

# LPP

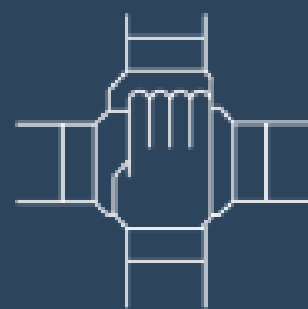
Local Pensions Partnership  
Administration

# Project Pace Update

## London Borough of Brent

September 2021

By John Crowhurst, Commercial Director



**WORKING  
TOGETHER**



**COMMITTED TO  
EXCELLENCE**



**FORWARD  
THINKING**

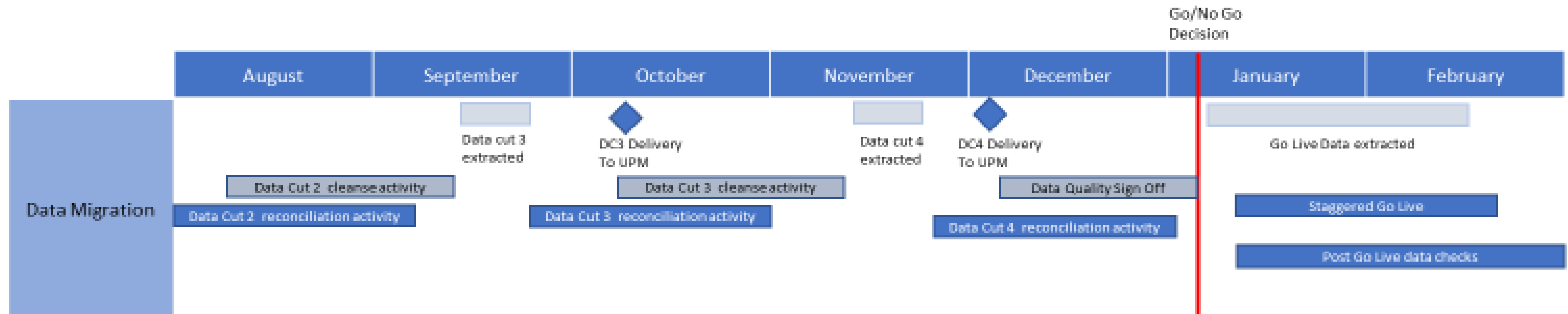


**DOING THE  
RIGHT THING**

# Project PACE – Current Status

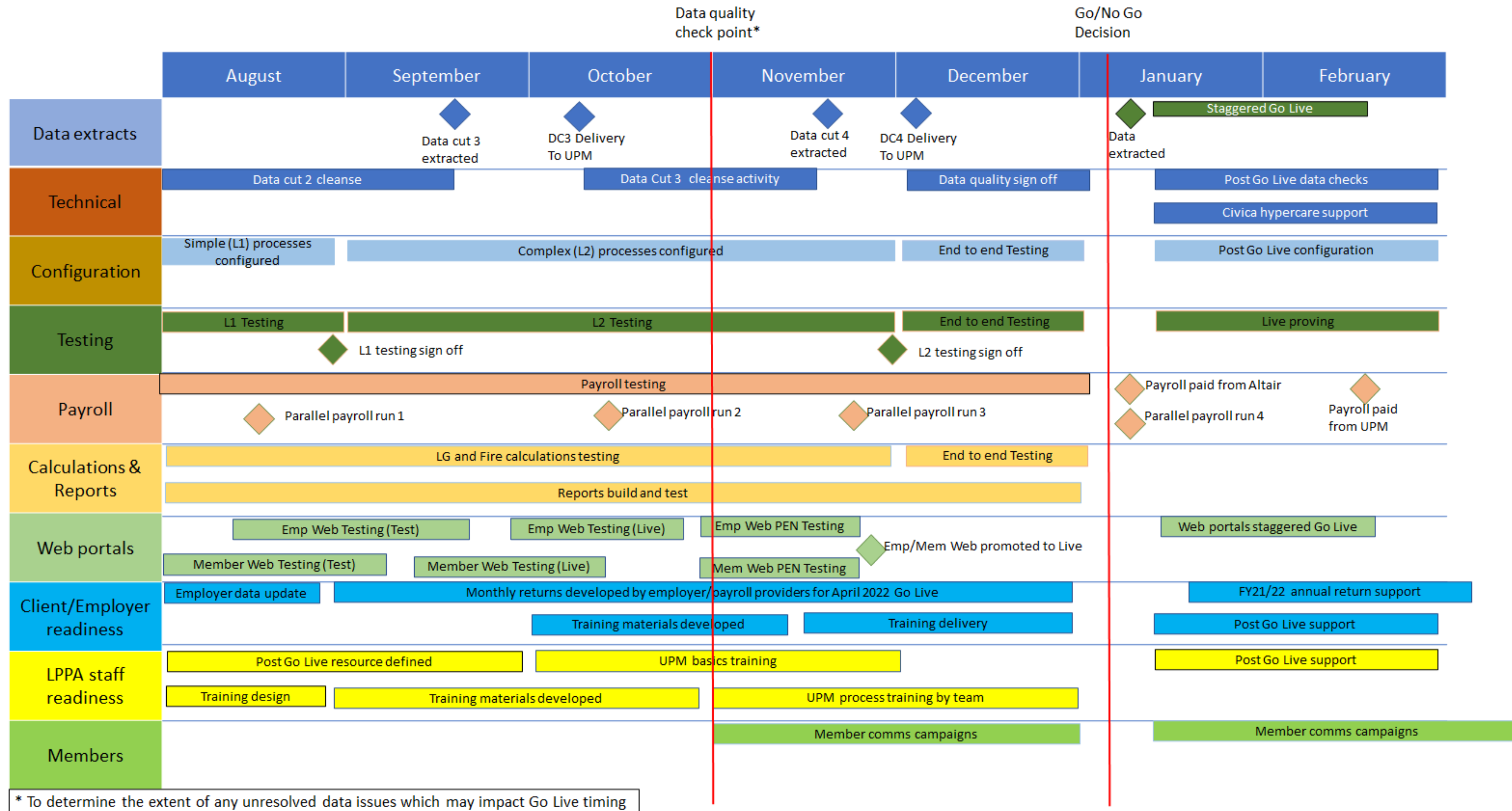
- Project Pace will replace LPPA's 5 core administration systems with one (Civica's UPM product).
- The migration for the phase 1 clients is progressing well and it has been agreed with Civica that the migration of client data and switch over to UPM will be split into three migration windows in order to mitigate the risk of a 'big bang' implementation. The first of these is phase 1 in January - February 2022
- The current plan is that LB Brent will go live in the second migration window in September - October 2022 and the project is currently on track.
- This status report provides an overview of where we currently are in the project. Although the timeline covers us up until the phase 1 go-live, it gives an indication as to the steps that will be taken when you are migrated over to UPM in 2022. In the coming months we will begin to share specific plans relating to the phase 2 go live.
- **Key activity delivered this period:**
  - 37 super users (PACE Pioneers) across all operational teams have been identified to attend testing workshops for workpackage 3 (complex processes) during September in order to drive out any configuration changes required to the standard UPM processes (advice from other funds who are already users of UPM is to keep changes to a minimum at the outset and only adapt the standard product once we are familiar with the system)
  - The member website and employer portal initial configuration is complete and both are currently undergoing testing. Additional functionality to allow members to retire online and track their case on the website will be released for testing at the beginning of September
  - There are 5 data cuts (transfer of the current data from Altair into UPM). Data cut 1 is complete and signed off and data cut 2 is on track to be signed off in September. The project team have introduced a data quality check point at the end of October after the analysis of data cut 3 is complete in order to assess the extent of data issues remaining. The outcome of this may impact Go Live timing and so this early sight and decision making allows for timely communications to take place with you should it be deemed preferable to delay Go Live in order to rectify any remaining issues. This step is in addition to the Go/No Go decision which is a standard project assurance quality gate taken prior to Go Live
  - There are also 4 parallel payroll runs to test the payroll processes before Go Live and the first test is underway and on track for completion at the beginning of October.

