

Project Objectives

The Improvement Plan is designed to ensure that the Oxfordshire Pension Fund as administered by the Pension Fund Committee delivers against its statutory duties as set out below. These duties include a mix of annual responsibilities in terms of information requirements to scheme members, the annual submission of our data quality score, and a series of on-going responsibilities to scheme members and scheme employers based on their movements in and out of the Fund, deaths retirements etc. The ultimate objective of this revised improvement plan is to deliver the target scores as set out below. The success against the annual targets will be measured once a year as per the target date (with interim measures against the milestones set out in the plan indicating the likelihood of success), whereas success against the on-going responsibilities will be measured monthly.

Annual Statutory Responsibilities

	Target Date	Target Score	Comments
Issue Annual Benefit Statement to all Active Scheme Members	31/08/19	100%	A score above 98% would not be regarded as a material breach of duty for the Fund as a whole, but could still require individual scheme employers to be reported for a material breach if a significant number of their statements were still outstanding
Issue Annual Benefit Statement to all Deferred Scheme Members	31/08/19	100%	
Issue Pension Savings Statements to those above Annual Allowance	06/10/19	100%	
Return Data Quality Scores to the Pension Regulator - Common Data	06/11/19	98%	Score based on definitions included in reports from Aquila Heywood dated 25 October 2018
Return Data Quality Scores to the Pension Regulator - Scheme Specific Data	06/11/19	98%	

On-Going Statutory Responsibilities

	SLA (days)	Target % of cases within SLA	
Annual Allowance	10	90	The statutory deadlines are, in general, two months, although there are some variations to these which extend beyond the two months. For the purposes of monitoring and reporting we will use the two month deadline. This will also apply to divorce cases where the deadline is in excess of two months. The only deadline under two months is that of retirements where benefits are being paid after NPA where information about benefits should be provided within one month.
APC	10	90	
Data Changes	10	90	
Deaths	10	95	
Deferred Benefits	40	90	
Divorces	10	95	
Estimates - employer	10	90	
Estimates - member	10	90	
General Queries - employer	10	90	
General Queries - member	10	90	
Re-employments	40	90	
Refund of Benefits	10	95	
Retirements	10	95	
Starters / PPF	40	90	
Transfer In	10	90	
Transfer Out	10	95	

Ownership of the Improvement Plan

The Improvement Plan is owned by the Pension Fund Committee in its role as Scheme Manager under the relevant Regulations. The Committee is ultimately accountable for the delivery of the Plan. Day to day management of the plan is delegated to the Service Manager - Pensions, who will manage the plan with the support of the Pension Services Management Team. The Plan identifies owners for the individual tasks, who will be responsible for reporting through to the Management Team and ultimately the Pension fund Committee on performance against their elements of the plan.

	A	B	C	D	E	F
1	Revised Improvement Plan 2018/19					
2						
3	End of Year 2018/19 and Issuance of Annual Benefit Statements	Comments	Owner*	Due date	Status	Comments on Status
4	End of Year Return					
5						
6	Issue Scheme Employer Questionnaire re 2017/18 Exercise		BH	26/10/18	Completed	Feedback requested in Talking Pensions - 1 response
7	Hold Employer Forum to Discuss Results of Questionnaire		BH	30/11/18	Completed	Forum not held in light of limited feedback received.
8	Prepare Briefing for All Employers to Set out any Key Changes		BH/SJC	21/12/18	Completed	Talking Pensions January
9	Confirm Senior Escalation Point with All Scheme Employers		BH	21/12/18	Completed	E-mail sent to all employers 20/12/2018, responses being chased. Second e-mail sent 15/01/2019
10	Prepare/Review templates for 2018/19 Returns		BH	14/01/19	Completed	
11	Allocate Member of Employer Team to Lead for Each Scheme Employer		BH	14/01/19	Completed	
12	Get in touch with employers by phone to confirm who our contacts are for the annual return	Final chase of escalation points	Employer team	18/01/19	Completed	E-mail sent to all employers 20/12/2018
13	Annual returns emails to be drafted	Included FAQ information, reminder about AVC's.	BH	16/01/19	Completed	
14	Returns to be sent out w/c 21 January 2019 (include dates for training days)		Employer team	25/01/19	Completed	
15	Contact all employers who have had previous issues to check receipt support needed	Telephone call	Employer team	28/02/19	Completed	
16	Run Employer Training Sessions on Completion of End of Year Return		SAF/BH/JW/RO	15/03/19	Completed	Only one employer wanted a session - contacted directly
17	Week before the April deadline send a reminder to High level contacts that the data is required by 30 April	Copy to any 3rd party payroll providers	Employer team	23/04/19	Completed	E-mail sent 26/04/2019 to all those who had not yet submitted
18	Review receipt of end of year returns and issue initial escalation letter for all missing returns	Report numbers to SJC/SF	BH	03/05/19	Completed	158/186 returns received on time.
19	Review receipt of outstanding returns and issue final escalation letter	Report numbers to SJC/SF	BH	17/05/19		Date amended to 09/05/19. Initial chase email provides second deadline of 9th May (close of business). Returns received after this date will be fined
20	Issue Breach Report to Pension Regulator for non-compliance where end of year return still outstanding		SF	24/05/19		5 still outstanding as at 16/05/2019
21	Complete review of all end of year returns received by 30 April deadline	Check formatting of data, completeness of return, and contributions balance to those paid over during year (within agreed tolerances)	Employer Team	10/05/19		Vetting/Balancing
22	Send end of year review queries to employer	Report numbers to SJC/SF	Employer team	10/05/19		Vetting/Balancing
23	Review Receipt of end of year Queries and issue final escalation letter for any outstanding	Report numbers to SJC/SF	BH	24/05/19		Vetting/Balancing
24	Issue Breach Report to Pension Regulator for non-compliance where end of year return queries still outstanding		SF	31/05/19		Vetting/Balancing
25	Complete Provisional Runs of end of year data	Report numbers to SJC/SF	BH/RS	31/05/19		Provisional Posting
26	Send Provisional Run queries to scheme employers, where these stop end of year file data being loaded	Queries to include missing starters, missing leavers, un-matched pay reference numbers, formatting errors in data, mis-match between number of employee records	Employer team	03/06/19		Provisional Posting
27	Work with Scheme Employers to resolve provisional run queries, escalating as necessary		Employer team	28/06/19		Provisional Posting
28	Issue Breach Report to Pension Regulator for non-compliance where end of year data can not be loaded due to outstanding queries		SF	28/06/19		Provisional Posting
29	Final Load of Actual Data including monthly CARE data, and issue queries on errors to scheme employers (e.g. pay variation to previous year outside agreed tolerances, and/or inconsistent with contributions recorded and received.	Process will start from 3 June for those employers with no errors on provisional run, with regular daily runs as queries are resolved on remaining employers. Weekly reports of numbers to SJC/SF	BH/RS	05/07/19		Actual posting (including CARE)
30	Review receipt of query responses and issue initial escalation letter	Report numbers to SJC/SF	BH	19/07/19		Actual posting (including CARE)
31	Issue final escalation letter	Report numbers to SJC/SF	BH	26/07/19		Actual posting (including CARE)
32	Issue Breach Report to the Pension Regulator where outstanding queries mean that data is not sufficient to issue annual benefit statement		SF	02/08/19		Actual posting (including CARE)

