Cabinet Office
Data Improvement Program

Adam Howell – Cabinet Office

Introduction

In the UK pensions environment, the importance of data quality has become increasingly recognised, with regulatory standards helping to provide an objective framework to assess and target appropriate levels of data quality.

Good data quality underpins the effective operation and management of a pension scheme, from performing accurate individual benefit calculations right through to producing scheme accounts and valuations.

- Project background and approach

- Data Validation Failures

- Stage One and Two Data Cleanse project roll-out

- Key Deliverables

- Employer Interfaces

- Benefits

Project background and approach

Following an investigation into scheme members' experience of Civil Service pension administration, the National Audit Office published a report on the 11 February 2016 that identified longstanding issues with the accuracy and completeness of active members' data which impacts:

- The time necessary to issue quotations and determine new pension awards.

- The ability to provide members with accurate annual benefit statements

Data Validation Failure (DVF)

A DVF indicates that a record has not satisfied a logical data test, or has failed to do so within given parameters – this does not automatically indicate that the underlying data is incorrect, but rather is a signpost indicating that the data merits further investigation.

Data Validation Failures

DVFs arise:

Historically - Employment related data has not always been captured/held in a form or to a standard which is compatible with current data standards or efficient operation of the scheme;

Currently - Data quality issues continue to arise in respect of the data submitted via employer interfaces and via their respective shared service providers,

In October 2016, it was identified that there were 3.7 million Data Validation Failures (approx. 78%) within active members' records

Stage One and Two Data Cleanse project roll-out

Stage One

To improve the accuracy and quality of scheme data, the first phase of a data cleanse improvement plan reduced the number of DVFs by 2.5 million to 1.2 million, by applying bulk fixes, and via identification of issues that could be resolved centrally on behalf of employers

Stage Two

A second employer led phase to address the remaining 1.2 million DVFs commenced on the 30th October 2017 with a 2 year Data Cleanse project

After a successful procurement exercise, Cabinet Office have appointed ITM Limited to assist employers to cleanse their active member data via an efficient and secure online portal solution

Employer Interfaces - Compliance

New Monthly Interface performance measures and targets have been introduced to assist the approx 320 employers in the scheme to improve the timeliness, and quality of their monthly data submissions process

Employers should:

- regularly submit a monthly Data Validation Report (where errors are identified in employer data) and

- meet a quality target of no more than 2% or 100 errors in employer interface data;

For employers who have exceeded these thresholds, the necessary support will be given to ensure a remediation plan is in place to improve performance.

Further escalation may be required where employer performance does not improve

Key Deliverables

- To cleanse 1.2 million DVFs within Stage 2 of the project

- Tranche 1 Go-live launched on 30th October 2017 for Departments with an excess of 10,000 DVFs, and for the Departments administered by Shared Services Connect Limited

- Tranche 2 Go-live scheduled for May 2018 with all other Departments with an excess of 10,000 DVFs

- Tranche 3 Go-live for remaining employers with fewer than 10,000 DVFs post May 2018

Benefits

Improving the quality of data held on pension records to improve:

• Member experience

• Accuracy of pension benefits

• The efficiency of the scheme's administration

• More awareness on employer's responsibilities and remedial action

• Better MI to feedback to employers and Cabinet Office

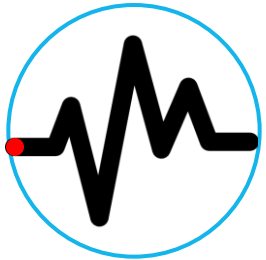*"Civil Service & Royal Mail Pensions… right person, right benefit, right time"*

Technology & Process
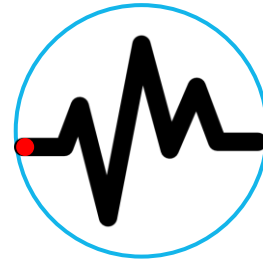
Data Rectification isn't just about getting clean.

Critical success factors

Validate & Repeat	Root Cause Analysis	Engage & communicate	Control & Cleanse

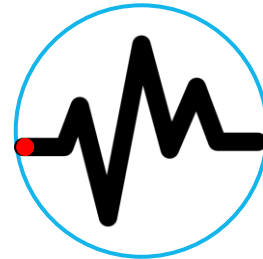# Baseline, but don't stand still

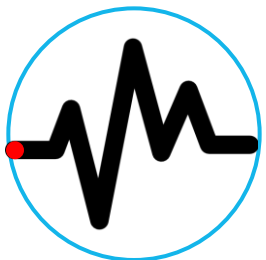What are the drivers for cleanse or improvement?

What determines whether the data is good or bad?

What state is the data in now?

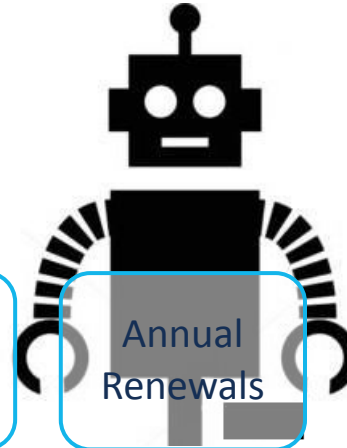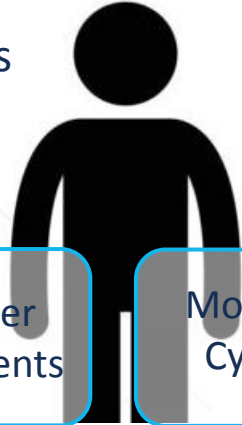Is it getting worse, better or staying the same?

What trends are evolving over time?

Data / Systems / Consultancy

Stem the flow

Identify the sources of data change

And then look to make use of technology and automation

Interfaces

Member Movements

Monthly Cycles

Annual Renewals

Scheme Events

Stopping the recurring issues of bad data is key…

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Getting the engagement right

We all know it… communication is key
And the key to good communication?
A robust communication process!

- Stakeholders and Interested parties at every turn;
- Data and Management Information practically spilling over;
- Cliff edge of emotions, politics, sensitivities, compliance & legislative considerations

- Who are we communicating and engaging with?
- What is it that we want to tell them?
- What are they interested in? Why?
- How and When are we going to do it?

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Cleanse but don't lose control

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Solution delivered...

Data movement – timing, security, integrity

Member movements require up to date data – how do we tie things up?

Data is changing, when do we let it in to production?

Quality gateways are in place to ensure cleanse is cleanse

Don't forget that baseline? Where are we now?

Audit, Reporting, Governance – it can't just be clean, can it?

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