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Department for Work & Pensions

Case study

# Creating a strategic roadmap for a digital-first DWP

Our Client

As part of its transformation, DWP were keen to explore how an end-to-end digital approach could improve the department's service delivery whilst delivering more significant savings.

Over five hundred change projects were underway within the department with many pockets of good work however, there was no coherent or consistent view of strategic change. Despite their best efforts, many DWP teams were working in silos with no radical move away from monolithic systems towards the consumption of commoditised technology capabilities via the internet – which are cheaper, more flexible and able to adapt to evolving user needs.

DWP partnered with Methods to help cut through the complexity of this legacy organisation and to:
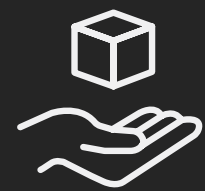
Identify opportunities for rationalisation

Recommend how to realise these opportunities by breaking work into manageable chunks

Background

The Department for Work and Pensions (DWP) is responsible for welfare, pensions and child maintenance policy. As the UK's biggest public service department, it administers the State Pension, working age benefits such as Jobseeker's allowance, as well as disability and ill health benefits to over 22 million claimants and customers.
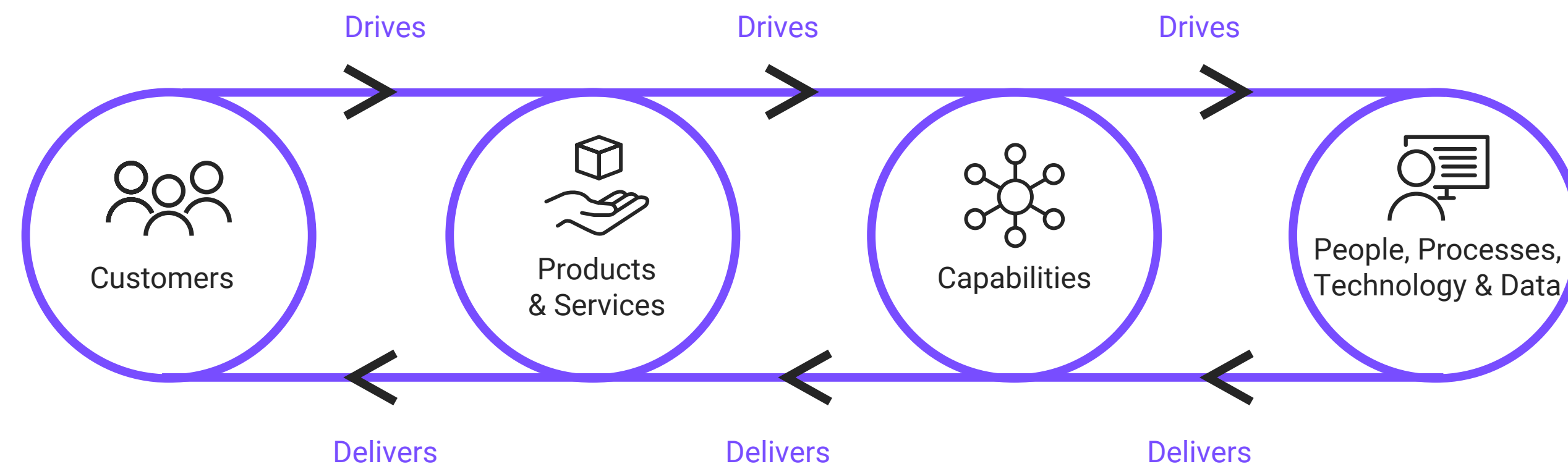
They have one of largest, business-critical technology operations in the UK government. They deliver and maintain over one thousand applications with over 50 million lines of code and 10 million data exchanges every day. The department has developed organically and through several departmental mergers and changes.

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The solution

Methods deployed a small multi-skilled team across the department's multiple sites (Warrington, Sheffield, Blackpool, Newcastle etc.) to begin a Discovery and understand how DWP was using technology to deliver services to its customers, including:

- The variety of service offerings

- Its customers' needs

- The business capabilities in place and the underlying technologies that support them

Drives   Drives   Drives

Customers → **Products & Services** → **Capabilities** → **People, Processes, Technology & Data**

Delivers   Delivers   Delivers

Understanding the end-to-end value chain that enables DWP to deliver its services to its customers

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Once the Discovery team had built this view, it was able to identify which areas needed to change, why, when and how.

Methods facilitated several multi-disciplinary workshops to bring together the business with technology leads. This enabled DWP to create a joint roadmap to achieve the organisations' target state for 2020.

