IBM Global Social Industry Team
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International Social Sector Forum ISSF 10

Social Security and Social Services 2020:
Managing through turbulence, delivering for the future

Report on proceedings

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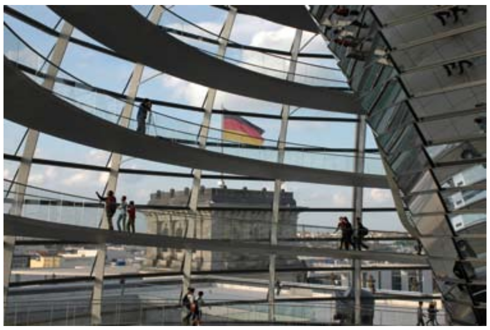
IBM in Social Security and Social Services

*The IBM Global Social Industry Team (**ibm.com**/government/social) helps social services and social security organisations achieve their outcomes by understanding their business problems, offering a full spectrum of solutions, and delivering a comprehensive roadmap for transformation. We do this by providing thought leadership through industry experts and leveraging global best practice. The ISSF series is designed to add value to the social security and social services ecosystem by providing an opportunity for industry leaders to share information, debate issues and network with peers.*

Contents



Contents

Introduction

The tenth International Social Sector Forum (ISSF 10) was held in Berlin, Germany on June 15-17, 2009. ISSF 10 continued the series of social sector thought leadership gatherings that started in Tokyo in 2004.

The event attracted a range of delegates representing social sector organisations, multilateral agencies and academia, including the International Social Security Association (ISSA), European Union, Organisation for Economic Co-operation and Development (OECD), the American Public Human Services Association (APHSA) and the European Institute of Social Security (EISS).

The historical significance of gathering in the country where modern social security was founded by Chancellor Otto von Bismarck in the late nineteenth century was enhanced as 2009 is the 60th anniversary of the establishment of the Federal Republic of Germany and the 20th anniversary of the fall of the Berlin Wall. The city of Berlin represents reform on a grand scale. After remaining divided for 50 years during the Cold War, it has comfortably regained its status as the capital of a reunified Germany while establishing itself as an international crossroads within an expanded European Union. It is truly one of Europe's great cities and a fitting backdrop for ISSF 10 as it examined social security and social services reform in an environment of financial turbulence.

This record of proceedings incorporates an analysis of the presentations and ensuing discussions in the context of the theme of the event. A synopsis of each presentation is also provided.

Theme and content

The theme for ISSF 10 was "Social Security and Social Services 2020: Managing through turbulence, delivering for the future."

The report 'Government 2020 and the Perpetual Collaboration Mandate'[1] published in 2008, examined the drivers of change across government, reflecting on issues such as

- demographic change
- globalisation
- environment
- threats to stability and order
- evolving societal relationships
- impacts of ongoing technological advance.

A number of these issues are highly relevant to social security and social services and as such the report provided an inspiration for the theme for ISSF 10. A conclusion of the Government 2020 report was an ongoing and increasing demand for governments to be outward looking, what the report calls 'perpetual collaboration'.

'Social Security and Social Services 2020: Managing through turbulence, delivering for the future' implies two sets of issues covering the short and long term. ISSF 10 examined longer term reform issues arising from current trends such as globalisation and demographic change. At the same time, ISSF 10 recognised and reflected on the need to respond to periods of turbulence such as the global economic slowdown. ISSF 10 actively connected the two perspectives and considered how the crisis will shape social security and social services towards 2020. To provide a framework for these discussions the agenda was organised around three sub-themes:

- Policy renewal
- Democracy and governance
- Service delivery renewal

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[1] Published by IBM and can be accessed at http://www-03.ibm.com/industries/government/us/detail/landing/G153005R79354P19html?re=gihome67gov

Format and issues

ISSF 10 was conducted over four sessions. The opening session provided a series of overall perspectives on the challenges facing social security and social services.

The sub-themes were examined in the following sessions.

