

Action Plan for Leavers 2024

Areas of concern	Plan for improvement	Due completion	Progress	Progress update
Documentation	<p>Review of documentation used throughout the leaver process, including the following documents.</p> <ul style="list-style-type: none"> • Employer leaver forms • Employer communications and guidance • Internal leaver forms (final pay, CARE pay and service history calculations) • Member communications including letters and guidance notes. Reduce member queries by providing clear information and sign posting to further information. • Website and member self-service 	<p>Employer leaver form – 30 April 2024 Employer comms - 30 April 2024 Internal leaver forms – Mid April 2024 Member coms – 31 March 2024 Website and member self-service – TBC</p>	<p><u>Progress 02 April 2024</u> A new Employer Leaver form was developed last year and issued to a sample of employers for testing and feedback. Feedback from employers collated and adjustments to be made. Feedback from Team about regular issues they encounter will also be considered. Employer guidance will be issued with the revised Leaver form.</p> <p>A new internal leaver form was developed last year and issued to the team. Following feedback from the team and developments in the use of mnemonics within Altair this will be reviewed.</p> <p>New deferred benefit letter and explanatory notes produced including more details about MSS</p>	<p><u>Progress 05 July 2024</u> Internal leaver form, new deferred benefit letter, frozen refund form and CARE only leaver form have been agreed and are now in use by the team.</p> <p>Contract has been signed for the upgrade to MSS and work has begun on the technical side. We expect to start user testing in the autumn.</p> <p>Delay in issuing communications and new leaver form to employers. Revised deadline pushed to September to allow completing of changes to comms and to coincide with the new school term.</p>

			<p>completed. With Pension Manager for sign off.</p> <p>A new Frozen Refund leaver form has been developed for use by the team (for cases that cannot be processed as part of the bulk calculations). The form pulls through data from the Altair record using mnemonics saving the team time inputting whilst still ensuring there is a clear audit trail. This form has been tested and is with the Pensions Manager for sign off.</p> <p>The mnemonics for the refund form will also be used on the CARE only benefits leaver form used by the team so this will be looked at in April to improve this form.</p> <p>MSS wording – this will be included in the new MSS project. Contract is currently with legal.</p>	
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Automation	<p>Further develop the use of automation within the Altair system including leaver calculation for deferred benefits and frozen refunds.</p> <p>Deferred benefit calculations.</p> <ul style="list-style-type: none"> • These had been put on hold while the delayed backdated pay award, paid in December, was uploaded through iConnect. • Review process to ensure any issues were resolved • Improve checks using Insight reporting. <p>Frozen Refunds</p> <ul style="list-style-type: none"> • Recent software updates to Altair will allow us to run bulk calculations for frozen refunds that include Cash Transfer Value amounts. • Create process including documentation and workflow. <p>Further automation</p> <ul style="list-style-type: none"> • Review other automation processes available through Altair (such as automated MSS invitation letters for new starters). 	<p>Deferred benefits – bulk running April 2024</p> <p>Frozen refunds – process testing March/April 2024. Fully running June 2024.</p> <p>Further automation – Competing priorities with other projects. Autume 2024.</p>	<p><u>Progress 02 April 2024</u></p> <p>Very simple bulk leaver calculations run in April. Some additional reporting enhancements using Insights have been developed to identify more complex cases. Testing of the new reporting pushed back as the scheduled Insights training was moved from March to May due to technical issues for Heywoods and trainer availability.</p> <p>New process developed for running bulk frozen refund calculations. Testing underway.</p>	<p><u>Progress 30 June 2024</u></p> <p>We received excellent training from Heywoods for Insights and have been able to finish developing the extra reporting needed for bulk calculations.</p> <p>Frozen refunds run in bulk, highlighted some more areas to test which have been incorporated into the process. Now live (but we will keep testing and monitoring).</p> <p>Bulk calculations to be run every three months.</p>
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Internal Processes	<p>The team leaders, seniors and administrators have contributed to areas where internal process can be improved.</p> <ul style="list-style-type: none"> • Refresher training for the team about gathering information before processing a leaver calculation. This will include contribution schedules, SharePoint sites, iConnect files and the different payroll systems (legacy and current) the team have to use. • Next Day transfer process. Currently i-connect sets up new starters and leavers following an internal promotion. This causes unnecessary work with additional starters, aggregation and leaver calculations. Effectively dealing with next day transfers will free up resources. Members will also benefit from clearer, more straightforward pension records. 	<p>Refresher training – monthly 1:1s, monthly team meetings.</p> <p>Next Day transfers – end of April</p>	<p><u>Progress 02 April 2024</u></p> <p>Next Day transfers Extensive testing between the technical team and team leaders has taken place to track how the iConnect system deals with internal promotions. The testing has been completed and the process have almost been completed. Team training to take place in April (moved from March due to end of year staff absences (annual leave year runs April to March). This process is nearly finished and will be finalised by the end of April.</p>	<p><u>Progress 30 June 2024</u></p> <p>Confident with NDTs, following lots of testing by Team Leader. Added more detail to process. Now rolling out to the team but with safety checks. Need to establish how to train the team (group or 1:1).</p>
Employer Engagement	<p>The information we receive from some of our employers and their payroll providers is incomplete or inaccurate. The team spends a lot of time clarifying or requesting information. In some cases even basic information such as a date of leaving.</p> <p>Improved leaver forms will assist employers/payroll providers to provide us</p>	<p>Improved leaver forms – 30 April 2024</p> <p>Employer expectations – to be communicated to employers with new forms.</p> <p>Employer training – to be communicated to employers with new forms.</p>	<p>A new Employer Leaver form was developed last year and issued to a sample of employers for testing and feedback. Feedback from employers collated and adjustments to be made. Feedback from Team about regular</p>	<p><u>Progress 30 June 2024</u></p> <p>Delay in issuing communications and new leaver form to employers. Revised deadline pushed to September to allow completing of changes to comms</p>