	A	B	C	D	E	F
1	Revised Improvement Plan 2018/19					
2						
3	End of Year 2018/19 and Issuance of Annual Benefit Statements	Comments	Owner*	Due date	Status	Comments on Status
33	Issue Annual Benefit Statements	Daily runs from 5 August starting with those scheme members who have requested a paper statement.	RS	31/08/19		ABS
34						
35	Monthly returns - MARS		Owner	Due date		
36	Review First 6 month returns and identify any missing returns	remind employer (5 days)	BH/SF/JF	31/10/18	Completed	
37	Escalate All Employers with Missing Returns	Chase - Fine to follow	BH/SF/JF	18/01/19	Completed	
38	Identify All Scheme Employers Where Active Membership has Ceased	Fine	BH/SF/JF	31/10/18	Completed	
39	Ensure All Records For Ceased Employers have been loaded and validated	Chase - Fine to follow	BH/SF/JF	30/11/18		
40	Review First 6 months CARE data, and identify any inconsistencies. Raise queries with employers		BH	30/11/18	Completed	
41	Escalate All Missing Monthly Returns by month end		SF/JF	End of Each Month (Nov - Apr)		Ongoing
42	Maintain CARE data monthly, and raise queries with employers each month		BH/SF/JF	End of Each Month (Nov - Apr)	Completed	Ongoing
43						
44	Communication		Owner	Due date	Status	
45	Write to Scheme employers (see line 8 above)	Administration guide, TPR letter	BH	21/12/18	Completed	Talking Pensions January
46	Email templates/acknowledgements to finalise	MARS/EOY	BH	18/01/19	Completed	
47	Update team at team meeting	EOY process.	BH/SAF	25/01/19	Completed	
48	Pension Fund Forum	Administration update, confirm eoy coming out	SAF	11/01/19	Completed	
49	Monthly updates - talking pensions	To include key changes from previous years, key dates (including highlighting earlier due date for March MARS return as 19 April is a Bank Holiday)	JW/RO	31/01/19	Completed	
50	Monthly updates - talking pensions	To include reminder of key dates and importance of timely and accurate returns in respect of both statutory duties and impact on 2019 Valuation Results	JW/RO	28/02/19	Completed	
51	Monthly updates - talking pensions	Pick up issues identified	JW/RO	31/03/19	Completed	
52						
53	Staffing		Owner	Due date	Status	
54	Review Current Staff Structure in Light of Recent Experience		SJC/SAF	19/10/18	Completed	
55	Agree new structure and Appropriate Division of Duties		SJC/SAF	19/10/18	Completed	
56	Revise Job Descriptions, Grades and Person Specifications including suitability of apprenticeships with County HR		SJC/SAF	02/11/18	Completed	
57	Implement new structure		SAF	02/11/18	Completed	
58	Recruitment		Team Leaders	30/11/18	Completed	
59	Recruitment - interviews		Team Leaders	07/12/18		Interviews w/c 07/01/19. Recruitment process failed to identify sufficient suitable candidates to fill all vacant posts. Problem compounded by further resignations so recruitment cycle re-started following further advice from colleagues in HR. Temporary Staff Agencies contacted to provide an interim solution.
60	Recruitment - issuing offers		Team Leaders	14/12/18		
61	Recruitment - references / medicals		Team Leaders	21/12/18		
62	Recruitment - confirm start dates		Team Leaders	21/12/18		
63	Resource cover - sickness/maternity		Team Leaders	On-Going		
64	Staff Induction		Team Leaders	08/02/19		See above
65	Staff Training		Team Leaders	On-Going		
66						

