

London Borough of Barnet Pension Fund
Deferred debt and debt spreading agreement policies
14 December 2021

Contents

Introduction	2
Approach for exiting employers	3
Choosing a DDA or DSA	3
Managing of costs	4
Deferred Debt Agreements (DDAs)	5
Entering into a DDA	5
Information required from the employer	5
Assessing the proposal	5
Setting up a DDA	6
Monitoring a DDA	7
Terminating a DDA	9
Events that may terminate a DDA	9
Process of termination	9
Debt Spreading Agreements (DSAs)	10
Entering a DSA	10
Information required from the employer	10
Assessing the proposal	10
Setting up a DSA	12
Monitoring a DSA	12
Terminating a DSA	13
Events that may terminate a DSA	13
Process of termination	14

Introduction

This document sets out the London Borough of Barnet as administering authority of the London Borough of Barnet Pension Fund, acting through its Pension Fund Committee, policy on deferred debt agreements (DDAs) and debt spreading agreements (DSAs) for exiting employers.

London Borough of Barnet Pension Fund (the Fund) is part of the Local Government Pension Scheme (LGPS), a defined benefit statutory scheme administered in accordance with the Local Government Pension Scheme Regulations 2013 (the Regulations) as amended.

When a Scheme employer becomes an exiting employer under Regulation 64, the Fund Actuary is required to carry out a valuation to determine the exit payment due from the exiting employer to the Fund, or the excess of assets in the Fund relating to that employer. Where an exit payment is due, ~~the expectation is that~~ the employer is liable to settle this debt immediately through a single cash payment. However, if not detrimental to the Fund or other participating employers, ~~provides evidence that this is not possible~~, there are two alternatives available: Regulation 64(7A) enables the Pension Fund Committee to enter into a deferred debt agreement with the employer while Regulation 64B enables the Pension Fund Committee to enter into a debt spreading agreement.

Under a DDA, the exiting employer becomes a deferred employer in the Fund (i.e. they remain as a Scheme employer but with no active members) and remains responsible for paying the secondary rate of contributions to fund their deficit. The secondary rate of contributions will be reviewed at each actuarial valuation until the termination of the agreement.

Under a DSA, the cessation debt is crystallised and spread, with interest, over a period deemed reasonable by the Pension Fund Committee.

Whilst a DSA involves crystallising the cessation debt and the employer's only obligation is to settle this set amount, in a DDA the employer remains in the Fund as a Scheme employer and is exposed to the same risks (unless agreed otherwise with the Pension Fund Committee) as active employers in the Fund (e.g. investment, interest rate, inflation, longevity and regulatory risks) meaning that the deficit will change over time.

This policy document sets out the Pension Fund Committee's policy for entering into, monitoring and terminating a DDA or DSA.

These policies have been prepared by the Pension Fund Committee following consultation with the Fund's Scheme employers. In drafting this policy document, the Pension Fund Committee has taken into consideration the statutory guidance on preparing and maintaining policies on employer exit payments and deferred debt agreements which was issued by the Ministry of Housing, Communities and Local Government, the Scheme Advisory Board's guide to employer flexibilities and where appropriate, the opinions of the Fund's advisors.

Approach for exiting employers

In the event that an employer becomes an exiting employer and an exit payment is identified, the Fund should seek to receive a payment from the exiting employer equal to the exit payment in full.

The Pension Fund Committee makes the exiting employer aware an exit payment is due by providing a revised rates and adjustments certificate in the form of a cessation valuation report produced by the Fund's Actuary. Details of the Fund's cessation policy can be found in the Fund's Funding Strategy Statement (FSS).

The default position is that the employer is required to make an exit payment in full immediately. However, if required, the exiting employer can inform the Pension Fund Committee, along with evidence, that they are unable to do so and or that they do not wish to crystallise any debts to it is in the Fund's best interest not to seek immediate payment in full and may request to enter either a DDA or DSA. If the Pension Fund Committee is satisfied with the evidence provided and that it is not detrimental to other participating employers, the DDA or DSA process may proceed.

Requests should be submitted within 28 calendar days of receiving confirmation of the exit payment required, or otherwise the exit payment should be paid to the Fund in full within 30 days as per "Employer Responsibilities" when you become a Fund employer.