	<p>with the information we need in a concise and timely way.</p> <p>We need to clearly set out our expectations (beyond those set out in the Administration strategy) in key areas of employer responsibilities.</p> <p>The administration, technical and governance teams will need to work together on this.</p> <p>Improve the way we communicate with employers and payroll providers. Training for the team will be provided to ensure we are asking the correct questions in a clear and understandable way.</p> <p>Employer training videos on the LGPS Regs website will be signposted to all employers again.</p>	<p>Team training – monthly 1:1s and team meetings.</p>	<p>issues they encounter will also be considered. Employer guidance will be issued with the revised Leaver form.</p>	<p>and to coincide with the new school term.</p> <p>We would like to involve the Governance Team with employer liaison. We are reviewing JDs with a view to recruit as soon as possible.</p>
<p>Work Allocation</p>	<p>Work is currently allocated on a daily basis with priority given to life event cases such as retirement, estimates and deaths.</p> <p>Our KPIs demonstrate the team are strong on these events frequently hitting 100% of cases within target and well within the permitted timeframe.</p> <p>However, leavers account for 50% of the workload and consistently fall below the target KPIs.</p>	<p>New allocating will commence in April 2024 to allow for staff leave during March and the Easter period.</p> <p>We acknowledge that on some occasions this way of working will not be possible. We will monitor team performance and adjust allocating where necessary.</p>		<p><u>Progress 30 June 2024</u></p> <p>This has been implemented. Leavers - started off quite slowly but things are improving slowly. The team have been allocated final salary only cases and these do take longer.</p>

	<p>We often rely on Blitz Days to clear leaver calculations.</p> <p>We will allocate one member of the team to do leavers for the whole week each week. We will still give out leavers to other members of the team where there is capacity.</p> <p>Where possible we will allocate leavers from the same employer so the team can be more efficient in data collection and employer communications if needed.</p> <p>The team is expected to be able to do all case types (cradle to grave administration). Cradle to grave allows an administrator to become skilled in all areas of LGPS administration. However, it does not lend itself to specialisation.</p>			<p>Some training issues identified and will be dealt with by Team Leaders.</p> <p>We are entering into the summer period with lots of annual leave booked in. The Team Leaders will continue to allocate leavers on a weekly basis where possible and have enrolled the help of the seniors to clear some more complex cases.</p>
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We will work on this action plan and monitor if this alleviates the issue and adjust the plan accordingly.