	A	B	C	D	E	F
1	Revised Improvement Plan 2018/19					
2						
3	End of Year 2018/19 and Issuance of Annual Benefit Statements	Comments	Owner*	Due date	Status	Comments on Status
67						
68	Governance and Reporting					
69						
70	Identify all statutory responsibilities and associated timescales		SAF	26/10/18	Completed	Included in Objectives Sheet of this Improvement Plan
71	Develop portfolio of performance measures that measure achievement of statutory functions and provide early warnings of potential breaches of targets	To include monthly statistics for the on-going statutory duties, the progress statistics identified above against the tasks within the end of year process and regular updates on data quality scores	SAF	31/01/19		Reviewing A guide to pensions authorities on administration in the LGPS produced by CIPFA/AON.
72	Determine frequency and timetable of manager reviews of performance data and schedule in diaries	Will be a mix of weekly, monthly and ad hoc reports	SC/SAF	31/01/19		
73	Present Performance Report to Pension Fund Committee and agree schedule of interim reports to be sent to Committee members between the quarterly meetings	Copies to be provided to Pension Board members	SAF	08/03/19		
74						
75						
76	Data Quality		Owner	Due date		
77	Hold workshop with Aquila Heywood to review results of 31 August 2018 Report		SAF/RS	26/10/18	Completed	04/12/18
78	Produce Report for LGA on Proposal for Standardise Data Quality Reports covering tests to be applied, records to be covered by test and basis for how the test is to be applied.		SAF	18/01/19		SC discussing with LGA
79	Produce Action Plan to Improve Data Quality Scores where they fall below 98% in Revised Report		SAF	21/12/18	Completed	See below:
80						
81	Common Data - addresses. Re-Run missing address report		RS	31/01/19	Completed	5246 missing addresses for LGPS status 1,2,4,9
82	Common Data - addresses - chase responses to letters seeking confirmation of new addresses		RS	29/03/19		Ongoing - identifying cases involved with view to sending out letters in early March
83	Common Data - addresses - run procurement exercise to identify address chasing agency		SF	29/03/19		New provider selected 14/3/19. Waiting for contract to be set up. Dates below will need to move once contract is in place
84	Common Data - addresses - re-run address tracing exercise with new agency		RS	30/04/19		see above - date to be moved once contract is in place
85	Common Data - addresses - send out confirmation letters to new addresses identified		RS	31/05/19		see above - date to be moved once contract is in place
86	Common Data - addresses - update records on receipt of confirmation of new address from scheme member		RS	30/08/19		will need to keep this date as is?
87	Scheme Specific Data - CARE and Salary Checks - Run reports to confirm latest status	Work completed on previous errors since the last report as at end of August 2018	RS	28/02/19	Completed	Reports run, and will continue running these as part of the end of year exercise for 2018/19
88	Scheme Specific Data - CARE and Salary Checks - Update Records with Missing Data		RS/Benefits Team	30/04/19		
89	Scheme Specific Data - Annual Allowance - Re-Check Data updated since last data quality report	Majority of work on 2017/18 records completed in September 2018 after August data quality extract - error rate therefore mainly reflected timing issue.	RS	31/01/19	Completed	Data rechecked
90	Scheme Specific Data - Annual Allowance - Bulk Update for any outstanding Records		RS	29/03/19		Run where possible, for entires with no conts input as did not earn anything in 2017/18 will need to run a notional AA calc to avoid data quality fails
91	Scheme Specific Data - Annual Allowance - Determine any process changes (if any) required for 2018/19 data.		RS	29/03/19	Completed	Annual Allowance to be updated once EOY work completed. Will check for any anomalies when running the actual
92	Implementation of i-connect					
93						
94	Visit other sites with i-connect		JS	30/11/18	Completed	
95	Liaise with LGA re results of work of Academy Working Group on Standardising Data Returns		SJC/JS	30/11/18	Completed	
96	I connect Demonstration to Employers		Ask for volunteers, interest	30/11/18	Completed	
97	Produce Full Business Case for Pension Fund Committee's December Meeting		JS	07/12/18	Completed	
98	Draft implementation plan		JS	21/12/18	Completed	
99	Statement of works Signed off		Heywoods/OPF	11/01/19	Completed	
100	I-connect Deployed		Heywoods/OPF	22/02/19	Completed	
101	i-Connect connectivity established		Heywoods/OPF	30/03/19	Completed	
102	Initial Employer onboarding		Heywoods/OPF	30/06/19	In Progress	
103	Final Employers onboarded		Heywoods/OPF	31/12/20		Subsequently brought forward to 31 August 2020
104	Live processing ¹		Heywoods/OPF	01/07/19		Initial Phase 1 employers have gone live in advance of deadline.
105						
106	Footnote					

	A	B	C	D	E	F
1	Revised Improvement Plan 2018/19					
2						
3	End of Year 2018/19 and Issuance of Annual Benefit Statements	Comments	Owner*	Due date	Status	Comments on Status
107	* The Owner represents the officer responsible for the delivery of each given task on the stated deadline. Where the owner is shown as a team, this is because the work has been allocated out across all team members, each with responsible for a given set of scheme employers, or individual scheme member tasks as appropriate. The relevant team leader is responsible for managing the work of the team to ensure that all individual members meet their deadlines and the overall task is completed to deadlines.					

