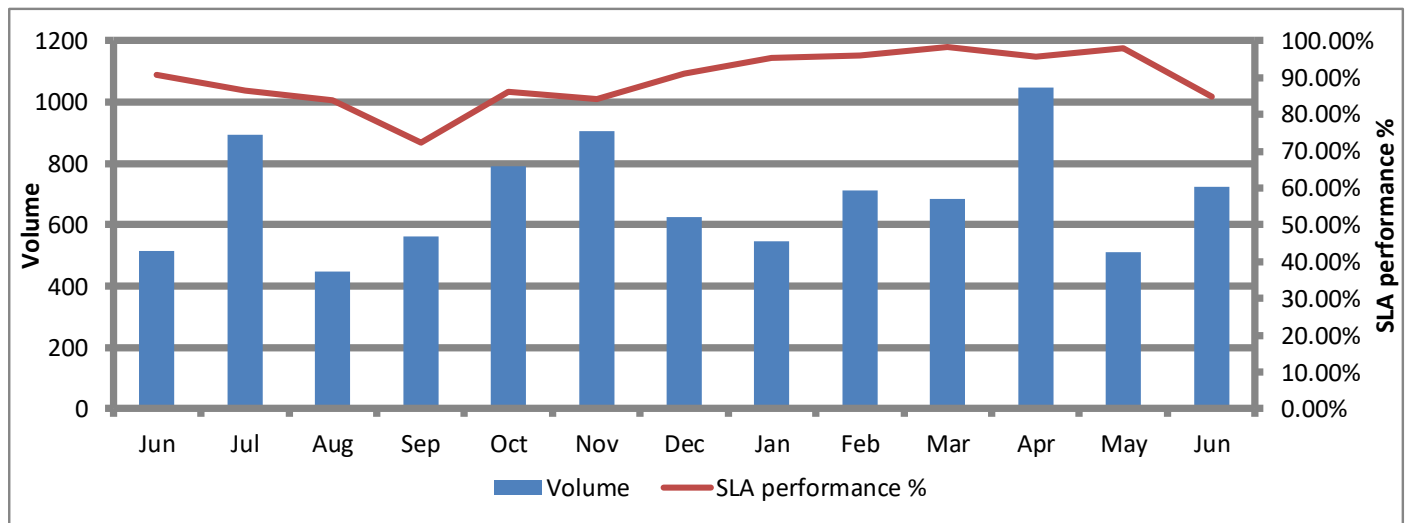
The volume of cases received has reduced this month when compared to last month. We have received 28 cases compared to the 40 cases last month. We do have a number of cases that remain at 3rd party as we wait for additional information to complete the cases. In June, 32 death certificates were requested from the General Registrar’s Office.

SLA 10 – Other

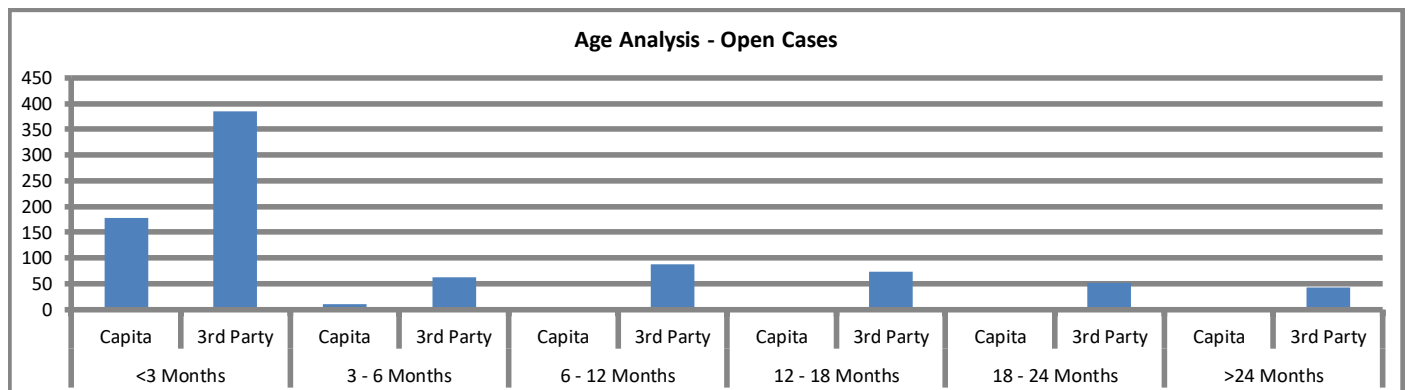
Issue appropriate documentation / response to requests for information within 10 days of receipt of request