Where possible, the Pension Fund Committee encourages employers who are approaching exit and suspect they will have a deficit to engage with the Pension Fund Committee in advance in order to understand the options that may be available. The exiting employer may request at their expense that an indicative cessation report be produced to form the basis of discussions.

Choosing a DDA or DSA

Consideration needs to be given as to which approach is the most appropriate in each case. A DDA may be appropriate if:

- the employer temporarily has no active members but expects it may return to active employer status in future. However, please note that if the plan is for active members to join within three years then perhaps a suspension notice may be more appropriate;
- the employer wants to minimise costs in comparison to a DSA by potentially benefitting from the upside of the pensions risks it would remain exposed to and therefore does not want to crystallise its debt by becoming an exiting employer. In this case the Pension Fund Committee may be willing to defer crystallisation of the cessation debt for an appropriately period of time to be determined on a case by case basis, subject to the strength of the employer's covenant or security provided;
- initial affordability of the full exit payment is low but there is a prospect of increased affordability in the future, or the payment can only be afforded over a long period and

therefore a DDA enables the position to be updated over time in light of changing funding positions; and/or

- the employer has a weak covenant but is not faced with imminent insolvency and must rely on future investment returns to fully or partially fund the exit payment. The Pension Fund Committee may agree that doing so over an appropriate long period is better for the Fund than risking immediate insolvency of the employer. However, the Fund will also consider the potential impact of a deterioration in the employer's funding position.

On the other hand, it may be more appropriate to enter a DSA if:

- the employer does not intend to employ any more active members and therefore is not expected to resume active employer status;
- the employer wishes to crystallise its debt to the Fund and therefore not be subject to any of the pension risks that could cause the amounts payable to the Fund increasing (or decreasing) in future;
- the employer has ample resources to make the payment within the near future but not immediately; and/or
- the employer is deemed to have a very weak covenant and so the Pension Fund Committee will want to try to recoup as much of the exit payment as possible before the employer becomes insolvent.

The Pension Fund Committee has the right to refuse a DSA or DDA request if they believe it is not in the best interests of the Fund or the other participating employers, for example if entering a DSA or DDA increases the risk of a deficit falling to the other employers.

In considering each request for a DDA or DSA arrangement from an exiting employer the Pension Fund Committee will take actuarial, covenant, legal and other advice as necessary. Proposed DDAs/DSAs will always be discussed with the employer, whether the arrangement was at the exiting employer's request or not.

Employers who may be party to either a DSA or a DDA are encouraged to discuss any potential impact on their accounting treatment with their auditors.

Managing of costs

On receiving a request the Pension Fund Committee will make the employer aware that any costs associated with setting up the DDA or DSA will be the responsibility of the Scheme employer, regardless of whether the Pension Fund Committee agrees to enter into the agreement or not. This may include the cost of actuarial advice, legal advice, administrative costs and any additional advice required in relation to a covenant assessment or any other specialist adviser costs. If costs deviate from those initially anticipated the Pension Fund Committee will keep the exiting employer up to date with any increases. The Pension Fund Committee will provide information on how and when payments should be made.

Dispute resolutions

Whether a DDA or DSA arrangement is agreed or not is ultimately the decision of the Pension Fund Committee. In the event of any dispute from an employer, the Fund will seek to engage with the employer and a further 28 calendar days will be granted in which further discussions can take place to seek a resolution. If the dispute is not resolved in that period, the LB Barnet Pension Fund Committee will make a final determination, which may be to confirm its original decision.

Deferred Debt Agreements (DDAs)

Entering into a DDA

Under a DDA, the exiting employer becomes a deferred employer in the Fund (i.e. they remain as a Scheme employer but with no active members) and remains responsible for paying the secondary rate of contributions to fund their deficit.

Information required from the employer

When making a request to enter a DDA, the employer should ~~demonstrate that they are unable to settle their exit payment immediately and~~ provide any relevant information to support their request e.g. in relation to their covenant/ability to continue to make payments to the Fund on a continuing basis. Examples of information the employer may provide as evidence include the exiting employer's:

- most recent annual report and accounts
- latest management accounts
- financial forecasts
- details of position of other creditors

This is not an exhaustive list and the Pension Fund Committee may request further evidence. In particular, the Pension Fund Committee may commission a covenant assessment if insufficient evidence is provided.