Policy renewal: Demands arising from trends such as globalisation and demographic change require the updating of existing policies or the development of new policies. Some of the key questions are:

- What are the policy issues to be addressed by 2020?
- Have we got comprehensive policies in place in respect of difficult issues such as pension reform, worker migration, cross border employment?
- Will financial pressures cause an even greater policy focus on fraud and risk management?
- What other challenges and gaps in our current social security and social services ecosystem have to be filled?
- How will some of the newer trends such as conditionality develop?
- What will be the implications of the financial crisis in terms of, for example, even more flexible rules around pensions and retirement and the way individuals are able to use accumulated pensions resources?
- Does the financial crisis lead to a need to re-evaluate the interactions between different benefits?

Democracy and governance: The challenges of adopting new approaches are considerable. Developing the right policies is important, but so is being able to manage the change needed to implement them. Complex change creates major challenges for decision making, democratic processes and management processes. Key questions include:

- What can we learn from how other countries have managed significant public change agendas?
- What structures and approaches have been useful?
- Privacy legislation has been seen as a constraint – but does it need to be?
- The notion of collaboration itself presents issues – do we have the right structures for handling collaboration – within social security and social services agencies themselves but also across government departments, across borders with other governments, with private and third sector participants and with citizens?

- And does the financial crisis tell us anything about the flexibility needed for such collaborative arrangements, for instance, are there challenges in modifying existing contracts with external suppliers quickly enough (eg for labour mediation services)?

Service delivery renewal: In some countries service delivery is a policy issue in its own right – with cross governmental service delivery organisations being created and explicitly decoupled from policy functions. Financial pressures and the competition for skilled workers are also likely to have implications for the way services are delivered. Areas of interest include:

- We see an ever increasing demand to place citizens at the centre of service delivery thinking rather than treating them simply as recipients – how will this progress?
- Do we need a more differentiated approach to service delivery for the unemployed as unemployment rises?
- What role will technology play in supporting new models of service delivery?
- How will social security organisations be impacted by increased financial constraints?

Each session involved a series of presentations delivered by expert witnesses. The presentations illustrated the key issues, often through reference to case studies. Each session concluded with a discussant led panel that focused on key lessons and issues of general applicability.

Highlights

Social protection has demonstrated its importance to the well being of society during this period of economic turbulence.

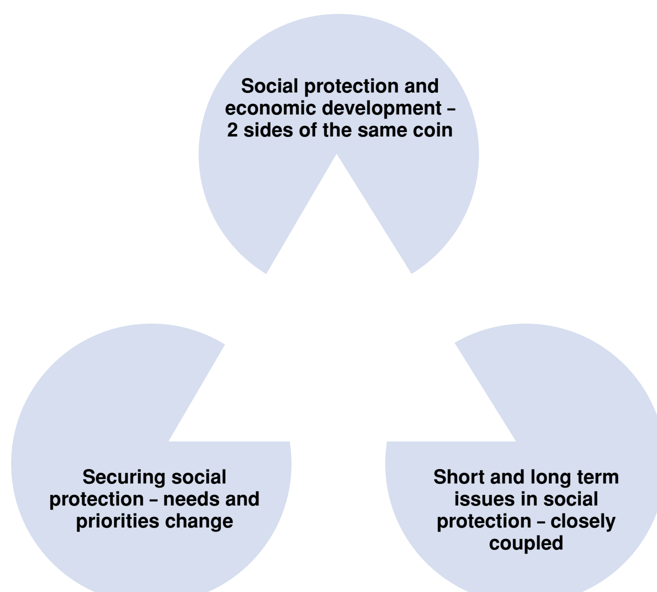
Social Protection – Thank God You're Here!
Thank God You're Here is an improvised comedy programme that originated on Australian television in 2006. Each episode involves performers walking through a door into an unknown situation, greeted by the line "Thank God you're here!" They then improvise their way through the scene.
This television program may provide a metaphor for the role of social protection during the Global Financial Crisis. As performers 'Economy' and 'Finance' pondered what to do in the face of the crisis, through the door walked 'Social Protection – "Thank God you're here" said 'Economy' and 'Finance' and in no time at all 'Social Protection' provided relief to the situation. However, like the television show, there was perhaps a good deal of improvisation with no-one quite sure what would happen next…