SLA Performance Percentage

84.97%



Volume received in the period	960
Volume processed in the period	725
Remaining open cases (age analysis below)	897



Case volumes were consistent with those received in May with less cases being processed. Performance reduced this month as the operations team spent time reviewing the 3rd party cases.

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Member Helpline

There were 677 calls offered during June; we saw an increase across all categories this month. This is a result of the end of year activity in relation to pensions increase and tax together with increased contact in relation to the reminder letters that have been issued as part of the remediation plan. Overall performance increased this month.

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

- Bereavement 86
- Changes 22
- Pension / Tax 306
- General 207
- P60 16

	Volume	%
Calls Offered	677	
Calls Answered	668	98.67%
Calls Abandoned	9	1.33%

Average Handling Time	369 seconds
Average queue time – Darlington	27 seconds
Percentage of calls answered in 30 seconds	83.31%

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 June. There were 2726 transactions reviewed, of these there were no errors identified.

Complaints

The table below shows the age profile of outstanding complaints.

There are currently 4 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		1
Other			1	1
TOTAL		1	1	2

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

Root Cause	Volume
Delay	3
Inadequate communication	1

Closed in month

No cases were closed in month although the operations team have completed all action on 2 cases, and we are currently just waiting for the final response to be issued by the complaints team.

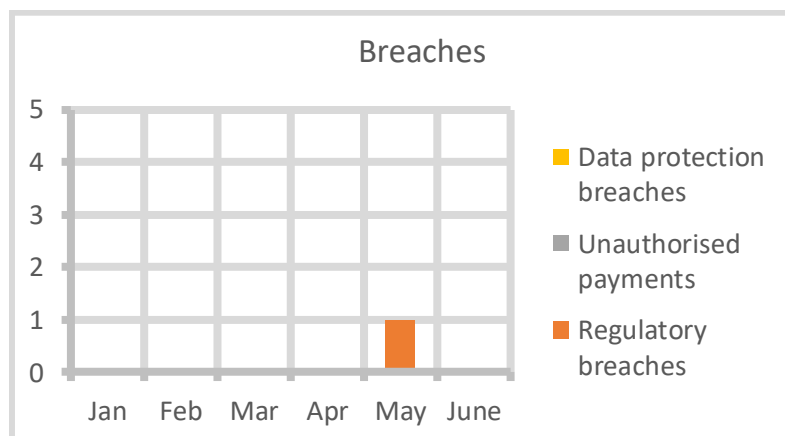
Outstanding complaints

Member	Date of Receipt	Details of Case
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
Member EP	09/06/2020	Delay in providing retirement options

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
TOTAL	1	1	0	0	0	0	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	Jan	Feb	Mar	Apr	May	June
Disclosure breaches	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:

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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	Jan	Feb	Mar	Apr	May	June
Regulatory breaches	0	0	0	0	1	0

Commentary:
No cases to report

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	Jan	Feb	Mar	Apr	May	June
Unauthorised payments	0	0	0	0	0	0

Commentary:
No cases to report

Data Protection Breaches

Breaches logged	Jan	Feb	Mar	Apr	May	June
Data protection breaches	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	4,489,509.21	5,481,092.75	991,583.54	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	8,034	8,169	-1.65%	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	4	2	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	0.05	0.02	0.03	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

