

# Department for Work & Pensions: Transforming our business



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## Overview

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### ■ The Challenge

- *Deliver more targeted customer service at reduced cost*
- *Support the UK government's civil service modernization agenda*
- *Provide more options for communication with customers and eliminate "Paper Chase"*
- *Implement 'no wrong door' policy where customer documents could be accessed and queries managed from any point of contact*
- *Comply with benefits and data protection law*
- *Build largest scale document repository in the United Kingdom*

### ■ The Solution

*New workflow and information management platform and document repository based on IBM FileNet P8 V4.0. This integrates with document capture and conversion systems, a postal output system and a customer account management system. The platform was designed to meet the immediate needs of the Pension, Disability and Carers Service (PDCS), but specified to enable future expansion to serve as the platform for all business units of the DWP.*

### ■ Key Benefits

- *Faster, more effective customer service delivered. Customers don't wait while documents are retrieved to answer their questions*
- *More customer contact options as both offices and call centres can now answer all queries with the same information*
- *Significant cost savings achieved through reduction of paper record storage and shipping*
- *Increased customer and staff satisfaction through rapid resolution of claims and queries*
- *Automated compliance with data protection and data retention law and best practice*

*“The changes ahead are ambitious... A transformation that aspires to create a truly excellent public sector business geared towards serving and helping the elderly of Great Britain... designed to achieve excellent experience supported by the most modern and reliable tools and technologies.”*

Spokesperson  
Department for Work and Pensions

The Department for Work & Pensions (DWP) is undertaking an IT modernisation with the objectives of improving operational efficiency, reducing fraud, reducing error and improving customer service.

**Overview**

DWP has recognised that the existing processes are constrained by a reliance on paper documents and that elimination of paper will be a key aim of in the future operating models across the Department’s client groups.

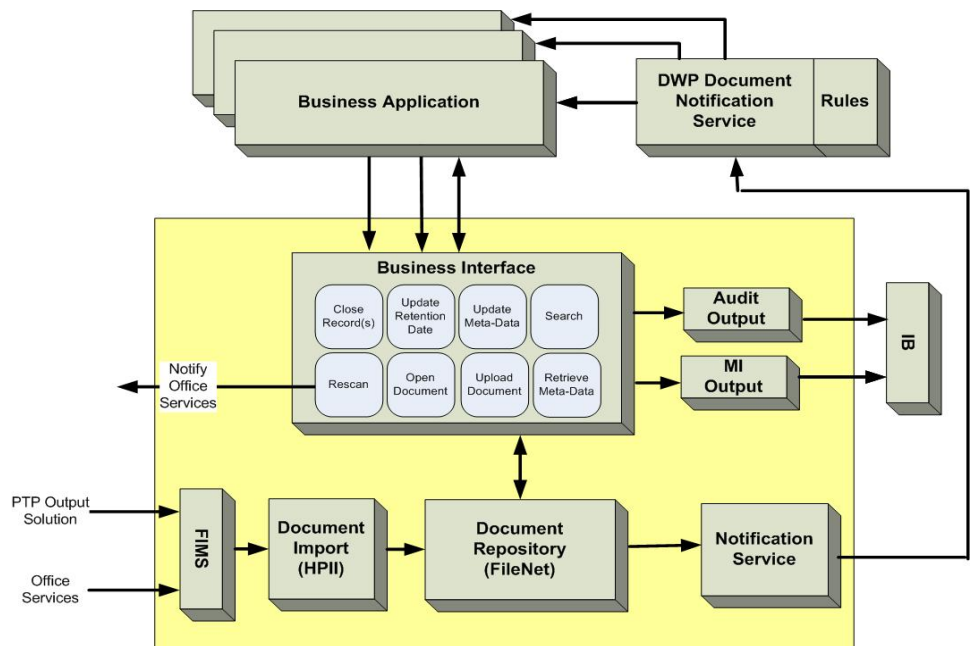
The Enterprise Content Management (ECM) Programme has been established to address the 3 elements of Document Management:

- Input Services
- Document Repository
- Output Capture

The Document Repository Service (DRS) project delivers a Document Repository to:

- Store scanned images (and other electronic documents) for both inbound and outbound customer contact;
- Manage them over their lifecycle, from creation to destruction;
- Provide secure access and timely access for use within business processes;
- Enhanced Disaster Recovery options (versus current paper based options)

The DRS will provide an enterprise wide, strategic Electronic Document Management infrastructure that will enable the various DWP client groups to achieve the modernisation objectives.



