Project Closure Report

itm
Solution delivered...

Kent Pension Fund / Admin Backlog Project

Project Manager (ITM & Client)	Stephanie Garcia & Suzanne Black / Louise Savage
Project Sponsor (ITM & Client)	Sarah Millson / Clare Chambers
Today's Date	17 August 2022
Project Start Date	5 August 2020
Planned Completion Date	22 January 2022
Actual Completion Date	22 July 2022
Variance	5 months due to the late engagement of some employers in relation to query resolution.

Project Deliverables Completed	Number of Cases	
Deliverable	Original number in scope	Actual number completed
Completion of Leaver Backlog (Deferred, Refund, Aggregation and Concurrencies)	17,000	17,000 (14,336 batch 1, 1,266 batch 2, 1,123 batch 3 and 275 batch 4)

Overview

ITM was appointed by Kent County Council (KCC) to provide administration support to deal with a backlog of leaver cases (status 2 records on Altair). The initial project meeting took place in early August 2020 in conjunction with team training.

The minimum number of cases in scope was 17,000, covering all employer codes. Cases were allocated by KCC via Altair Workflow.

Once processing began, schedules of completed cases were passed to KCC on a weekly basis for review, after which KCC were responsible for printing and sending letters where applicable.

During the early part of the project, the KCC pension team engaged with payroll providers to advise them of ITM's involvement. Once the green light was given, ITM were then responsible for liaising with payroll providers when a data query was identified as needing to be resolved, for example in respect of missing leaver forms, or inconsistent contribution, salary or CARE benefit data.

Following discussions between ITM and KCC, three additional batches of case were allocated and brought into scope, along with an extension to the project end date. The additional cases were provided to enable ITM to complete the 17,000 in scope cases. It was agreed that no employer queries were not to be raised on the new cases i.e., where a query was needed, the case was to be put aside and categorised as out of scope.

Throughout the project, a dashboard was produced each week to track progress, with weekly calls between ITM and KCC to discuss any issues.

System Access

Access to Altair was granted during July 2020. In the main, remoting into KCC systems worked well, with down times being minimal.

Data Analysis

In support of, and parallel to, the work of the ITM administration team, a number of SQL-based data analysis actions were completed. These included the following:

- Analysis of the Altair member and task data provided at the outset to identify member records directly and indirectly in scope
- Identification of baseline discrepancies for referral to KCC, as advised by the guidance provided: tasks allocated without a status 2; tasks allocated with a status 2, but only with a pre-14 event date; MULT references; unlinked records; postdating CARE accruals; postdating contributions; pre-18 DJS and missing CARE; missing contributions; confirmation of other points for referral that did not have any cases found
- Average hour referrals, as advised in KCC guidance
- Aggregation sequencing
- Analysis of refund cases missing a leaver form, identifying cases that could be processed nonetheless due to consistent pay/contribution data already held and either not requiring COEs, or with consistent COEs already on Altair or member has contracted out liability that ITM has calculated using the CARE pay held on Altair or for pre 14 membership using the contributions to establish pay
- Analysis of deferred benefit/aggregation cases in order to identify if they can be processed using the assumption document.
- Analysis of cases for employer 500 & any other cases specified by Kent, who left on or before 31/03/2019 in order to calculate the benefits using contract lines
- Modified version of the baseline analysis work replayed against the batch 2, 3 and 4 population

Assumptions

From the onset of the project, ITM and Kent established parameters for assumption-based processing. These low risk assumptions allowed ITM to calculate members' benefits without raising additional queries with employers/payroll providers. As the project advanced, additional assumptions were developed in key areas and the boundaries for some assumptions evolved to allow ITM to process a greater number of benefit calculations. This was beneficial for the employers/payroll providers as they did not have to spend time replying to lots of minor queries and were able to focus on the more complicated queries. In turn, ITM were able to resolve more difficult cases which had been pending for some time.

Employer/Payroll Provider Engagement

ITM engaged with a number of employer/payroll providers; Capita, Kent Police, Canterbury City Council, Medway Council, Valence School and Cantium Business Solutions. ITM reviewed all in scope batch 1 records at the beginning of the project and issued all queries to the relevant contacts via FTP. ITM had initial meetings with the relevant

employer/payroll provider contacts to explain processes and review specific examples. ITM also designed a detailed leaver spreadsheet which was signed off by Kent. This gave the employers/payroll providers the opportunity to supply leaver information in bulk and enhance efficiency. Both ITM and Kent chased the employer/payroll providers on a regular basis for replies to queries, some were more forthcoming than others.