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CONTRIBUTIONS	Late payers of contributions		→	Number of employers failing to pay by the 22nd deadline for current month contributions due	n/a	1	0	-1	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	0.0	-1.1	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	24	26	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	1	0	-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	1.1	0	-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	3	1	-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	99	100	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	99	100	1.00	Green = 95-100%, Amber = 90-94.9%, Red = below 90%	
Total volume of employers with rate variances to investigate.	n/a		↘	Total volume of employers who have not paid at the expected rate based on the Hyman Valuation Report.	n/a	n/a	22	n/a	Green = Less than 5, Amber = 5 - 20, Red = 20 plus

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DEBT	Volume of overpayments invoices			→	Volume of new member overpayments invoices raised during the current month	n/a	10	11	1	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	2,698	3,534	836	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	39	46	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	72,543	74,084	1,541	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	0	-2	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	116,992	0	-116,992	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	33	3	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	677,929	802,975	125,046	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 two red flag measures for this month, all other measures reported green or amber results (outstanding prior months contributions re. Green Sky Cleaning and below)
2	New reporting measurement to monitor exact employer rates added to contributions report – resulting in a red dashboard flag this month
3	Contributions reporting featured no cases to report to the Pensions Regulator

ACCOUNTS – Reconciliations

The integra journal for June (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 did not highlight any points of note and this continues to be monitored on a daily basis.

ACCOUNTS – Audit

All audit inputs have been provided by the team as requested to date.

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.

CONTRIBUTIONS – Missing Breakdown Forms

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

Data coverage – The finance dashboard reported 100% of employers submitting a new form correctly.

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

Annex LBB-06 is a new addition to the reporting document, this has identified 10 employers for June and 12 employers of May that have not paid the correct rate against the expected value. These cases will fall into the standard chaser process to resolve. This resulted in a red flag this month against this measure.

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

DEBT – Member Overpayments	
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Eleven new overpayments were raised during June worth £3.5k. The outstanding balance at the month-end was £74k (up by £1.5k from £72.5k last month) consisting of 46 invoices.

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

DEBT – Employer Strain Costs	
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We are reporting no new strain invoices this month. The current volume of outstanding invoices is 33 – up by 3 on last month and are worth £802k up from £677k last month.

PROJECTS – Innovations & IT Developments	
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Implementation of Overpayment reminder process has been agreed and implemented.

PEOPLE MANAGEMENT	
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No items to note.

FORWARD LOOK	
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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>	19	1	0	0	0	0	0	0	0	0	0	0
<i>Enquiries</i>	66	6	0	1	0	1	0	0	0	0	0	0
<i>Request for Estimate of Benefits</i>	21	23	0	0	0	1	0	0	0	0	0	0
<i>Leavers</i>	20	427	0	75	21	586	2	174	0	103	0	71
<i>New Starters</i>	9	2	0	0	0	0	0	0	0	0	0	0
<i>Retirements</i>	46	419	0	23	5	71	1	3	0	0	0	2
<i>Transfers In</i>	12	18	4	47	0	13	0	21	0	14	0	3
<i>Transfers Out</i>	4	6	0	2	0	10	0	3	0	7	0	1
<i>Bereavements</i>	19	130	1	10	0	34	0	9	3	18	1	46
<i>Other</i>	178	389	10	66	3	82	2	72	1	53	0	41
Total	394	1421	15	224	29	798	5	282	4	195	1	164

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
	BAR0010	Barnet and Southgate Colle	26/02/2016	Y	21,461.15	15/06/2020	8486	

Service Delivery Report
June 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	£ 16,018.44	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
June 2020

Member Db	St Catherines	St Catherines	31/12/2019	£ 17,845.80	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	£ 10,751.17	13/02/2020	8473	
Member Mc	Hendon School	Hendon School	13/05/2018	£ 15,066.41	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	£ 1,271.39	05/05/2020	8480	
Member	Barnet Homes	Barnet Homes	31/08/2019	£ 115,721.56	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			

Service Delivery Report
June 2020

Strain cost 2020/21

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