Social Security and Social Services – Value in turbulent times – Foundation concepts

Consideration of Social Security and Social Services 2020 occurred against the backdrop of severe global economic and financial turbulence. Whilst dealing with the immediate effects of the economic slowdown is front of mind for politicians, policy makers and administrators, addressing the direction and long term sustainability of the social protection system[2] remains just below the surface. A given throughout the presentations and discussion at ISSF10 was that there is no doubt of the importance of social protection especially during times of such economic and financial turbulence. To better understand how social protection has played an important role during this period, and the implications for the future we have identified from the Forum three interrelated issues that we have called the 'foundation concepts'.

The foundation concepts are illustrated at Figure 1 and are discussed briefly in the following paragraphs.

Figure 1
ISSF10 – foundation concepts



[2] In this analysis, the term social protection is used to describe social security (including social insurance and social assistance based income replacement/support) and social services (including in-kind benefits and delivery of support and social care services)

Highlights

Decisive action to provide benefits and services for the newly unemployed and support to employers to keep people in jobs has provided social stability.

Social stability is an essential pre-condition for economic vibrancy and success - it follows that social protection goes hand in hand with economic growth and development.

Securing and optimising social goals demands policy and service delivery agility to shift priorities in line with economic and social conditions – both short and long term.

Social protection has played a significant role during the economic slowdown and has demonstrated its value as a social stabiliser amidst the economic and financial turbulence. The effectiveness of the social protection system has been soundly tested in most developed countries and to date it has significantly mitigated the social impacts of the crisis. Decisive action to provide benefits and services for the newly unemployed and support to employers to keep people in jobs has provided social stability. But in taking stock of what has happened so far and the implications for the future it is useful to consider the foundation concepts and the interrelationships between them.

Social protection and economic development - two sides of the same coin

A number of the presentations explicitly recognised that social protection is a necessary adjunct to economic development and growth. In recent years it was tempting to focus on economic activity and growth and assume that through a trickle down effect everyone would benefit. In this context some discussion questioned the affordability of social protection and whether it places a constraint on growth and competitiveness especially in a globalised market. However, it was recognised that when markets fail, social protection is the key enabler of social stability. And since social stability is an essential pre-condition for economic vibrancy and success, it follows that social protection goes hand in hand with economic growth and development. Delegates from both developing and established economies noted that governments must recognise and provide for both – to support market success and to insure against market failure. In effect social protection and economic development can be regarded as two sides of the same coin.

Securing social protection – needs and priorities change

ISSF 10 provided a timely reminder that social protection constitutes an ecosystem designed to insure the population when social risks occur. It also provided a reminder that sometimes it is necessary to step back and consider the many dimensions of social protection - and that securing and optimising overall social goals (such as reducing poverty) may require a shift in priorities in line with economic and social conditions. Given the history and sheer size of some programmes such as retirement pensions or unemployment benefits we may think of them as fixed and sacrosanct. However, social policy objectives and securing social protection outcomes may imply shifts in priorities or changes in the design of schemes to respond to changing needs. Indeed in many countries the global economic slowdown has provoked just such a need to make changes such as the considerable investment by many countries in mitigating the risks of rising unemployment. Over a longer lifecycle though such investments (together

Highlights

with other stimulus spending) will need to be funded and this will certainly lead to changes elsewhere in the social protection ecosystem. As part of this process, there may well also be other drivers leading to a re-balancing of priorities – revealed by stepping back and taking stock of what social policy is seeking to achieve as societal and economic objectives change.

Short term and long term issues in social protection are closely coupled

While we have seen effective short term responses, the fundamental challenges for social protection remain as great as ever.

Whilst governments and citizens in many countries are thankful for the immediate benefits their social protection system has provided, the fundamental problems facing social protection such as aging populations, rising health costs and financing, remain as large and as daunting problems to solve as they were before the global economic slowdown.