Assessing the proposal

The Pension Fund Committee will aim to make a decision on whether to enter into a DDA within 28 calendar days of receiving a request, but this may vary to reflect specific circumstances, for example if the Pension Fund Committee chooses to request a covenant assessment then the process may take longer.

To reach a decision the Pension Fund Committee will consider:

- the size of the exiting employer's residual liabilities relative to the size of the Fund;

- the impact on the continuity of the employer's business of being required to immediately pay the full exit payment
- the size of the exit payment relative to the costs associated with entering into a DDA;
- whether a debt spreading agreement or suspension notice would be more appropriate (see specific circumstances below);
- any information provided by the exiting employer to support their covenant strength, including any information on a guarantor or other form of security that the employer may be able to put forward to support their covenant;
- the results of any covenant review carried out.
- the exiting employer's accounts;
- the potential impact on the other employers in the Fund; and
- the opinion of the Fund's advisors.

The Pension Fund Committee is not obliged to accept an exiting employer's request for a DDA. For example, in the following circumstances the Pension Fund Committee may consider a DDA not to be appropriate:

- the exiting employer could reasonably be expected to settle their exit payment in a single amount;
- it is known or likely that another active member will come into employment in the three years following the cessation date (in these cases a suspension notice would be considered more appropriate than a DDA); or
- the Pension Fund Committee is concerned that where a DDA is entered, that the employer could not afford the impact of any negative experience which would result in an increase in the required secondary rate of contributions and an increase in the employer's overall deficit (in these cases a debt spreading agreement would be considered more appropriate as the payments are fixed throughout the term of the agreement).

Once all information has been considered the Pension Fund Committee will consult with the exiting employer as required under the Regulations. If the Pension Fund Committee does not wish to enter into a DDA they will explain to the exiting employer their reasoning and any alternatives (e.g. a debt spreading agreement, suspension notice or indeed require the exit payment in full). If the Pension Fund Committee accepts the request to enter into a DDA, they will notify their legal advisers and Fund Actuary. If the Pension Fund Committee has concerns about the level of risk arising due to the DDA, the Pension Fund Committee may only accept the request subject to a one-off cash injection being made by the exiting employer or security being provided as an additional guarantee.

Setting up a DDA

Once agreed that a DDA is permitted, the terms of the DDA will be agreed between the Pension Fund Committee and the exiting employer and will be set out in a formal legal agreement.

The Pension Fund Committee and the exiting employer will negotiate an appropriate duration of the agreement which will consider the exiting employer's affordability and anticipated strength of covenant over the agreement period. If the exiting employer has sufficient reserves, the Pension Fund Committee may require an immediate cash payment so that the DDA can start from an acceptably stronger funding position.

The duration of the DDA will not be expected to exceed the appropriate maximum deficit recovery period applying to the exiting employer set out in the FSS.

The Fund Actuary will calculate secondary contributions on an appropriate basis consistent with the determination of an exit payment for that employer as agreed with the Pension Fund Committee, taking into account any cash payments made in advance. The secondary contributions will be reviewed at each actuarial valuation and certified as part of the Fund's Rates and Adjustments Certificate until the termination of the agreement. Therefore payments throughout the agreement are not known in advance and may increase or decrease at each valuation to reflect changes in the employer's funding position.

The timeline from consultation with the exiting employer to entering into a DDA to the signing of the agreement will vary. Where possible all parties will aim to have the agreement signed within 3 calendar months, although there may be circumstances where timings may vary.

Once finalised, the employer will become a deferred employer in the Fund and will have an obligation to pay their secondary contributions as certified by the Fund Actuary. The responsibilities of the deferred employer will be set out in the legal agreement and these will include the requirements to:

- comply with all the requirements on Scheme employers under the Regulations except the requirement to pay a primary rate of contributions but including any additional applicable costs, such as strain costs as a result of ill health retirements;
- adopt the relevant practices and procedures relating to the operation of the Scheme and the Fund as set out in the administration strategy statement produced by the Pension Fund Committee;
- comply with all applicable requirements of data protection law relating to the Scheme and with the provisions of any data-sharing protocol produced by the Pension Fund Committee and provided to the deferred employer;
- promptly provide all such information that the Pension Fund Committee may reasonably request in order to administer and manage the agreement; and
- give notice to the Pension Fund Committee, of any actual or proposed change in its status, including take-over, change of control, reconstruction, amalgamation, insolvency, winding up, liquidation or receivership or a material change to its business or constitution.

