



How dhp streamlined processes and enhanced service quality for Teachers Pensions

Teachers' Pensions (TP) is run by Capita on behalf of the Department of Education. One of the largest public sector pension schemes in the UK, the organisation employs 300 staff, with 160 operations personnel.

Capita's efforts to improve operations were being hampered by antiquated behaviours and procedures, so the challenge was to streamline processes and enhance service quality.

Achieved an ROI of over 200% inside 12 months. The implemented process is still in place 5 years+.

Results Delivered

Capacity Increase

Created additional capacity of 30 FTE.

Enhanced Communications

Improved communications with the 1.6 million scheme members.

Performance Management

Developed meaningful performance management metrics.

Improved Effectiveness

Reduced error rates and eliminated performance backlogs.

Client Challenges

TP was run by Capita for the Department of Education.

Despite being one of the UK's largest public sector schemes, it was held back in delivering its promises for improvements to scheme administration by old-style operational behaviours and procedures.

Their challenge was to streamline processes, introduce much-needed metrics, overhaul performance management and quality components, and fundamentally change the day-to-day operating models and working patterns involving 260 employees to support 1.6 million members.

Despite management commitment to rapid, wholesale change, dhp's involvement came at a time when the organisation's mindset lagged noticeably behind industry best practice dhp was entrusted with a project to transform the Darlington-based business and bring its performance management and Operational frameworks up to date.



Peter Thomas
Managing Director of a Life & Pensions Outsource Provider

Approach

The work dhp did for Teachers' Pensions (TP) began with the consultancy's signature diagnostic, which highlighted the key areas for change.

Once the brief was agreed, dhp then inserted their team of consultants. All dhp's consultants have extensive operational experience in both financial services and the public sector and were able to hit the ground at speed and deliver immediate impact.

Need to add some detail about initial mapping out of the processes and how dhp nexus added to the improvements created. 18 months is a long time – was there a 12 week concentrated effort then a weekly/monthly follow up?

The dhp specialist team became an integral part of TP's operation, getting to know the teams, running fortnightly progress meetings and instilling new practices with dhp's Operational Excellence methodology.

Feedback was provided on an open and honest basis, reviewing individual performance and action needed to develop improvements.

Changes Implemented

- Created significant capacity, which was redeployed for other value adding services including improved communication with scheme members and clients.
- As a result of the above, client relationships significantly improved.
- Reduced incoming post (which utilised substantial resource)
- Eliminated non value added work
- Removed backlogs
- Significantly reduced complaints volumes
- Implemented performance management metrics that were previously missing and the ability to use them to deliver consistent efficiency, productivity, and quality
- Implemented process automation in key transactions
- Provided full end 2. end measurement insight to improve understanding of how the process effected service and waste

Comments from Andrea Waller, Managing Director:

- A eureka! moment was arriving at the office a couple of months into the transformation work: 'Until then there had been the usual uncertainty about having consultants on site. Suddenly, I heard formerly intransigent colleagues openly celebrating transactional-target achievements and proclaiming their understanding of the project. I'll never forget the difference in some previously sceptical people. Not only did they "get" dhp's work, but I sensed an appetite for more change.'
- 'I'll happily recommend them [dhp]. They know their stuff and their tenacity and people skills are remarkable. I also valued the way open and honest discussion was always possible and..... they aren't intrusive or exclusive like some consultants.'
- 'The secret lay in their skills, experience and empathy with an operational team that was, to be honest, struggling. When dhp left we were newly motivated, transformed and ready for a very successful year.'

Interested?

We have an extensive track record of successful delivery for leading companies, savings achieved are in excess of £100m.

Key financial benefits:

- ✓ In-year ROI in the range 110% - 400%
- ✓ 30% increased capacity to enable growth
- ✓ Claims elapsed time reduced by 50%
- ✓ 20% to 40% reduction in cost bases



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