However, the massive increase in government debt to fund the necessary short term stabilising effect through the social protection system (and other interventions) threatens the longer term viability of the very same social protection system. The social protection that provided the short term stabilising effect during the current crisis undoubtedly faces longer term challenges that unaddressed, could in turn become a destabilising factor on a national or even global level. The current global economic slowdown has demonstrated the speed at which structural problems in one country can spread and impact other nations. Going forward assumptions about a range of issues, such as replacement rates, will need to be revisited as the focus shifts from short term economic imperatives to long term financial sustainability. The older and more established challenges will once again come to the fore and will be even more acute.

During the financial crisis some segments of the population are experiencing the benefits of social protection for the first time.

There are linkages between the short term and long term in terms of service delivery trends as well. A key proof point of this comes from the nature of the demands arising from the crisis. Many countries have observed a significant change in the nature of the customer base applying for unemployment benefits, with more middle class and Generation Y (young) customers. These are segments of the population that have enjoyed the benefits of the long term period of economic growth and have not previously been typical customers. There has been pressure on employment and benefits services to improve service delivery, including through collaboration with other service providers and amending service delivery models to respond to the different needs and expectations of these non traditional customers. It is reasonable to assume that some of the changes made will become embedded in service delivery models over the longer term.

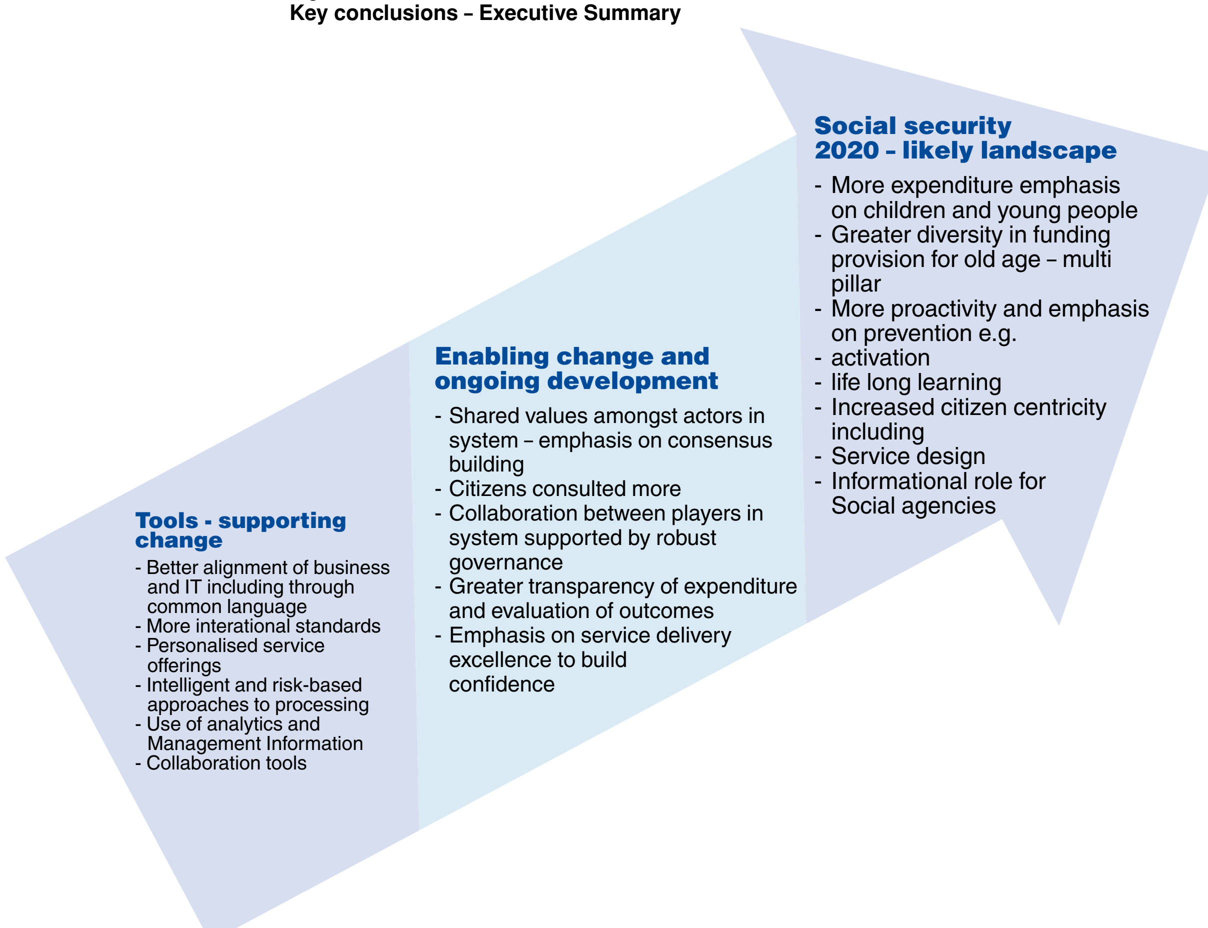
Social Security and Social Services 2020 - Key conclusions from ISSF 10