The deferred employer should consult with their auditors about any impacts the DDA is expected to have on their accounting requirements.

Monitoring a DDA

A deferred debt agreement is subject to the ongoing approval of the Pension Fund Committee. The Pension Fund Committee reserves the right to terminate the agreement should they become concerned about a significant weakening in the deferred employer's covenant or a significant change in funding position. Conversely, if there was an improvement in the employer's circumstance then the Pension Fund Committee and employer may agree to amend the terms of the agreement.

The Pension Fund Committee will monitor a DDA in the following ways:

Changing funding position

The Pension Fund Committee will request regular, and at least annual, updates of the deferred employer's funding position in order to review the progress of the DDA. The costs of the regular reviews will fall to the deferred employer as part of the terms for putting in place a DDA.

If the funding position changes by more than 10% (in absolute terms) from the previous review, then the Pension Fund Committee may engage with the deferred employer to discuss a possible review of the DDA.

Changing employer covenant

The Pension Fund Committee monitors the level of covenant of its Scheme employers on an ongoing basis. Once an employer enters into a DDA, the Pension Fund Committee will review the employer's covenant on a regular basis and details of this will be agreed for each DDA on an individual basis. If a deferred employer's covenant deteriorates, the Pension Fund Committee may issue a notice to review and possibly terminate the agreements.

In addition, if a deferred employer requests an extension to the duration of the DDA the Pension Fund Committee will consider an updated covenant review, amongst other factors, in assessing the proposal.

As a condition of entering into a DDA, the deferred employer is required to engage with the Pension Fund Committee to assist with monitoring the level of covenant, for example by providing information requested by the Pension Fund Committee in a timely manner.

Timeliness of payments

The agreement will set the frequency by which payments of contributions are made and the Pension Fund Committee will monitor if contributions are paid on time. Successive late or in particular missing payments will influence whether a notice is issued to the deferred employer to review and possibly terminate the agreement.

Strength of guarantee or security

If a particular funding basis has been used by the Fund Actuary on the understanding that there is a particular security in place (e.g. another employer in the Fund willing to underwrite the residual deferred and pensioner liabilities when the employer formally exits) then the Pension Fund Committee will check there has been no change to the security at agreed regular intervals and as a minimum at each valuation cycle. The Fund Actuary may change the funding basis used to set the deferred employer's contributions depending on the strength of the security in place.

Notifiable events from the deferred employer

The deferred employer has a responsibility to make the Pension Fund Committee aware of any changes in their ability to make payments or of a change in circumstance (e.g. a change of the guarantee in place mentioned above). Information should be shared with the Pension Fund Committee at any time throughout the agreement to enable the Pension Fund Committee to consider whether a review of the agreement should be carried out.

Terminating a DDA

Events that may terminate a DDA

As set out in Regulation 64(7E), the DDA terminates on the first of the following events:

- the deferred employer enrolls new active members;
- the duration of the agreement has elapsed;
- the take-over, amalgamation, insolvency, winding up or liquidation of the deferred employer;
- the Pension Fund Committee serves a notice on the deferred employer that it is reasonably satisfied that the employer's ability to meet the contributions payable under the DDA has weakened materially (or is likely to in the next 12 months); or
- a review of the funding position of the deferred employer is carried out at an updated calculation date and the Fund Actuary assesses that the deferred employer has paid sufficient secondary contributions to cover what would be due if the deferred employer terminated at the updated calculation date; in other words the review reveals no deficit remains on the relevant calculation basis.

The deferred employer can also choose to terminate the DDA at any point. Notice should be given to the Pension Fund Committee at the earliest opportunity. The Fund Actuary will calculate any outstanding contribution due from the employer.

Termination clauses will be included in the formal DDA legal agreement.

Process of termination

Unless the deferred employer has enrolled new active members and becomes an active employer again, once a termination of the DDA has been triggered, the deferred employer

becomes an exiting employer under Regulation 64(1). The Pension Fund Committee will obtain from the Fund Actuary an exit valuation calculated at the date the DDA terminates, and a revised rates and adjustments certificate setting out the exit payment due from the exiting employer or the excess of assets in the Fund relating to the exiting employer (which would then be subject to the Fund's exit credit policy).

