

# Capita Life & Pensions: Shaping an industry

## CAPITA LIFE & PENSIONS SERVICES

Capita Life & Pensions  
Services

Life & Pensions BPO

Key Metrics

26 million policies  
over 10,000 staff

No. 1 BPO provider



## Background

With responsibility for administering over 26 million policies on behalf of many of the UK's largest insurers, Capita Life & Pensions Services is rapidly turning into the administrative backbone of the UK Life & Pensions industry.

The opportunity for efficiency improvement and synergy are enormous and Capita have an ambitious vision to supply the core utility platform which delivers industrial scale savings. But the challenges are daunting; it is hard enough to implement common systems and processes across one insurance company but imagine doing it across a dozen.

## Altus Engagement

Altus consultants have been working in this industry for years and our EA Framework provides the picture on the lid for the complete L&P jigsaw; connecting business and IT in one integrated view. Recognising the potential contribution to solving their own uniquely complex puzzle, Capita engaged Altus to tailor and extend the content to deliver a comprehensive Capita Life & Pensions Services Architecture Framework.

"The Altus Framework offered us both an integrated approach to Life & pensions architecture plus a real head-start in producing the detailed business content we needed to manage large-scale change."

- Neil Ratcliffe, Business Solutions Director

## Picture Thinking

As any of our clients will testify, the Altus approach to architecture is highly visual. That starts at the top with our EA Framework which is presented as a picture of pictures rather than an abstract metamodel.

Designed to explore the key aspects of a Financial Services business, the pictures are the product of many years experience but there's always room for improvement. The first step was to compare notes with business and IT architects across the major client operations to share best practice and refine the framework for Capita Life & Pensions Services .

Having agreed the types of visualisation to be used to support a tailored framework, the next step was to extend the content in some key areas. Altus L&P reference models provide a common core to explain business process, data and capability for any insurer but Capita Life & Pensions Services adds the extra dimension of multiple insurers. Working with Capita architects, the reference models were extended to deal with both this extra layer and some important nuances of specific operations.

## Practical Application

This initial phase of adapting and extending the Altus Framework provided a solid foundation for a common architecture language across Capita Life & Pensions Services - a considerable challenge in a business which had inherited different approaches with each deal.

But the true value of architecture lies in its ability to help solve complex problems so the next step was to test the theory on some real projects. Project types are a key part of the Altus Framework, connecting the pictures which apply to a given types of change and tracing iconic routes across the architecture map.

Three distinctly different and complex projects were volunteered to trial the new approach, each one testing standard models and developing further pictures which would fill in the framework. The results were all positive with each project reporting real benefit from using the pictures to think through issues. Some of the outputs have already begun to appear more widely.

## Architecture Management

Having shown that the architecture framework could help on real projects, the next stage was to formalise the relationship between architecture and the Capita project lifecycle.

With a legacy of multiple project methods inherited from various operations, the approach needed to be adaptable. The answer was to map the use of the Capita Life & Pensions Services Framework to a generic set of project deliverables and then let each operation tailor this for their portfolio. The approach continues to evolve but the benefits of flexibility are already clear as Capita continues to win new clients.

## Tool Support

The final part of the puzzle was to provide visibility and management of the whole Capita Life & Pensions Services Framework to an organisation which employs over 10,000 people across geographically disparate locations.

Keen to emphasise architecture content over tooling debates, the steer was to get the most out of standard MS Office technology before embarking on EA tool selection. The result is a customised SharePoint site which supports visual navigation of the Framework, manages all architecture content and serves up standardised Capita templates to improve consistency across projects.

## The Results

The Capita Life & Pensions Services Framework now provides an integrated repository for both business and systems architecture which will shape the Life & Pensions utility model.

By grounding this in real projects Capita has ensured it will be more than just architecture theory.

*"Altus have brought a refreshing combination of big-picture architecture thinking together with practical real-world L&P experience. The Framework we have built together is really going to help us push the business forwards."*

*- Ian Bryce, Head of IT Architecture*

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