# Data Migration - Overview



What	Detail	Who
Data Cut 3 Data Cut 4 Go Live Data	Cuts of data are taken from the Altair system for all clients migrating to UPM. The purpose of multiple data cuts is to identify any issues and rectify them ahead of the next data cut.	LPPA
Data Cut 2 Reconciliation Data Cut 3 Reconciliation Data Cut 4 Reconciliation	Once the data cut is taken activity starts to ensure what we extract from Altair is migrated across to UPM. This activity includes running reconciliation reports from Altair at the time of extract and reconciling these against reports from UPM once the data has been loaded. Any discrepancies are identified, discussed and resolved jointly with Civica. A report is produced at the end of each reconciliation period which is reviewed and signed off by the senior project team.	LPPA & Civica
DC3 Delivery to UPM DC4 Delivery to UPM	Once the extracts are loaded into UPM, Civica provide exception and reconciliation reports to LPPA. The exception reports detail any queries they have identified during the data loading process into UPM. The reconciliation reports are used to reconcile against the reconciliation reports taken from Altair to ensure we have lost no data during the extract and load activity.	Civica
Data Cut 2 Cleanse Activity Data Cut 3 Cleanse Activity	Once the exception reports have been analysed following the data being loaded into UPM after each extract, any discrepancies are discussed and resolved with Civica. The resolution of exceptions can be, to change the migration script or update the member(s) record etc.	LPPA & Civica
Data Quality Sign Off	As the data cleanse activity and reconciliation process progresses through the data cuts, the volume of exceptions will reduce as they are identified and rectified. Following Data Cut 4 LPPA will decide whether the data is of sufficient quality to go live, and this will be used to aid the Go/No Go decision.	LPPA

# Plan on a page



The programme delivery is split into a number of streams of work. This high level plan demonstrates the key activities to be delivered Prior to Go Live.

## Key Upcoming Activity

- We are due to sign off data cut 2
- We will conclude the first parallel pay run testing against the pensions payroll
- Data cut 3 data will be taken from Altair and mapped into UPM for further quality checks
- The file specification requirements for the monthly returns functionality will be shared with employers so that they can begin engagement with their payroll providers and communication and Engagement activity will therefore increase to support this.
- Testing and configuration will continue on both the member and employer web portals

# Managing the risks associated with the project

The PACE project team has reviewed lessons learned from the last transformation and embedded pro-active risk management within the project governance. The risk register is reviewed weekly, and risks are a standing item at project team meetings, the Steering Group and joint programme Board with Civica. We are taking an extremely pro-active approach to risk management and mitigation of key risks.

Risk Description	Impact	Mitigating Action(s)
<p><b>Data Migration:</b> There is a risk that the data migration requires significant cleansing</p>	<p>This results in unplanned data cleanse activity to ensure that the accuracy and integrity of the data remains in tact</p>	<ol style="list-style-type: none"> <li>1. Identify and fix data quality issues across the 5 data cuts before go-live</li> <li>2. Parallel run the TPR data quality reports in UPM and Altair to ensure data quality does not deteriorate</li> <li>3. Compare Universal data capture files between Altair and UPM to ensure data quality does not deteriorate</li> <li>4. Load Universal data capture files from UPM to actuarial portals for the actuary to check the integrity of data</li> </ol>
<p><b>Data Security:</b> There is a risk that data being moved from Altair to Civica is lost/intercepted during the transfer process</p>	<p>This results in project delays, data breaches and/or data is used for fraudulent activity.</p>	<ol style="list-style-type: none"> <li>1. Create a SFTP link between Civica and LPPA</li> <li>2. Adhere to LPPA IT Security rules</li> <li>3. Ensure receipt of data (record counts and hash totals) following each data load so any 'loss' is identified at the earliest opportunity</li> </ol>
<p><b>Making Pension Payments:</b> There is a risk that payroll workflows are not configured correctly</p>	<p>This results in pension delays to pensioners or incorrect amounts being paid</p>	<ol style="list-style-type: none"> <li>1. Project has 3 parallel pay runs scheduled before now and go-live. These are to be run and reconciled following each data cut</li> </ol>