Once the exit payment has been made in full, the exiting employer has no further obligation to the Fund.

If the termination has been triggered because the deferred employer has enrolled new active members, then the deferred employer becomes an active employer in the Fund and an immediate exit payment may not be required; this may instead be incorporated in the revised rates and adjustments certificate that will be provided in respect of the active employer. The employer remains responsible for all previously accrued liabilities and the revised contributions required from the active employer will be calculated in line with the Fund's FSS. If the termination has been triggered because a review of the funding position of the deferred employer reveals that the secondary contributions paid to date by the deferred employer are sufficient to cover what would be due if the deferred employer terminated at the updated calculation date, then the deferred employer becomes an exiting employer and no further payments are required. The exiting employer has no further obligation to the Fund. Where there is a surplus, an exit credit may be payable as determined by the Pension Fund Committee and in line with the Fund's exit credit policy.

Debt Spreading Agreements (DSAs)

Entering a DSA

Under a DSA, the cessation debt is crystallised and spread, with interest, over a period deemed reasonable by the Pension Fund Committee following discussion with the exiting employer. The payments are fixed and are not reviewed at each actuarial valuation.

Information required from the employer

When making a request to enter a DSA, the exiting employer should ~~demonstrate that they are unable to settle their exit payment immediately and~~ provide any relevant information to support their request e.g. in relation to their covenant/ability to continue to make payments to the Fund. Examples of information the exiting employer may provide as evidence include the employer's:

- most recent annual report and accounts
- latest management accounts
- financial forecasts
- details of position of other creditors

This is not an exhaustive list and the Pension Fund Committee may request further evidence. In particular, the Pension Fund Committee may commission a covenant assessment if insufficient evidence is provided.

Assessing the proposal

The Pension Fund Committee will aim make a decision on whether to enter into a DSA within 28 calendar days of receiving a request but this may vary to reflect specific circumstances, for example if the Pension Fund Committee chooses to request a covenant assessment then the process may take longer.

To reach a decision the Pension Fund Committee will consider:

- the size of the exit payment relative to the exiting employer's business cashflow;
- the impact on the continuity of the employer's business of being required to immediately pay the full exit payment
- the size of the exit payment relative to the costs associated with entering into a DSA;
- whether a deferred debt agreement or suspension notice would be more appropriate;
- any information provided by the employer to support their covenant strength;
- the results of any covenant review carried out for the Fund;
- the merit of any guarantees from another source and whether this is deemed sufficient to cover the outstanding payments should the exiting employer fail;
- the exiting employer's accounts;
- the potential impact on the other employers in the Fund; and
- if appropriate, the opinion of the Fund's advisors.

The Pension Fund Committee is not obliged to accept an exiting employer's request for a DSA. For example, in the following circumstances the Pension Fund Committee may consider a DSA not to be appropriate:

- the exiting employer could reasonably be expected to settle their exit payment in a single amount;
- there is doubt that the exiting employer can operate as a going concern during the spreading period; or
- the exiting employer cannot afford the required payments over the maximum spreading period or is requesting a spreading period longer than the maximum (see below).

The structure of the DSA is at the discretion of the Pension Fund Committee having consulted with the exiting employer. The structure should protect all other employers in the Fund whilst being achievable for the exiting employer. The structure of the DSA will take into consideration:

- the period that the payments will be spread. This is expected to be no more than 5 years. For longer periods it may be more appropriate to consider a deferred debt agreement but the Pension Fund Committee reserves the right to set whatever spreading period they deem appropriate provided they are satisfied with the exiting employer's ability to meet the payments over that period. The length of the spreading period will be set as to be as short as possible whilst remaining affordable for the exiting employer;
- the interest rate applicable to the spread payments. In general, this will be set with reference to the discount rate in the exiting employer's cessation valuation report;
- the regularity of the payments and when they fall due;
- other costs payable; and
- the responsibilities of the exiting employer during the spreading period (for example, to make payments on time and to notify the Pension Fund Committee of a change in circumstances that could affect their ability to make payments).