The Department of Work and Pensions is one of the largest government departments in the UK, responsible for supporting around 20 million customers through the effective and efficient administration of pensions, benefits and schemes to maximize employment potential.

The core business units of the DWP are: the Pension, Disability and Carers Service (PDCS), which helps people plan for and provide for retirement and currently services over 13 million customers, including paying state benefits to over 11 million pensioners; and Job Centre Plus which offers help to people of working age looking to move into work and support for those who cannot.

### **Business Challenge**

DWP's ultimate goal was to remove paper from the information systems that are central to its processes. Achieving this would bring significant cost savings and enable a higher level of service to its customers.

Historically the majority of DWP administrative processes are paper centric based on written information provided by the customer. Decision making is slowed down because paperwork has to be moved around the organisation or retrieved from remote storage facilities. As many claims are triggered by stressful life events such as bereavement, redundancy or retirement delays in the resolution of claims is frustrating for staff and customers.

The storage of millions of paper records, and transportation of those records between storage and regional centres is very expensive. The PDCS alone receives in the order of 112,000 pages of information a day and sends out a further 355,000 pages. The DWP as a whole holds in excess of 46 million paper files in storage.

In another move to improve services the DWP wants to implement a 'no wrong door' policy, where the flexibility of its systems would enable an enquiry received at any contact centre or office to be managed in the same way. For example even if the customer called the wrong office to update address details, these could be entered into the system and available immediately to all parts of the DWP. Designing in this capability also adds resilience to the system, enabling work to be shared between locations as necessary.

The introduction of a new content management system for the department also provided the opportunity to build in tools which ensure compliance with data protection and retention legislation.

As a high profile government department, serving millions of customers in each of its business units, it was vital that the DWP achieved an uninterrupted transition into service for the new systems, to avoid leaving potentially vulnerable customers without benefit payments, for example.

With the strong political and media focus on delivering value for money for government investment in IT, it was also critical that the DWP successfully

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### **Key Components**

- IBM FileNet P8
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deployed a scalable system that could develop to support its full spectrum of roles in due course including supporting multi channel contact such as e-claims and telephone voice recording.

The first phase of the DWP document repository, for the PDACS, will hold over 30 million records, each of up to 36 pages. The roll out of the repository to support the entire DWP operation will expand the system to manage 100 million records.

### The solution

Working to a 'buy not build' philosophy the DWP team worked in a multi supplier engagement with industry partners to design a platform based on integrated, best of breed technologies. IBM FileNet expertise in the Enterprise Content Management field was selected on this basis. The final design and successful deployment was achieved through work undertaken directly with the DWP and between the partners using a high proportion of COTS (commercial off the shelf) technology to achieve best value.

With reusability of the repository service by all DWP business units a central goal, the platform was built to provide core services such as search, open document, close document, update and modify metadata, which can be consumed by any authorized business application that has access rights via the web interface. IBM FileNet's P8 v4.0 Enterprise Content Management and Business Process Management platform provides the content engine, application engine, image manager, high performance image import and records manager for the document repository.

Human factors were a major concern in the choice of technologies and extensive consultation with staff was undertaken. This ensured that new processes worked, with minimal changes to what the screen operators saw. New systems were transparent below desktop level so that additional IT knowledge was not required by frontline staff in order to benefit from the changes.

The repository's open design enables the integration of legacy systems, IP telephony and the department's rules engines which ensure the legislative compliance of decisions made based on the documentation presented to the agents.

A messaging system linked to the repository and file input management system accelerates the work flow. When documents are input to the repository via multiple scanning services, the management system automatically updates the relevant meta data then generates a work flow input. For example this could be an entry in a customer service agent's to-do list or an output request to the print and postage system, ensuring a rapid response to new information.

Through meta data tagging the messaging system also enables an automated weeding and deletion of records process which provides audited compliance to the relevant data protection legislation.



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