The Forum provided a vibrant set of responses to the questions around how social protection systems will develop in the lead-up to 2020 taking account of both short and long term challenges. The diagram at Figure 2 is a summary of the key conclusions. The analysis to support this summary follows and the conclusions themselves are elaborated at the end of the analysis.

The perspectives on the future are provided under three headings

- Social Security 2020 – likely landscape. *What will it look like?*
- Enabling change and ongoing development. *How will we get there?*
- Tools – supporting change. *What tools will be important?*

Figure 2
Key conclusions – Executive Summary



Highlights

Bismarck and Beveridge – solidarity and universalism – as relevant today as ever.

Maintaining labour supply with new and upgraded skills is essential positioning during the economic slowdown in preparation for the recovery phase.

Social Protection in the short term – Key actions to promote stability

The stabilising effect during the economic crisis is a working example of the fundamental principles that underpin social protection around the world - the solidarity principle embodied within the Bismarckian model and the universalism principle embodied by Beveridge. From the various inputs during the Forum, three factors stood out as key features of the demonstrable social stabilising effect of social protection, viz:

- Commitment to activation policies to maintain supply in the labour market *(policy renewal)*
- Stimulus packages based on fast and effective distributive mechanisms for cash benefits and social transfers *(democracy and governance)*
- Extensive service delivery networks as the face of government in action *(service delivery renewal)*

Activation policies

A lesson learned from previous recessions is to avoid policy actions to decrease the supply of labour through early retirement and transferring people to inactive programmes such as disability pensions. The evidence is that once people become substantially decoupled from the labour market they remain so indefinitely with ongoing implications for costs and future flexibility. So despite the tightening of the labour market, the Forum heard that the strategic focus in many cases has been to maintain a skilled and relevant labour supply. Many countries described efforts to keep workers engaged with the labour market. Keeping people in jobs through wage and industry subsidies was a strategy described by a number of speakers. This included extending the scope of existing provisions or introducing special schemes. Another common strategy, aimed at recognising the need for longer term labour market dynamism has been to offer opportunities for workers to be re-trained. As well as preparing people with relevant skills for new jobs that will emerge when the global recession is over, the strategy was clearly designed to sustain links between individual workers and the labour market. Extended exclusion from the labour market leads to an increased risk of long-term unemployment which is a significant determinant for falling into poverty.

Highlights

The social protection system with its proven integrity and institutional strength, was a ready made mechanism for the distribution of large amounts of money directly to individuals and/or employers.

Service delivery performance will ultimately have a significant impact on the public's final judgment of their government's response to the crisis.