Improvement Plan - Risk Register

Ref	Risk	Impact	Risk Owner	Controls in Place to Mitigate Risk	Current Risk Rating			Further Action Required	Data for Completion of Action	Target Risk Rating			Comments
					Impact	Likelihood	Score			Impact	Likelihood	Score	
1	Lack of suitably qualified and experienced staff	Work not completed to deadline and/or required standards	Sally Fox	Current Recruitment on-going. Have explored option of bringing in apprenticeships	5	3	15	Need to put in place contract for provision of interim support	28/02/19	5	1	5	Initial Recruitment Exercises failed to fill all vacant posts. Further resignations received. Discussions with County HR has given further options for advertising vacancies. Also exploring using temporary staff
2	Lack of Timely Returns from Employers	Project Deadlines missed, resulting in material breach of regulations	Becky Herman	Early communication of deadlines. Telephone contact for all those late last year. Escalation and fines policy in place.	2	2	4	Ensure timely performance reporting of data returns against deadlines to ensure escalation process works effectively, so reducing impact of delay		2	2	4	Majority of Employer Returns now received.
3	Lack of Accurate Returns from Employers	Project Deadlines missed, resulting in material breach of regulations	Becky Herman	Early communication of requirements, and training programme arranged. Telephone contact for all those with issues last year. Escalation and fines policy in place.	4	2	8	Ensure timely performance reporting of quality of data returns to ensure escalation process works effectively, so reducing impact of delay		2	2	4	
4	Technical Failure of System	Deadlines missed, or inaccurate information published to scheme members and/or employers	Rachael Salsbury	System on hosted arrangement with regular disaster recovery checks. Clear validation process in place for system upgrades	5	1	5			5	1	5	
5	Legislative Changes	All work delayed whilst impact of changes clarified and systems updated - new work backlogs	Chris Thompson/Vicki Green	Regular review of LGA bulletins to ensure timely update of our processes.	3	2	6	Respond to any future Government Consultations to ensure timely of proposed changes allows system and process changes to be put in place in advance		1	2	2	
6	Changes in Actuarial Factors issued by GAD	All work delayed whilst awaiting new factors - new work backlogs	Chris Thompson/Vicki Green	Regular review of LGA bulletins, and communications from GAD to ensure timely update of our processes.	3	2	6	Clear Communication to all impacted scheme members so they are aware of delays whilst we await new factors - look to bring in temporary staff to clear backlog if necessary		1	2	2	

Key to Ratings

Impact

5	Severe - Project Failure and Material Breach Reported to tPR
4	Major - significant number of scheme employer breaches reported to tPR
3	Moderate - significant number of individual complaints
2	Minor - Individual employer breaches reported to tPR
1	Insignificant - individual complaints

Likelihood

4	Very Likely - over 75% probability
3	Likely - 50% to 75% probability
2	Possible - 20% to 50% probability
1	Unlikely - less than 20% probability