Lessons Learned

Overall, the project went well. Particularly helpful for ITM in understanding KCC-specific practices were the detailed guidance and notes that were provided at the outset; this assisted both individual case processing and a KCC-specific focus in the opening data analysis work.

Nevertheless, aspects of the process could have been better. In particular, engagement with payroll providers, given the volume of queries (in particular missing leaver forms) required, was longer coming than ideal.

Project Dashboard – Final
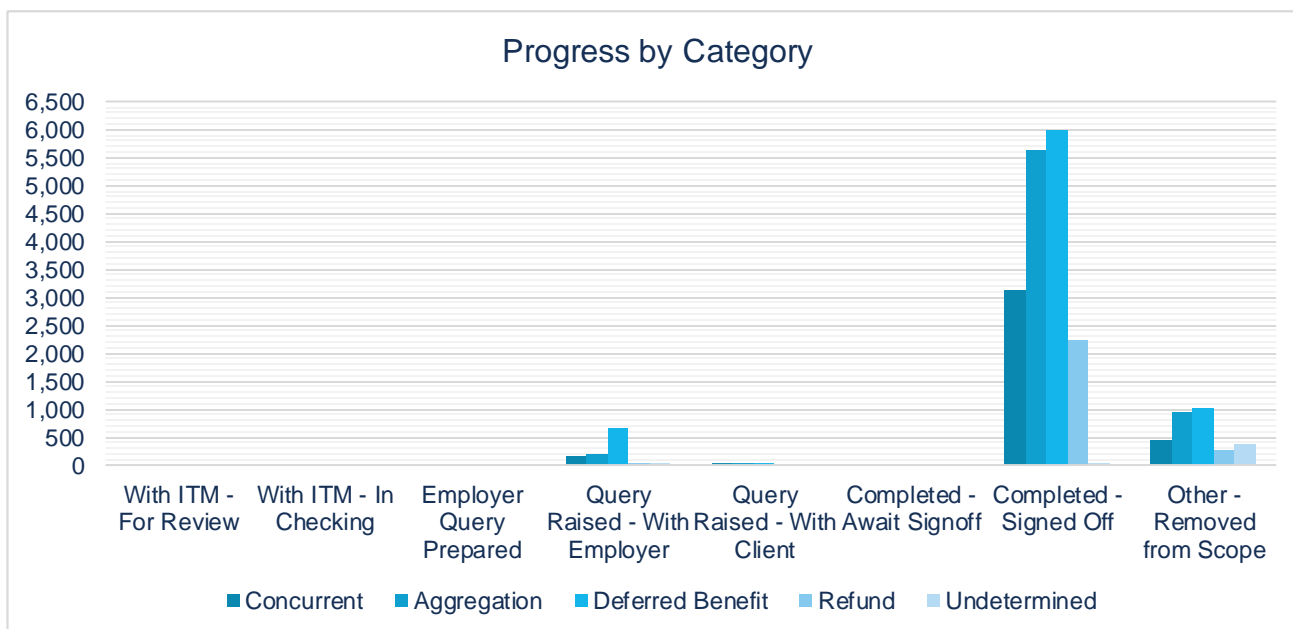
Case Summary by Category

