

Case study



Data MOT improves data quality at Legal Aid Agency

Deep-dive review and cleanse of ERP data lays the foundation for MoJ strategic programmes of work

The Change

Issues with HR and Supplier data quality were causing operational inefficiencies and risking transition to a new ERP system.

LAA's HR processes were ineffective – for example roles and hierarchy held in the Single Operating Platform (SOP) were incorrectly defined, resulting in incorrect pay, over-time not being paid, missed allowances, and overpayments. Further investigation revealed additional data quality issues could put HR processes and GRPR compliance at risk.

Key supplier data was incorrect or missing, meaning LAA were unable to pay suppliers on time, so vital goods/services were not available or not supplied.

Longer term, LAA needed confidence that the SOP data quality would enable the planned migration to a new ERP system.

“A fantastic job in correcting errors that occurred when updating staff records.”

Kerry Bailey, LAA Corporate Performance Lead

“Non pay affecting investigations used with Line Managers worked pretty seamlessly, we identified issues quickly and had a really good response rate.”

Michael Norton, LAA Business Support Manager



Legal Aid
Agency



Challenges

Identifying incomplete or erroneous data, confronting poor data management practices.

- A detailed assessment of over 1,150 sensitive HR and 9,800 Supplier records was needed to identify missing, duplicate and incorrect data and to maintain GDPR compliance
- Maintenance of employee data in SOP is the responsibility of 229 LAA line managers, but LAA had mandated use of a local Ms-Access database which duplicated the master source and duplicated effort
- Line managers didn't consider data a corporate priority, and no training in SOP HR data management had been given
- In addition, our sponsors asked that our approach should take the data assurance burden away from data subjects



Our Solution

An innovative toolkit to assess data quality and help users take ownership.

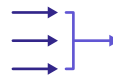
We collaborated with MoJ and LAA to run a focused data cleanse project, using our automated Data MOT toolkit which:



Identified sources of bad data by mapping 140+ processes and 19,700+ data points, revealing issues, patterns and root causes



Enabled line managers to verify and update SOP data in a single consulting-led 'transaction'; a 95% response rate giving good coverage



Simplified their validation of 18,500+ records, and correction of 300+ errors



For supplier data, helped the Commercial Unit to enrich data so that invoices were correctly matched and paid



We rationalised and redeveloped MI reporting, which strengthened SOP's position as the 'source of the truth'; and proposed a sustainability programme to reinforce data governance, roles and required behaviours.



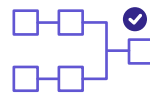
Customer benefits

Greater confidence in headcount, cost and compliance data, embedded through quality governance and controls.

LAA now have:



100% of pay affecting data cleansed or updated (and >65% of non pay affecting data)



Process improvements enabled by better data quality helping reduce errors caused by redundant data and increased supplier payment success rate by 50%



Greater support for the adoption of SOP as the source of the truth and the removal of local workarounds



Managers who are able to access two new MI dashboards – produced on demand at the click of a button – replacing numerous inconsistent data reports



Established accountability and ownership of SOP data with line managers and their corporate reporting centre



The ability to plan with greater certainty for the new ERP system

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