	A	B	C	E	F
1		Employer	Payroll Contact	PROGRESS/Next step	Next deadline
2	00000	Oxfordshire County Council - FIRE service	Hampshire	Awaiting confirmation from heywoods re abs and reporting	17/05/19
3	00001	OXFORDSHIRE COUNTY COUNCIL	Hampshire	Letter sent - confirming contact by	31/08/19
4	00002	WEST OXFORDSHIRE DISTRICT COUNCIL	Lisa Simons	Letter sent - confirming contact by	31/08/19
5	00003	SOUTH OXFORDSHIRE DISTRICT COUNCIL	Capita	Letter sent - confirming contact by	31/08/19
6	00004	CHERWELL DISTRICT COUNCIL	Samantha Hanwell	Letter sent - confirming contact by	31/08/19
7	00005	VALE OF WHITE HORSE D C	Capita	Letter sent - confirming contact by	31/08/19
8	00006	OXFORD CITY COUNCIL	S Edginton	CSV file sent	31/08/19
9	00007	ABINGDON TOWN COUNCIL	Susan Whipp	LIVE	closed
10	00011	A2 DOMINION HOUSING	Angelina Piruzyan	Letter sent - confirming contact by	31/08/19
11	00012	CHIPPING NORTON TOWN COUNCIL	Janet	LIVE	closed
12	00014	DIDCOT TOWN COUNCIL	S Hickman	LIVE	closed
13	00017	HENLEY ON THAMES TOWN COUNCIL	Liz Jones	LIVE	closed
14	00018	KIDLINGTON PARISH COUNCIL	Lisa Hanmer payroll@dckacc	meeting	15/05/19
15	00022	OXFORD ARCHAEOLOGICAL UNIT LTD	Simon Palmer	Letter sent - confirming contact by	31/08/19
16	00027	SWALCLIFFE PARK SCHOOL TRUST	S Coe	Meeting	16/05/19
17	00028	THAME TOWN COUNCIL	Karen Slater	LIVE	closed
18	00030	WALLINGFORD TOWN COUNCIL	Jennipher Jeje	LIVE	closed
19	00031	WITNEY TOWN COUNCIL	Sharon Groth	LIVE	closed
20	00032	CARTERTON TOWN COUNCIL	Tan Marchant	LIVE	closed
21	00033	WOODSTOCK TOWN COUNCIL	Rachel Johnson	LIVE	closed
22	00034	OXFORD BROOKES UNIVERSITY	Sarah Prichard	Awaiting test file	31/05/19
23	00036	BICESTER TOWN COUNCIL	Samantha Shippen	LIVE	closed
24	00037	SUTTON COURTENAY PARISH COUNCIL	Linda Martin	LIVE	closed
25	00040	THE HENLEY COLLEGE	Claire Heycock	CSV file sent	31/08/19
26	00048	CHINNOR PARISH COUNCIL	Liz Foley	LIVE	closed
27	00060	NORTH HINKSEY PARISH COUNCIL	Alan Stone	has left employment	closed
28	00061	WITNEY AND DISTRICT CITIZENS ADVICE	Andrew Collett	Meeting	21/05/19
29	00063	OXFORD COMMUNITY WORK AGENCY	Paul Way	Meeting	15/05/19
30	00064	MARCHAM PARISH COUNCIL	Lin Martin	LIVE	closed
31	00065	EYNSHAM PARISH COUNCIL	Rachel Johnson	LIVE	closed
32	00070	CUMNOR PARISH COUNCIL	clerk@cumnorparishcouncil.	LIVE	closed
33	00071	ABINGDON AND WITNEY COLLEGE	Jamie Parry	Letter sent - confirming contact by	31/08/19
34	00072	BANBURY TOWN COUNCIL	Mark Hassall	LIVE	closed
35	00075	CHALGROVE PARISH COUNCIL	Jo Murphy	LIVE	closed
36	00076	ORDERS OF ST JOHN	Lynne Grove	Letter sent - confirming contact by	31/08/19
37	00078	THAMES VALLEY PARTNERSHIP	Neil Owen	Awaiting Acknowledgment	14/05/19
38	00082	OXFORD HOMELESS PATHWAYS	Gabriel Grouas	Letter sent - confirming contact by	31/08/19
39	00084	FARINGDON TOWN COUNCIL	Sally Thurston	LIVE	closed
40	00085	ACTIVATE LEARNING	Bernadette Roberts	Letter sent - confirming contact by	31/08/19
41	00086	SANCTUARY HOUSING	John Sharatt	LIVE	closed
42	00088	BERINSFIELD PARISH COUNCIL	berinsfieldpc@aol.com	LIVE	closed
43	00091	BENSON PARISH COUNCIL	Anna Field	LIVE	closed
44	00092	OYAP TRUST	Donna Waterer	LIVE	closed
45	00096	VALE CAPITA	Michael Allvey	Awaiting Acknowledgment	14/05/19
46	00097	UNITED LEARNING TRUST	Cat Moule	Awaiting File	31/05/19
47	00099	OXFORD ACADEMY	Julie Gage FS4S	Letter sent - confirming contact by	31/08/19
48	00102	OLD MARSTON PC	Tim Cann	LIVE	closed
49	00104	FUSION LIFESTYLE	Jeanette Edwards	Awaiting Acknowledgment	14/05/19
50	00110	OXFORD SPIRES ACADEMY	EPM Sandra Ives	currently testing	31/05/19
51	00113	RADLEY PARISH COUNCIL	Jane Dymock	LIVE	closed
52	00114	VALE ACADEMY TRUST	The Access Group	Letter sent - confirming contact by	31/08/19
53	00115	MERCHANT TAYLORS OXON ACADEMY TRUST	The Access Group	Letter sent - confirming contact by	31/08/19
54	00118	RUSH COMMON SCHOOL (ABINGDON LEARNING TRUST)	The Access Group	Letter sent - confirming contact by	31/08/19
55	00119	GILLOTT'S SCHOOL	George Serls	Due to go live after EOY	31/05/19
56	00120	BARTHOLOMEW ACADEMY (EYNSHAM PARTNERSHIP)	The Access Group	Letter sent - confirming contact by	31/08/19
57	00121	CHIPPIN NORTON ACADEMY	The Access Group	Letter sent - confirming contact by	31/08/19
58	00122	LANGTREE ACADEMY	The Access Group	Awaiting Acknowledgment	14/05/19
59	00123	RIVER LEARNING TRUST (Incl. 121 Ch. Norton, 176 Wheatley, plus New Marston prev. OCC)	The Access Group	Letter sent - confirming contact by	31/08/19
60	00124	FARINGDON ACADEMY	The Access Group	Letter sent - confirming contact by	31/08/19
61	00125	HANWELL FIELDS ACADEMY	United Learning	Letter sent - confirming contact by	31/08/19
62	00126	MILL ACADEMY	Claire Smart specialistlgps@	Letter sent - confirming contact by	31/08/19
63	00127	BURFORD ACADEMY SCHOOL	Julie Gage FS4S	Letter sent - confirming contact by	31/08/19
64	00128	LONG HANBOROUGH PARISH COUNCIL	Adrian Edwards	LIVE	closed
65	00129	RIDGEWAY EDUCATION TRUST	The Access Group	Letter sent - confirming contact by	31/08/19
66	00130	ASPIRATIONS ACADEMY TRUST	George Serls	Due to go live after EOY	31/05/19
67	00132	Carillion (AMBS) Ltd	closed	closed	closed
68	00133	NORTHERN HOUSE ACADEMY TRUST	Dave Ralley	Awaiting Acknowledgment	14/05/19
69	00134	LORD WILLIAMS ACADEMY	The Access Group	Letter sent - confirming contact by	31/08/19
70	00136	OXFORD DIOCESAN TRUST	Mark Jones	Due to go live after EOY	31/05/19