Batch	Category	With ITM			Queries			Completed		Other	Total
		For Review	In Checking	Employer Prepared	With Employer	With Client	Await Signoff	Signed Off	Passed Back		
0001		**0**	**0**	**0**	**1,078**	**15**	**0**	**14,336**	**2,640**	**18,069**
	Concurrent	0	0	0	168	7	0	2,456	333	**2,964**
	Aggregation	0	0	0	202	2	0	4,383	833	**5,420**
	Deferred	0	0	0	666	6	0	5,369	832	**6,873**
	Refund	0	0	0	27	0	0	2,127	273	**2,427**
	TBD	0	0	0	15	0	0	1	369	**385**
0002		**0**	**0**	**0**	**8**	**5**	**0**	**1,266**	**381**	**1,660**
	Concurrent	0	0	0	3	3	0	457	116	**579**
	Aggregation	0	0	0	1	2	0	447	95	**545**
	Deferred	0	0	0	4	0	0	262	158	**424**
	Refund	0	0	0	0	0	0	100	10	**110**
	TBD	0	0	0	0	0	0	0	2	**2**
0003		**0**	**0**	**0**	**4**	**2**	**0**	**1,123**	**34**	**1,163**
	Concurrent	0	0	0	0	1	0	226	5	**232**
	Aggregation	0	0	0	0	1	0	788	19	**808**
	Deferred	0	0	0	4	0	0	90	9	**103**
	Refund	0	0	0	0	0	0	19	0	**19**
	TBD	0	0	0	0	0	0	0	1	**1**
0004		**0**	**0**	**0**	**0**	**0**	**0**	**275**	**28**	**303**
	Concurrent	0	0	0	0	0	0	2	1	3
	Aggregation	0	0	0	0	0	0	15	**1**	16
	Deferred	0	0	0	0	0	0	257	26	283
	Refund	0	0	0	0	0	0	1	**0**	1
	TBD	0	0	0	0	0	0	0	0	0
Total		**0**	**0**	**0**	**1,090**	**22**	**0**	**17,000**	**3,083**	**21,195**

Case Summary by Banding

Banding	With ITM			Queries			Completed		Other	Total
	For Review	In Checking	Employer Prepared	With Employer	With Client	Await Signoff	Signed Off	Passed Back		
Priority	0	0	0	9	0	0	1,222	117	**1,348**
Non-priority	0	0	0	1,081	22	0	15,778	2,966	**19,847**
Total	**0**	**0**	**0**	**1,090**	**22**	**0**	**17,000**	**3,083**	**21,195**

Queries and referrals to KCC

Raised	Comment	Cases	Latest	Outstanding
15/07/2022	Kent CC - Client Query Cases - 2022 07 15.xlsx	4		4
22/07/2022	sent 22/07/2022	14	29/07/2022	13
29/07/2022	Kent CC - Client Query Cases - 2022 07 29.xlsx	5		5

Employer Queries

Raised	Comment	Cases	Chased	Latest	Outstanding
10/05/2021	Sent to Capita 10/05/2021 (various)	196		05/07/2022	42
05/02/2021	Query prepared - see note sent 05/02/2021	28		04/03/2022	5
17/05/2021	Leaver form missing; data issue(s)	7		16/02/2022	1
04/02/2022	Sent 04/02/2022	3		10/02/2022	2
19/04/2022	Sent on 19/04/202	1			1
03/11/2021	Query prepared - see note	21		22/03/2022	4
07/09/2021	WH checked - query stands. Sent to Kent 07/09/2021 - Leaver form missing	1			1
07/09/2021	Sent to Kent 07/09/2021 - Query prepared - see note 20/08/20	1			1
27/09/2021	sent to Medway 27/09/2021	25		09/06/2022	22
05/01/2022	Chased on 30/05/2022	1			1
07/09/2021	Sent to Kent 07/09/2021 - ITMDOC case. Leaver form on record; data issue(s) only	10		24/05/2022	1
05/01/2022	Sent to Kent 05 01 2022	62		09/05/2022	23
17/05/2021	Leaver form missing	27		31/05/2022	2
07/09/2021	Sent to Kent 07/09/2021 - Er query required	1			1
07/09/2021	CANTIUM ADVISED NOT PAYROLL PROVIDER	31		01/03/2022	15
07/09/2021	Sent 20/09/2021 - Leaver form on record; data issue(s) only	2		20/01/2022	1
19/04/2022	Sent to Kent 19/04/2022	90		20/07/2022	69
31/08/2021	Query prepared - see note	1			1
07/09/2021	Sent to Kent 07/09/2021 - Leaver form missing	957		14/07/2022	171
05/01/2022	FF checked query stands - unsure if active post	1			1
02/03/2021	Query raised 02/03/2021	52		02/02/2022	2
27/09/2021	sent to Capita 27/09/2021	5		31/05/2022	1
30/05/2022	Sent 30/04/2022	2			2
08/07/2021	FF KCC - Medway Council - Employer Queries.xlsx	2			2
29/09/2021	Sent to Kent 29/09/2021 Leaver form missing	3		28/03/2022	1
03/11/2021	FF Query prepared - see note	4		21/02/2022	1
29/09/2021	Sent to Kent 29/09/2021 Query prepared - see note	37		24/05/2022	13