Once all information has been considered the Pension Fund Committee will consult with the exiting employer as required under the Regulations. If the Pension Fund Committee does not wish to accept the exiting employer's request to enter into a DSA they will explain their reasoning and any alternatives (e.g. a DDA, suspension notice or indeed require the exit payment in full). If the Pension Fund Committee accepts the request to enter into a DSA, they will notify their legal advisers and Fund Actuary. If the Pension Fund Committee has concerns about the level of risk arising due to the DSA, the Pension Fund Committee may only accept the request subject to a one-off cash injection being made by the exiting employer or security being provided as an additional guarantee.

Setting up a DSA

The Pension Fund Committee and the exiting employer will then negotiate the structure of the schedule of payments which takes into consideration the exiting employer's affordability and an appropriate period of the spreading.

The schedule of payments will be set out in a revised rates and adjustments certificate prepared by the Fund Actuary. There may be circumstances where timings may vary, however, in general the certificate will be prepared and provided to the exiting employer within 28 calendar days of agreeing the structure of the schedule of payments with the exiting employer.

Monitoring a DSA

Over the term that the cessation debt payment is spread, the Pension Fund Committee will monitor the ability and willingness of the exiting employer to pay the schedule of contributions in the revised rates and adjustments certificate. While it is expected the schedule of payments would be fixed for the spreading period, the Pension Fund Committee may alter the structure of the schedule at any time if there is a change in the exiting employer's circumstances or indeed, if the exiting employer wanted to pay the remaining

balance. This will be agreed on a case by case basis and set out in a side agreement as required.

The Pension Fund Committee will be in regular contact with the exiting employer until their obligations to the Fund are removed when all payments set out in the schedule of payments are made.

Examples of factors which will be monitored are set out below. Should any of these raise any concerns with the Pension Fund Committee then the DSA may be reviewed and/or terminated.

Changing employer covenant

The Pension Fund Committee will monitor the ability of the exiting employer to make their set payments by monitoring publicly available information such as credit ratings and/or company accounts as well as keeping in regular contact, at least annually, with the exiting employer to ensure that the payments can be met.

As a condition of entering into a DSA, the exiting employer is required to engage with the Pension Fund Committee to assist with monitoring the level of covenant, for example by providing information requested by the Pension Fund Committee in a timely manner.

Timeliness of payments

The DSA will set out the frequency by which payments will be made and how long for, and the Pension Fund Committee will monitor if contributions are paid on time. Successive late or in particular missing payments would contribute towards further interest charges or the spreading agreement may be reviewed and/or terminated.

Strength of guarantee or security

If a particular schedule of payments has been agreed between the Pension Fund Committee and the exiting employer on the understanding that there is a particular security in place (e.g. another employer in the Fund willing to pay the remaining balance or a fixed charge on property that covers the remaining balance) then the Pension Fund Committee will check there has been no change to the security regularly. The frequency of these reviews may reduce as the level of outstanding debt reduces. The Pension Fund Committee may change the schedule of payments depending on the strength of the security in place. The exiting employer would be consulted prior to any changes.

Notifiable events from the exiting employer

The exiting employer has a responsibility to make the Pension Fund Committee aware of any changes in their ability to make payments or of a change in circumstance that affects their ability to make payments. Information should be shared with the Pension Fund Committee at any time throughout the agreement to enable the Pension Fund Committee to consider whether a review of the agreement should be carried out.

Terminating a DSA

Events that may terminate a DSA

On paying all the payments set out in the revised rates and adjustments certificate the exiting employer will no longer have any obligations to the Fund.

In the event that the Pension Fund Committee believes that the exiting employer may not be able to make any of their remaining payments, the Pension Fund Committee reserves the right to review and/or terminate the DSA to ensure it is appropriate for the Fund and does not adversely impact the other participating employers.

The exiting employer may also request to terminate the DSA early, in which case an immediate payment of the outstanding amounts set out in the rates and adjustment schedule should be paid.

Process of termination

In the event of a DSA being amended or terminated the Pension Fund Committee will communicate this to the exiting employer along with reasons for the decision. Before the decision is made the Pension Fund Committee will consult with the exiting employer about their change in circumstances.

If the DSA has to be terminated prematurely the Pension Fund Committee will seek to obtain from the exiting employer the outstanding exit payments or look at alternative arrangements such as a deferred debt agreement.

Once the exit payment has been made in full, the exiting employer has no further obligation to the Fund.