	A	B	C	E	F
		Employer	Payroll Contact	PROGRESS/Next step	Next deadline
1					
71	00137	MARLBOROUGH ACADEMY SCHOOL	The Access Group	Letter sent - confirming contact by	31/08/19
72	00138	HOME FARM TRUST SOUTH VALE 1	Adeana Derrick	Letter sent - confirming contact by	31/08/19
73	00139	HOME FARM TRUST SOUTH VALE 2	Adeana Derrick	Letter sent - confirming contact by	31/08/19
74	00140	CAMDEN SOCIETY CITY 1	Kelly Blake	Letter sent - confirming contact by	31/08/19
75	00141	CAMDEN SOCIETY CITY 2	Kelly Blake	Letter sent - confirming contact by	31/08/19
76	00142	CAMDEN SOCIETY NORTH 1	Kelly Blake	Letter sent - confirming contact by	31/08/19
77	00143	PROPELLER ACADEMY TRUST	The Access Group	Letter sent - confirming contact by	31/08/19
78	00144	CAMDEN SOCIETY WEST	Kelly Blake	Letter sent - confirming contact by	31/08/19
79	00145	GOSFORD HILL ACADEMY	The Access Group	Awaiting Acknowledgment	14/05/19
80	00146	COMMUNITY ALLIENCE	The Access Group	Letter sent - confirming contact by	31/08/19
81	00147	EUROPA SCHOOL UK	N Tanner	Awaiting Acknowledgment	14/05/19
82	00150	GALLERY TRUST	David Ralley	Letter sent - confirming contact by	31/08/19
83	00151	BLACKBIRD ACADEMY	The Access Group	Letter sent - confirming contact by	31/08/19
84	00152	SONNING COMMON PARISH COUNCIL	clerk@sonningcommonparis	LIVE	closed
85	00153	DOMINIC BARBERI ACADEMY	EPM Sandra Ives	Due to go live after EOY	31/05/19
86	00154	LADYGROVE PARK PRIMARY	The Access Group	Letter sent - confirming contact by	31/08/19
87	00155	ST JOHNS PRIMARY	The Access Group	Awaiting Acknowledgment	14/05/19
88	00156	MANOR SCHOOL	The Access Group	Awaiting Acknowledgment	14/05/19
89	00157	WILLOWCROFT PRIMARY SCHOOL	Julie Gage FS4S	Awaiting Acknowledgment	14/05/19
90	00158	BLOXHAM PARISH COUNCIL	Theresa Goss	LIVE	closed
91	00159	ABBEY WOODS ACADEMY	EPM Sandra Ives	Letter sent - confirming contact by	31/08/19
92	00160	TYNDALE COMMUNITY SCHOOL	Pensions@strictlyeducation.	Awaiting Acknowledgment	14/05/19
93	00162	CHOLSEY PRIMARY SCHOOL	The Access Group	Awaiting Acknowledgment	14/05/19
94	00163	SKANSKA CONSTRUCTION UK LTD	Janette Heisler	CSV file sent	31/05/19
95	00168	FRESH START - BLOXHAM	Tracy Gill	Letter sent - confirming contact by	31/08/19
96	00169	BANBURY MUSEUM TRUST	Karen Bryan karenb@whitle	Letter sent - confirming contact by	31/08/19
97	00170	CATERLINK	Chalister Bash-Taqi	Awaiting Acknowledgment	14/05/19
98	00171	JOHN MASON SCHOOL	The Access Group	Letter sent - confirming contact by	31/08/19
99	00172	HEYFORDIAN SCHOOL TRUST	The Access Group	Letter sent - confirming contact by	31/08/19
100	00174	CARA SERVICES LTD	Ciara Tunstead	Letter sent - confirming contact by	31/08/19
101	00177	PAM WELLBEING LTD	Jen Underwood	Letter sent - confirming contact by	31/08/19
102	00178	BICESTER LEARNING ACADEMY	Claire Smart specialistlgps@	Letter sent - confirming contact by	31/08/19
103	00179	RAMSDEN PARISH COUNCIL	Jon Gammage	LIVE	closed
104	00180	POPE FRANCIS MULTI ACADEMY	The Access Group	Letter sent - confirming contact by	31/08/19
105	00184	ENDEAVOUR ACADEMY	Helen Coombs helen.coombs	CSV file sent	31/05/19