## Risks continued...

Risk Description	Impact	Mitigating Action(s)
<p><b>Lessons not learnt:</b> There is a risk that the mistakes made during the last transformation project are repeated</p>	<p>This results in missed SLA, backlogs post go live and a deterioration in service</p>	<ol style="list-style-type: none"> <li>1. The lessons learnt report from the previous transformation project has been revisited and considered in the planning of this project</li> <li>2. The end users of the system i.e. the operational teams are heavily involved in the project and all aspects of testing</li> <li>3. Employee communication and feedback mechanisms have been established</li> </ol>
<p><b>Key person dependency:</b> There is a risk that key resources at LPPA and Civica project teams are unable to fulfil their duties through unforeseen circumstances or chose to leave the business</p>	<p>This will result in loss of expertise/knowledge of key skills required to deliver the key milestones of the project</p>	<ol style="list-style-type: none"> <li>1. Minimise the use of just one individual in key roles i.e. make sure we have more than one team member who has sufficient knowledge of key areas</li> <li>2. Minimise the use of fixed term contract resources</li> <li>3. Proactively engage with people within the project team to ensure that there are no emerging issues</li> </ol>
<p><b>Employers resistant to change:</b> There is a risk that employers are resistant to new ways of working</p>	<p>This will result in inefficient processes, potential delays in setting up new pensioners, breaches in disclosure rules</p>	<ol style="list-style-type: none"> <li>1. Early engagement with employers to gain buy in to the benefits of the new operating system and new ways of working</li> <li>2. Training plan designed and executed so that all employers are fully trained on the new portal</li> <li>3. Engagement with other Funds who have already been through the process – gain insights into what worked well and lessons learnt</li> <li>4. Work with the client to actively promote and endorse the new ways of working. Client fund to consider appropriate use of pensions administration strategy</li> </ol>

## Risks continued...

Risk Description	Impact	Mitigating Action(s)
<b>Unexpected increase in work:</b> There is a risk of unexpected increase in BAU activity	This results in competing priorities for resource between BAU and the project and puts at risk both delivery of SLA's and the project	<ol style="list-style-type: none"> <li>1. Proactive use of Management Information to early identify any unexpected spikes in work</li> <li>2. Proactive resource planning and work prioritisation so that resources are fully utilised</li> <li>3. Potential use of external temporary resources to cover spikes in work</li> <li>4. Potential use of overtime to handle short term spikes in work</li> </ol>
<b>Drop in productivity post go live:</b> There is a risk that the transition to UPM has a significant impact on the operational team daily output	This results in missed SLA, backlogs post go live and a deterioration in service	<ol style="list-style-type: none"> <li>1. Plan to create capacity pre go live by getting ahead</li> <li>2. Agree with clients a short term relaxation of SLA performance levels for non-payment cases</li> <li>3. Detailed scenario modelling on a potential dip in productivity to assess impact and determine resourcing requirements before we go live</li> <li>4. Ensure post go live support/troubleshooting and training is proactive and easily accessible</li> </ol>
<b>Management Information:</b> There is a risk that management information and reports are no longer available post go live or are significantly different	This results in LPPA being unable to report performance to stakeholders or the reports look so different that significant stakeholder engagement is required	<ol style="list-style-type: none"> <li>1. Identify and understand the difference between the MI suite now and in UPM</li> <li>2. Any anticipated changes to reporting to be communicated before go live</li> <li>3. Training and workshops to be delivered to LPPA MI team so that they fully understand the reporting suite and capabilities in UPM</li> </ol>