Distributive mechanism for cash benefits

It was widely acknowledged that the use of stimulus payments by many governments has provided an immediate buffer against the worst effects of the economic slowdown. Many governments have provided a range of payments and other social transfers to individuals and employers to stimulate economic activity. In some cases these relate to making resources available to individuals through existing programmes such as unemployment benefits as more people become eligible. However, there were other cases where completely new schemes for payments were designed and implemented in order to provide purchasing power to citizens. In many cases, governments have turned to the social protection system as a ready made mechanism for the distribution of large amounts of money directly to individuals and/or employers. The proven integrity and institutional strength of the social protection system was an obvious place for governments to turn to when they needed to distribute significant amounts of tax payer funds, fast, effectively and with transparency.

Service delivery network as the face of government

As global financial markets began to unwind, citizens looked to governments to act decisively. With much of the focus on the macro economic and financial responses, the human dimension manifests itself through the social protection system. Older workers, low skilled workers, youth and migrants have been the hardest hit. Social protection organisations are a significant part of the public face of government. Governments have taken advantage of the vast service delivery networks of the social protection system to reach out to citizens in need during the crisis. The performance of these service delivery networks will ultimately have a significant impact on the public's final judgement of their government's response to the crisis.

Social Protection in the longer term – A destabiliser if key challenges are not addressed?

The Global Financial Crisis has demonstrated how quickly governments can initiate and execute major structural reforms of the financial sector and provide support directly and indirectly to other sectors. Domestic stimulus packages involving hundreds of billions of dollars combined with the outcomes of the urgently convened gatherings of international multi-lateral bodies such as the G20, demonstrate governments' capacity to take quick and decisive action when it matters.

This dramatic turn of events stands in stark contrast to the pace of social protection reform. Social protection systems have been facing substantial funding and delivery challenges for a number years, yet the pace of reform in often slow and in many countries is stop/start depending on political will and persuasion. While economic and social policy can be considered as two sides of the same coin, there seems little doubt that the sheer urgency of short term economic considerations win out over the longer terms issues of social protection viability. But not addressing these longer term issues, and quickly, presents a huge risk for future generations.

Whilst we have witnessed the short term stabilising effect of social protection, several dark clouds remain on the horizon. Social protection financing has the potential to cause its own financial crisis for many countries. So while social protection may have been a star performer for governments in the short term, the need to maintain the focus on the longer term reform agenda has not changed. Social protection reform has been underway in many countries for a number of years in response to ageing populations. Areas requiring additional attention are:

- Stabilising the costs of ageing
- Investing in children and youth
- Addressing excessive individual risk exposure
- Understanding the interrelationships of the multi-pillar approach
- Ongoing increases in poverty and inequality
- Social policy is sometimes confused

How big are the stimulus packages?
Here's a way of thinking about it. If you were to be given a dollar every second, after about 11.5 days you would have a million dollars. Not bad. But to get to a billion dollars you would have to carry on getting a dollar every second for 31.7 years (not allowing for leap years….). So at the same rate to get $100bn would take approaching 3200 years…..

Highlights

Reform in social protection is often slow in contrast to the pace of economic reform currently underway.

Dark clouds remain on the horizon as social protection financing still has the potential to cause its own financial crisis.

Highlights

Social spending is skewed towards the elderly.

Children and youth are missing out.

Investing in the next generation is a must to ensure long term economic and social sustainability.

Stabilising the costs of ageing

Taking a view of social protection at the macro level the Forum was challenged to think whether there is too much emphasis on the needs of the aged, whether social spending is unsustainably skewed in servicing age pensions and rising health costs. This has come at the expense of social spending on children and youth, the generation that will be asked to pay increased tax and contributions to fund the social costs of the aged. The costs of ageing need to be stabilised to mitigate the risk of rising intergenerational tensions and in order to allow a re-balancing of priorities. This is not necessarily an argument for reducing such expenditure per se. Indeed that is unlikely. However, a number of speakers recognised that it will have to be funded differently, including more individual responsibility.

Investing in children and youth

The Forum considered data that showed the emphasis on economic growth with a reliance on a trickle down effect to improve living standards for all has in fact resulted in growing inequality between the developed and developing nations and between the rich and poor within countries. The push for globalisation of markets has encouraged a trend for economic policy to focus on raising living standards across the globe (for some) without a plan or prospect of addressing the resultant inequality.

