

<h1>BRIEFING</h1>	<b>TO:</b>	Jason Bailey (SYPA)
	<b>DATE:</b>	26 <sup>th</sup> August 2020
	<b>LEAD OFFICER:</b>	Alan Rodgers HR Operations Manager Assistant Chief Executive's Directorate 01709 823586
	<b>TITLE:</b>	SYPA MDC File Provision
<b>1. Background</b>		
<b>1.1</b>	<p>During the 18/19 financial year RMBC successfully implemented a new HR &amp; Payroll system (iTrent), with the first live payments being processed in June of 2019.</p> <p>As would be expected with any large-scale system replacement project, there was a degree of disruption; with resource contention issues and the need to train staff on the new system.</p> <p>The requirement to provide the MDC information for SYPA was included in the specification and tender for the new system, with reports built and factory tested ahead of the system go live date.</p> <p>It however soon became apparent, once processing live data and submitting files to SYPA, that this interface was not working correctly; with RMBC unable to submit balanced files between June and September and data quality issue with subsequent files.</p>	
<b>2. Key Issues</b>		
<b>2.1</b>	<p>Working with MHR and SYPA to understand the problems, over the investigation period several key issues were identified, including:</p> <ol style="list-style-type: none"> <li>1) Missing and/or duplicated payment lines resulting in the MDC file totals not balancing to the actual payments processed through Payroll.</li> <li>2) Re-use of positions within the HR system creating bad links between records in the output files.</li> <li>3) The omission of joiner details for retrospective starters and opt-ins; where the pension start date fell in a previous month.</li> <li>4) The omission of leaver details for retrospective leavers and opt-outs; where the pension end date fell in a previous month.</li> <li>5) The omission of selected absence type records.</li> <li>6) The inclusion of the full maternity period rather than the period of zero pay.</li> <li>7) Confusion and data quality issues around the transfer from folder reference to occupancy reference record keys.</li> <li>8) Differences between the SYPA MDC specification and the file outputs generated by the solution.</li> </ol>	

### 3. Key Actions and Timelines

**3.1** A soon as the scale of the problem became evident the problem was escalated with the system supplier, initially via the Project Manager and Business Intelligence Team and later, due to delays in resolving the issues, up to Chief Executive level.

#### **July 2019 – September 2019**

The initial focus was on generating balanced files ([key issue 1](#)), with MHR resource required to undertake this work.

Due to the lead in time in securing the MHR BO reporting resource, and the time taken to identify and resolve the balancing problems with the report, this activity was not completed until the end of September 2019.

#### **October 2019 – December 2019**

In addition to the MHR delivered report changes an internal balancing process was implemented using standard iTrent system report and Excel templates to cross check the file values at an individual level.

Once balanced files (still with an amount of manual intervention required) were available the files were submitted to SYPA for the missed periods and each following month as per schedule.

SYPA attempted to start loading the balanced files, however this is when the other key issues became apparent. These issues prevented the loading of files due to missing or incorrect information within them.

These issues where raised and regularly escalated with MHR, with BO Reporting resource booked to work on them on 3 separate occasions during this period.

An alteration to the BO reporting universe and SQL amends to underlying data issues managed to resolve further issues ([key issues 2 and 7](#)).

#### **January 2020 – March 2020**

With numerous issues still outstanding RMBC continued to work with MHR, and through 2 further BO Reporting resource bookings and internal review/process changes managed to address two further problems ([key issues 5 & 6](#)).

#### **April 2020 - Onwards**

After nearly 10 months of back and forth with the system supplier, and with a number of issue still unresolved, RMBC took the decision to leverage the system and BO reporting knowledge that had been built since the system implementation and to rewrite the MDC reporting process in house.

Once the re-write has addressed the remaining problems ([key issues 3, 4 and 8](#)) the focus shifted to ensuring the backlog of none-loaded MDC files could be processed, with any manual intervention required to support this given top priority.

This was not a small task, as RMBC process the payroll transactions of over 100 SYPA employers and given the amount of time, and as a result additional changes, that had occurred since the files were originally created.

### 4. Recommendations

<b>4.1</b>	<p>Based on the substantial progress made with the MDC report, and the fact the system is now bedded in, there should no longer be a notable impact on administrative performance from the system replacement.</p> <p>Accordingly we have every expectation that, working in close partnership with SYPA, the proposed timescales will be met and future processing will not be impacted.</p>
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