itm
Solution delivered...

Project Closure Report

Isle of Wight / Admin Backlog Project

1955

Project Manager (ITM & Client)	Kirsten O'Connor & Matthew Collier
Project Sponsor (ITM & Client)	Maurice Titley & Jo Thistlewood
Today's Date	21 May 2019
Project Start Date	August 2018
Planned Completion Date	31 December 2018
Actual Completion Date	9 April 2019
Variance (days)	99

Project deliverables completed	Number of Cases	
Deliverable	Original number in scope	Actual number completed
Completion of Leaver Backlog (Deferred, Refund, Aggregation and Concurrencies)	1,944	2,210

Additional deliveries completed			
Deliverable	Planned Delivery	Actual Delivery	Comments
Provision of documentation	None	Aggregation letter, All checklists	Draft letters submitted to IoW for review. All letters implemented.
Additional Casework	Original number in scope	Additional 266 Aggregation and Concurrency cases	

Background

- ITM were contracted to deliver the benefit calculations, member communications and update missing data items for 1,944 cases during the period 1 July 2018 to 28 February 2019. The total number of cases was derived from output from Hymans Robertson's data validation portal.

- ITM/IOW engaged with scheme employers and payroll providers in relation to missing leaver data, EOY Returns, Leaver forms, scheme contributions, salaries and CARE benefits.

- ITM established a database within its' network and loaded the admin data

- ITM completed bulk data analysis and compiled data queries

System Access

- Access to Altair was granted on 13 September 2018

- Additional licenses were provided early in 2019 so that ITM could allocate additional staff members to the project

- The facility to produce reports from Altair was not made available to the ITM team. This would have been useful for the team to perform interim analysis tasks on 'current' data sets.

Data Analysis

- Bulk analysis was initially prioritised in relation to the leaver file provided by Strictly Education; this systematically identified inconsistencies within itself and Altair.

- Subsequent to this, analysis was performed on the outstanding population to categorise cases and identify key data items either missing or inconsistent on Altair to be raised as bulk queries.

- Query files were produced according to formats agreed with the primary payroll provider at the outset. However, in practice data exchange via structured spreadsheets was not optimal and did not prevent follow-up queries needing to be raised. For example, cases identified as likely leavers had both the leaver data and missing or inconsistent items up to the point of the expected leaver date queried; however, a material proportion were confirmed as not having actually left, which led to the need to query missing data items that post-dated the assumed date of leaving. Had leaving date assumptions not been made however, the volume of initial queries would have been far higher and likely met additional resistance.

Employer/Payroll Provider Engagement

- ITM/IoW held a meeting with representatives from Capita and Strictly Education on 15 August 2018 to discuss and agree the following:

  o Project scope
  o Main contacts within each organisation
  o Timescales for replying to data requests e.g. missing leaver forms, data issues

- o Format of data queries i.e. single format

- Initial queries were raised with Strictly Education on 13 September 2018, based on the July leaver spreadsheet

- Initial response from Strictly Education was received on 25 September 2018. The majority of responses received had to be returned for further clarification or because the data was incomplete. This became a theme during the course of the project, with some issues being raised between 5 and eight times

- ITM contacted the remaining employers on 23 October 2018; employers were asked to confirm the names and contact details of the ream members allocated to the project so that data requests could be shared via ITM's secure portal

- Initial queries were submitted to Capita on 14 November 2018

- The first response from Capita was received on 18 February 2019. The delay was mainly due to staff changes and therefore a loss of experience / lack of understanding of the project scope. This was evident from the quality of the replies received from the Capita team

- Due to the issues with the quality of replies from the payroll providers, it was agreed that re-raising queries multiple times would not result in accurate information being provided and therefore, the IoW team to assumption based processing to bring the project to a close. Examples of some of the data issues are:

  - o Payroll provider confusion over the IoW policy for term time members
  - o Payroll provider unable to easily report on what scheme an individual was a member of e.g. member moving to TPS, leading to inconsistent replies
  - o Data provided for members with multiple records often related to only one of the employments
  - o Where queries were raised following the receipt of leaver data, information previously confirmed was often amended on revised data without explanation

Case Processing

- An average of 100 cases per week calculated and peer reviewed

- All cases checked, printed and issued by IOW

Lessons Learned

- Assessment of the quality of the data

- Engagement with employers/payroll providers

- Documentation and processes differ between the local authorities

- Understanding of types of cases, ie more cases tend to be Aggregations and Concurrencies than initial thoughts

- Weekly Dashboard/Project Updates keep track of the Project more efficiently

Sign off	
ITM Representative	Date
Kirsten O'Connor	*17/05/19*
Client Representative	Date