Children and youth represent the future, yet they often bear the brunt of the inequality equation. Social policy has too often been passive and focused on addressing the reactive impacts of economic policy through the safety net approach. Social policy needs to become more dynamic and proactive in promoting economic and social growth in parallel. Bold action to focus on opportunity and the educational needs of children and youth is required. It makes sound economic and social sense to invest in the next generation of workers that society will depend upon to deliver the productivity gains and innovation to generate economic growth to sustain an ageing population.

Highlights

Structural challenges resulting from the trend of shifting risk from populations (solidarity) to the individual have been exposed during the economic slowdown.

A new insurance market to open?
Many people have recognised that for individuals activating Defined Contribution (DC) pensions the timing is critical. Whilst over the longer term markets will pick up, for those individuals forced to activate pensions in the last 6-9 months, there will have been a substantial gap between what seemed like realistic expectations a year or two ago and the reality. Undoubtedly this will have caused real hardship. Given the trend in many countries towards DC schemes is there a way this risk can be avoided - accepting inevitable future fluctuations of the market? Might we see the emergence of insurance schemes linked to DC pensions in which, for a premium, individuals could insure themselves against the risk of loss through retiring at the wrong time? This would in effect represent a classic collectivisation of risk – solidarity in other words. Although probably a private sector offering and the insurer would obviously charge a fee or premium - for some people some peace of mind might be worth it.

Addressing excessive individual risk exposure

There is evidence that excessive risk has been transferred to individuals through privatisation initiatives such as fully funded defined contribution pension schemes. Rapidly falling share markets have exposed retirees and many workers, especially those nearing retirement, to an increased risk of a poor financial outcome in retirement. While the aim to relieve pressure on public social spending to the aged is important, maintaining the integrity of the solidarity principle has to be balanced against the risks and benefits of privatisation.

Understanding the interrelationships of the multi-pillar approach

The multi-pillar approach to retirement policy based on statutory, occupational and voluntary schemes has become the norm throughout the developed world. However the interrelationship between the pillars is not always well understood, certainly by individual citizens. When changing the parameters and regulations relating to one pillar such as the statutory pillar, as is happening in many countries, it is important that the consequential impacts on the other pillars are recognised at the same time. In practice this means the need to encourage more personal voluntary provision and to provide the infrastructure for this to be achieved. An implication of this is that the role of the retirement pensions organisation is changing. From being just a provider of pensions (with a customer base of those approaching retirement and in retirement) such organisations are increasingly acquiring an educational/informational role to support a customer base consisting of people throughout their working lives.

Poverty and inequality is rising

Despite massive increases in social spending in developed countries over the past twenty years, inequality and poverty is rising - social policy is failing to solve a fundamental problem facing society, poverty. While the rich continue to get richer, the risk of social unrest and economic and financial instability increase.

Highlights

The rich are clearly getting richer.

You get the poverty level you are prepared to pay for.

Social spending needs to be, and be seen to be, effective.

Policy objectives can be in conflict - leading to an ineffective use of resources.

Nonetheless, there is a correlation between social spending and inequality and poverty levels and investment in the social protection system has had a positive impact on addressing inequality and poverty. This correlation leads to the conclusion that at least to a degree 'you get the poverty level you are prepared to pay for (or not pay for)'. Given the funding pressures that social protection will face in the coming years as governments turn their attention to winding back public debt accumulated during the financial crisis, there is a risk that spending will decline and poverty and inequality will rise. This reinforces the need for social and economic policy to be considered in parallel. As politicians and policy makers reform the global economic and financial system, the social protection system and its rising costs cannot be simply traded off without the consequences of increasing poverty and inequality.

However, there is another dimension. Whilst there is a correlation between social spending and the level of poverty and inequality, it is not simply a matter of increasing spending – that is not sound economic policy. The issue is also one of spending efficiently and effectively to ensure that social and economic policies together are achieving the desired outcomes. Increasingly important as resources get tighter will be the need for better use of the vast amounts of data to evaluate outcomes of programmes and, at a lower level, citizen level interventions.