15/12/2021	sent 15/12/2021	13	05/04/2022	2
17/05/2021	WH checked - query stands. Leaver form on record; data issue(s) only	5	23/02/2022	4
07/09/2021	Sent to Kent 07/09/2021 - Leaver form missing; data issue(s)	56	05/04/2022	9
27/09/2021	Sent to Kent on 27/09/2021	109	15/06/2022	28
07/09/2021	Sent to Kent 07/09/2021 - Leaver form on record; data issue(s) only	855	08/07/2022	128
21/01/2022	Sent 21/01/2022	14	08/02/2022	4
10/05/2021	FF Sent to Capita 10/05/2021 (various)	1		1
30/05/2022	Sent 30/05/2022	54	27/06/2022	27
07/09/2021	Sent to Kent 07/09/2021 - CARE Expected	111	23/11/2021	9
05/02/2021	Leaver form missing sent 05/02/2021	105	20/01/2022	8
24/03/2022	Chased on 30/05/2022	1		1
01/12/2020	Kent CC - ER with 10 or less cases review - list for Kent.xlsx	234	08/07/2022	22
07/09/2021	Sent to Capita 09/09/2021 - Leaver form on record; data issue(s) only	33	05/04/2022	10
07/09/2021	WH checked - query stands as diff >£25. Sent to Kent 07/09/2021 - Leaver form on record; data issue(s) only	1		1
07/09/2021	WH checked - query stands. Sent to Capita 09/09/2021 - Leaver form on record; data issue(s) only	1		1
07/09/2021	Sent to Kent 07/09/2021 - Query prepared - see note 18/08/20	1		1
19/04/2022	Sent 19/04/2022	20	20/04/2022	10
03/09/2021	Chased on 30/05/2022	1		1
17/05/2021	Leaver form on record; data issue(s) only	31	01/06/2022	6
19/04/2022	Sent to Meday 19/04/2022	15		15
07/09/2021	Sent to Kent 07/09/2021 - Query prepared - see note 21/08/20	1		1
07/09/2021	FF checked, query stands. CARE and conts differ outwith tolerance	1		1
07/09/2021	FF Sent to Capita 09/09/2021 - Leaver form on record; data issue(s) only	1		1
29/07/2022	Sent to KCC on 29/07/2022 (project end date)	46		46
05/01/2022	Sent 05 01 2022	58	08/02/2022	31
21/01/2022	Sent to Kent 21/01/2022	6	31/05/2022	2
05/02/2021	Leaver form on record; data issue(s) only sent 05/02/2021	16	28/03/2022	6
08/07/2021	WH checked - query stands as diff >£25. KCC - Medway Council - Employer Queries.xlsx	1		1
19/04/2022	Sent to Kent ERs less than 10 members on 19/04/2022	16		16
10/01/2022	Sent to Kent on 07/09/2021	1		1
17/05/2021	FF Leaver form on record; data issue(s) only	2		2
07/09/2021	Sent to Capita 09/09/2021 - Leaver form missing	31	31/05/2022	4

itm
Solution delivered...

07/09/2021	FF Sent to Kent 07/09/2021 - Leaver form missing	1		1
03/09/2021	KCC - Medway Council - Employer Queries.xlsx	27	04/07/2022	19
08/07/2021	KCC - Medway Council - Employer Queries.xlsx	404	29/07/2022	159
22/03/2021	Actuarial work cases - employer queries sent to Kent 22/03/2021	42	11/01/2022	24
07/09/2021	FF Sent to Kent 07/09/2021 - Leaver form on record; data issue(s) only	6	05/04/2022	4
05/01/2022	WH checked - query stands. Sent 05 01 2022	1		1
23/05/2022	Query prepared - see note sent 5/2/2021	1		1
04/05/2021	Sent to Capita 04/05/2021 (leaver form or CARE issue)	617	31/05/2022	67
17/05/2021	FF checked, query stands. Difference in CARE is greater than £49p.a.	1		1
07/09/2021	Sent to Kent 07/09/2021 - Query prepared - see note	45	02/02/2022	22
07/09/2021	Kent have advised are payroll see note	8	02/03/2022	3
07/09/2021	Sent to Kent 07/09/2021 - ITMDOC case. Query prepared - see note	10	10/02/2022	1

Sign off	
ITM Representative	Date
Client Representative	Date

itm
Solution delivered...