106	00185	RADCLIFFE ACADEMY TRUST	The Access Group	Letter sent - confirming contact by	31/08/19
107	00186	SCHOOL LUNCH CO - CHARLTON ON OTMOOR	Sarah Melrose	Awaiting Acknowledgment	14/05/19
108	00188	RAPID COMMERCIAL CLEANING LTD	Sarah Bokka	Letter sent - confirming contact by	31/08/19
109	00189	UBICO LIMITED	Michelle Blackall michelle.bl	Letter sent - confirming contact by	31/08/19
110	00190	GREENWICH LEISURE LTD	Mark Benham	Letter sent - confirming contact by	31/08/19
111	00191	SCHOOL LUNCH CO - ST JOSEPH	Sarah Melrose	Awaiting Acknowledgment	14/05/19
112	00192	SCHOOL LUNCH CO - ST J FISHER	Sarah Melrose	Awaiting Acknowledgment	14/05/19
113	00193	SCHOOL LUNCH CO - THE BATT	Sarah Melrose	Awaiting Acknowledgment	14/05/19
114	00196	SCHOOL LUNCH CO - STANDLAKE	Sarah Melrose	Awaiting Acknowledgment	14/05/19
115	00197	SCHOOL LUNCH CO - WYCHWOOD	Sarah Melrose	Awaiting Acknowledgment	14/05/19
116	00198	SCHOOL LUNCH CO - ST MARYS	Sarah Melrose	Awaiting Acknowledgment	14/05/19
117	00204	SCHOOL LUNCH CO - APPLETON	Sarah Melrose	Awaiting Acknowledgment	14/05/19
118	00205	SCHOOL LUNCH CO - BISHOP LOVEDAY	Sarah Melrose	Awaiting Acknowledgment	14/05/19
119	00207	SCHOOL LUNCH CO - HOOK NORTON	Sarah Melrose	Awaiting Acknowledgment	14/05/19
120	00208	SCHOOL LUNCH CO - EVANGELIST (St John the)	Sarah Melrose	Awaiting Acknowledgment	14/05/19
121	00209	SCHOOL LUNCH CO - CHESTERTON	Sarah Melrose	Awaiting Acknowledgment	14/05/19
122	00210	DRAYTON PARISH COUNCIL	David Perrow	MEETING	
123	00211	WEST OXFORD SCHOOL TRUST (MATTHEW ARNOLD) (ACER TRUST)	Julie Gage FS4S	Letter sent - confirming contact by	31/08/19
124	00212	WARRINER MAT	The Access Group	Letter sent - confirming contact by	31/08/19
125	00213	ACTIVATE BICESTER COLLEGE	Nicola Wakelin	Letter sent - confirming contact by	31/08/19
126	00216	SCHOOL LUNCH CO - ST KENELMS	Sarah Melrose	Awaiting Acknowledgment	14/05/19
127	00217	SCHOOL LUNCH CO - NORTH HINKSEY	Sarah Melrose	Awaiting Acknowledgment	14/05/19
128	00218	SCHOOL LUNCH CO - BADGEMORE	Sarah Melrose	Awaiting Acknowledgment	14/05/19
129	00219	SCHOOL LUNCH CO - QUEENSWAY	Sarah Melrose	Awaiting Acknowledgment	14/05/19
130	00220	E&W: Banbury Dashwood	Sharon Scholfield	Letter sent - confirming contact by	31/08/19
131	00221	E&W: Benson CofE Primary	Sharon Scholfield	Letter sent - confirming contact by	31/08/19
132	00227	E&W: St Andrews CofE Primary	Sharon Scholfield	Letter sent - confirming contact by	31/08/19
133	00230	E&W: St Nicolas' Primary Old Marston	Sharon Scholfield	Letter sent - confirming contact by	31/08/19
134	00236	E&W: Brightwell-cum-Sotwell	Sharon Scholfield	Letter sent - confirming contact by	31/08/19
135	00237	CHARTWELLS (WHEATLEY PARK)	Kirk James YourPensionRigh	Letter sent - confirming contact by	31/08/19
136	00239	GLF - William Morris School	Michelle Weston	Awaiting Acknowledgment	14/05/19
137	00240	Kennington Parish Council	clerk@kennington-pc.gov.uk	LIVE	closed
138	00241	Optalis Ltd	Joanne Thrift	Letter sent - confirming contact by	31/08/19
139	00242	1st Homecare (Oxford) Ltd (Prev. Civicare Oxford Ltd)	John Rennison	Letter sent - confirming contact by	31/08/19