The team used a variety of techniques to achieve this – from user research, to enterprise architecture modelling, capability mapping, and Simon Wardley's Situational Awareness mapping.
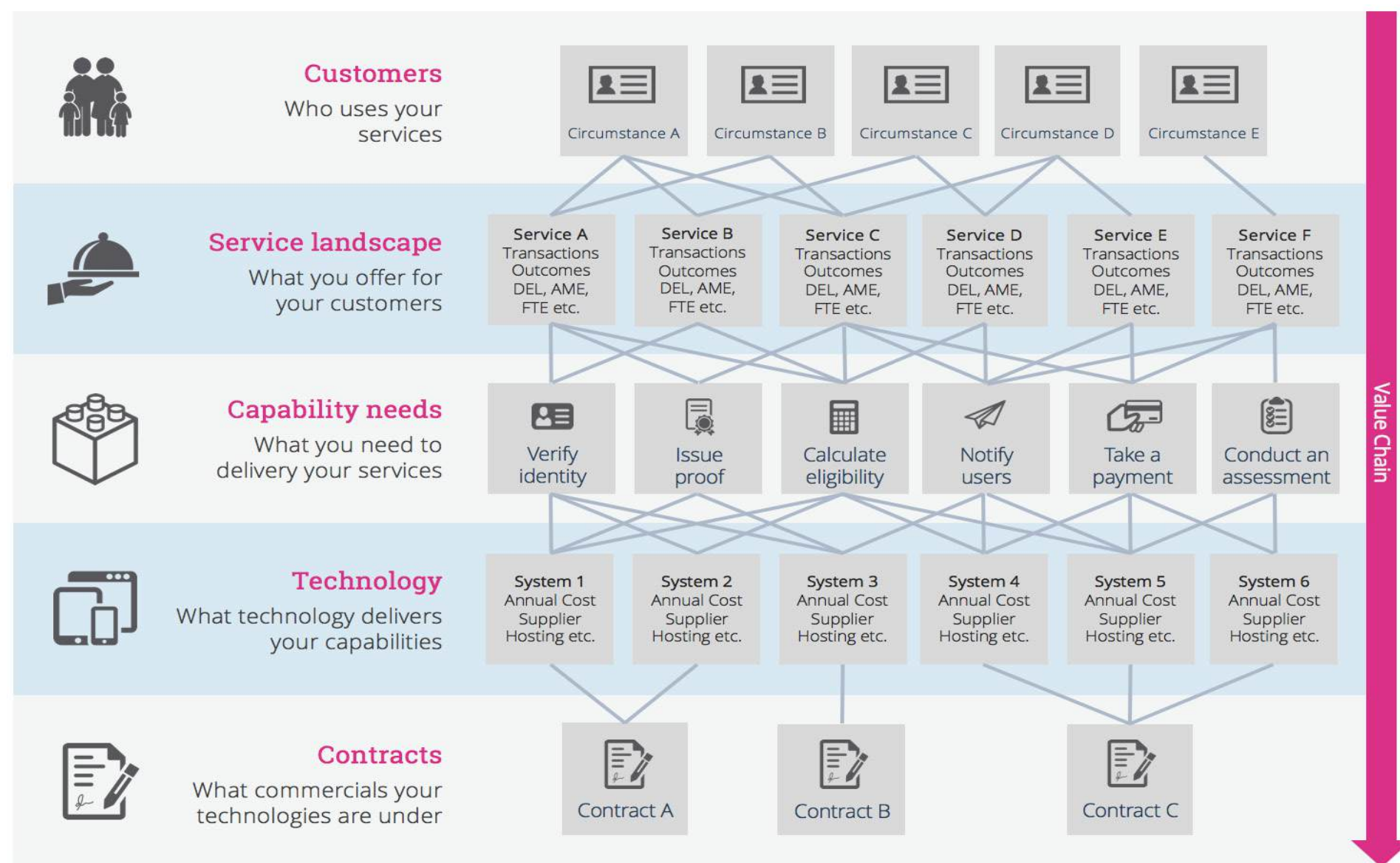
Understanding the end-to-end value chain that enables DWP to deliver its services to its customers

An example Wardley Map of a typical Benefit Service highlighting duplications and opportunities for rationalisation

The roadmap was underpinned by an enterprise architecture model that mapped the departments' user needs down to the underlying technologies and their associated costs.

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The results

The Discovery process surfaced the art of the possible and the potential savings that could be made if DWP's functions (from policy, to operations, finance, technology, and customer insight) worked together to transform service delivery.

For example, standardising case management capabilities across all layers of the organisation was found to be one way of simplifying operations. This approach would also offer huge potential for realising significant savings.

Despite the large and complex nature of DWP, Methods' transformation team devised a coherent and consistent strategic roadmap for change – a roadmap to a digital-first DWP.

In order to drive this change and obtain senior buy-in, Methods' and DWP's digital leaders created a Digital Technology Strategy, articulating the department's strategic technology direction. This was used to communicate the department's key objectives and cement the areas DWP will focus on to achieve its vision of **moving towards capability-led transformation using cloud-based commodity technologies.**

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Thanks to the work of the Methods Digital team, we have managed to gain significant momentum towards strategic change within the organisation. The focus areas we identified together are already being tackled and are the foundations for realising substantial savings over the course of the next 3 years and beyond.

- Malcolm Lowe, Deputy CTO

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