	A	B	C	E	F
1		Employer	Payroll Contact	PROGRESS/Next step	Next deadline
140	00243	White Horse Federation (Southwold School)	Julie Gage FS4S	Letter sent - confirming contact by	31/08/19
141	00244	Capita Five District Councils	Sally Hopkinson	Letter sent - confirming contact by	31/08/19
142	00246	Indigo	Neal Nirmalan	Letter sent - confirming contact by	31/08/19
143	00247	Vinci	Mike Towler	Letter sent - confirming contact by	31/08/19
144	00248	Wyclean Mill Academy	marina.kugel@sasse.de	Letter sent - confirming contact by	31/08/19
145	00249	School Lunch - Witney CP	Sarah Melrose	Awaiting Acknowledgment	14/05/19
146	00250	School Lunch - Nettlebed	Sarah Melrose	Awaiting Acknowledgment	14/05/19
147	00251	Groundwork South	CWoodcock@groundwork.or	Awaiting Acknowledgment	14/05/19
148	00252	Adderbury Parish Council	adderburypc@hotmail.com	LIVE	closed
149	00254	GEMS Didcot Primary Academy	George Serls	currently testing	31/05/19
150	00255	School Lunch - RAF Benson	Sarah Melrose	Awaiting Acknowledgment	14/05/19
151	00256	Barnardo's	Darren Marquis	Awaiting Acknowledgment	14/05/19
152	00257	Alliance in Partnership (Queen Emma)	Angela Austin	Letter sent - confirming contact by	31/08/19
153	00258	SCHOOL LUNCH CO - HENDREDS	Sarah Melrose	Awaiting Acknowledgment	14/05/19
154	00259	School Lunch Co - Tackley	Sarah Melrose	Awaiting Acknowledgment	14/05/19
155	00260	Publica	lisa.simons@cotswold.gov.u	Letter sent - confirming contact by	31/08/19
156	00261	Hill End Outdoor Education Centre	sheila.parry@spxoxford.co.u	Letter sent - confirming contact by	31/08/19
157	00262	APCOA PARKING	Eileen Sullivan	Letter sent - confirming contact by	31/08/19
158	00263	Rapid Clean - Stockham Primary School	Sarah Bokka	Awaiting Acknowledgment	14/05/19
159	00264	Rapid clean - Manor School Didcot Academy Trust	Sarah Bokka	Awaiting Acknowledgment	14/05/19
160	00265	Cleantec Services Ltd	Mary Scott	Letter sent - confirming contact by	31/08/19
161	00266	BusyBee Cleaning - Ridgeway End	Suzanne Appleby	Letter sent - confirming contact by	31/08/19
162	00267	St Marys Infant - ODS		Letter sent - confirming contact by	31/08/19
163	00268	Oxford Direct Services	S Edginton	CSV file sent	30/06/19
164	00269	School Lunch Company - Blake Cogg	Sarah Melrose	Awaiting Acknowledgment	14/05/19
165	00270	Energy Kidz	Sharon Derrick	Letter sent - confirming contact by	31/08/19
166	00271	Kingston Bagpuise with Southmoor	Sarah Bates	LIVE	closed
167	00272	School Lunch company Orchard Fields	Sarah Melrose	Awaiting Acknowledgment	14/05/19
168	00273	REGENCY CLEANING - CALDECOTT ABINGDON	Kryisia Sheppard	Letter sent - confirming contact by	31/08/19
169	00274	School lunch Company - Wroxton	Sarah Melrose	Awaiting Acknowledgment	14/05/19
170	00275	Servicemaster - East Oxford	Susan Weekes	Letter sent - confirming contact by	31/08/19
171	00276	School Lunch Co - St Christopher's Cowley	Sarah Melrose	Awaiting Acknowledgment	14/05/19
172	00277	EW South Moreton	Sharon Scholfield	Letter sent - confirming contact by	31/08/19
173	00278	School Lunch Co - St Marys 2 (Cleaning)	Sarah Melrose	Awaiting Acknowledgment	14/05/19
174	00279	School Lunch Co - Gt Milton	Sarah Melrose	Awaiting Acknowledgment	14/05/19
175	00280	Maiden Erlegh Trust	Olivia Nicholson	Awaiting Acknowledgment	14/05/19
176	00281	EW Stockham	Sharon Scholfield	Letter sent - confirming contact by	31/08/19
177	00282	EW John Henry Newman	Sharon Scholfield	Letter sent - confirming contact by	31/08/19
178	00283	SLC - St Nicolas Abingdon	Sarah Melrose	Awaiting Acknowledgment	14/05/19
179	00285	TNS Catering - Lord Williams	Julie Denness	Letter sent - confirming contact by	31/08/19
180	00286	Clean Genie - St Marys Bicester* All staff opted out ?		Letter sent - confirming contact by	31/08/19
181	00287	ABS Catering - CC St James	Susan Hill	Letter sent - confirming contact by	31/08/19
182	00288	EW Ridgeway Children	Sharon Scholfield	Letter sent - confirming contact by	31/08/19
183	00289	EW St Johns Wallingford	Sharon Scholfield	Letter sent - confirming contact by	31/08/19
184	00291	EW Vale Academy Trust at Fitzwaryn School	Sharon Scholfield	Letter sent - confirming contact by	31/08/19
185	00292	Alliance in Partnership - The Cooper School	angela.austin@ainp.co.uk	Letter sent - confirming contact by	31/08/19
186	00293	Cater Link Ltd - Dominic Barberi		Awaiting Acknowledgment	14/05/19
187	00294	Fresh Start Catering Limited - St Mary's Catholic Prim:	Nicholle O'Driscoll	Letter sent - confirming contact by	31/08/19
188	00295	Fresh Start Catering - Bure Park Primary School	Nicholle O'Driscoll	Letter sent - confirming contact by	31/08/19
189	00296	Edwards and Ward - Sutton Courtenay C of E Primary	Sharon Scholfield	Letter sent - confirming contact by	31/08/19
190	00297	Regency Cleaning Services - Meadowbrook College (I	Kryisia Sheppard	Letter sent - confirming contact by	31/08/19
191	00298	Oxfordshire LEP		Letter sent - confirming contact by	31/08/19
192	00299	Rapid Commercial Cleaning Services - Clanfield C of	Sarah Bokka	Letter sent - confirming contact by	31/08/19
193	00300	Cater Link Limited - River Learning Trust (New Marston Primary School)		Letter sent - confirming contact by	31/08/19
194	00301	Councillors	n/a	n/a	closed
195	00302	Councillors	n/a	n/a	closed
196	00303	Councillors	n/a	n/a	closed
197	00304	Councillors	n/a	n/a	closed
198	00305	Councillors	n/a	n/a	closed
199	00306	Councillors	n/a	n/a	closed
200	00307	Aspens Services Limited - John Hampden Primary Sc	Kirsty Rowland	Letter sent - confirming contact by	31/08/19
201	00308	Cater Link Limited - River Learning Trust (Garsington C of E Primary School)		Awaiting Acknowledgment	14/05/19
202	00309	Cater Link Limited - River Learning Trust (New Marston Primary School)		Awaiting Acknowledgment	14/05/19
203	00310	Cater Link Limited - River Learning Trust (Tower Hill School, Witney)		Awaiting Acknowledgment	14/05/19
204	00311	L C Housekeeping Services - Dominic Barberi MAC (Our Lady of Lourdes Catholic Primary School)			
205	00312	CSN Resources Limited			
206	00313	Intelligent Workplace Solutions Ltd St Gregory the Great Catholic School (DBMAC)			
207	00314	Energy Kidz - St Nicolas'			
208	00315	SLC-Grandpont Nursery School		Awaiting Acknowledgment	14/05/19
209	00316	Aspens Services Ltd The Oxford Academy		Letter sent - confirming contact by	31/08/19
210					