Social policy is sometimes confused

Social policy is sometimes confused. For example there can be mixed messages for mothers with children and their relationship with the labour market. Is an objective to increase labour market participation rates for women with children, since work is a determinant for financial security? Or is the objective to provide the best educational and social environment for children which, it can be argued, is best achieved by mothers staying at home with their children for as long as possible? Both are admirable objectives but if social policy programmes do not distinguish between the two then there is an increased risk of directing public money at potentially conflicting objectives.

Highlights

Excellence in service delivery can build public confidence to support longer term policy reform.

Service Delivery Renewal – A short term positioning strategy for longer term reform

During the economic slowdown, the service delivery capability of social protection organisations has been demonstrated successfully in many countries. The Forum heard a line of argument that leveraging and enhancing this capability could in itself form the foundation for developing the political and social capital required to enable longer term reform measures. Simply put, excellence in service delivery (which can be achieved in relatively short timescales) can build public confidence, in turn creating the conditions in which difficult and longer term social policy changes can be facilitated.

By reforming their service delivery systems to take a citizen centric approach, governments have the opportunity to establish trust and confidence with the citizens they serve. If service delivery of the current system is poor, how can citizens be expected to sign up and support longer term policy reform proposals, especially ones where there are likely to be more losers than winners? However, if the quality of service delivery of the current system is high and the level of citizen trust in government administration is at least satisfactory because of its transparency and accountability then there is an increased likelihood that citizens can be brought along with the longer term reform journey. To use a private sector analogy creating a strong brand image through service delivery will foster loyalty and confidence. Making service delivery excellence a part of the reform journey will not be easy. However it has the potential to provide a promising start to the journey compared with coming off a low base of service delivery performance.

Service delivery is a policy agenda in its own right.

In this context service delivery becomes a policy agenda in its own right because it asks the question of how to best mobilise government and community resources to support intended outcomes. To the extent that service delivery has emerged as a major function of modern government, the case for giving it equal consideration alongside the more traditional social policy domain has become more compelling - as has already happened in countries such as Australia and Canada.

Highlights

From one size fits all to a targeted service offer based on risk.

From single agency programme based delivery to multi-dimensional collaboration across programmes and agencies.

From fragmented decision making reflecting sectional interests to an end to end model of governance.

From pushing services to citizens based on an assessment of needs to citizens pulling the services they decide they need.

Having emphasised the importance of service delivery there were six issues that emerged as focus areas for improvement:

- ***Risk management and risk based processing.*** In many service delivery systems, a one size fits all approach still dominates and this usually results in a lowest common denominator approach. This means that business processes are often designed around compliance and fraud prevention with the result that, as well as being inherently expensive, the majority of compliant citizens are inconvenienced in some way. A risk based approach supported by analytical tools where appropriate needs to be embedded into processes in order improve citizens' experience, speed up processing and focus available resources on cases where risk and need is highest.

- ***Collaboration.*** Across the sector collaboration between all the actors in the social protection system is still lacking. While there are many examples of improvement in this area around the world, much work still needs to be done. The ultimate goal should be for the social protection system to operate as an ecosystem in which all of the actors across government agencies, non-government organisations, employers and private sector providers are able to share and act on information to deliver effective citizen centric service.

- ***Governance.*** In a collaborative business model, questions of governance must be resolved. This remains an important and somewhat open question with further attention required to ensure clarity around issues such as roles, responsibilities and accountabilities in collaborative models. Also questions remain on issues such as how end to end performance of the system is assured and managed, together with dispute resolution, when different players perform discrete parts of the process.

- ***Pulling as well as pushing services.*** To be truly citizen centric, the citizen must be able to exercise greater control and choice. Advances in Information and Communications Technology (ICT) are enabling service delivery to be a resource through which citizens draw service offerings to create more individualised packages of support, rather than simply a system that pushes services out. Another key issue is the role of information in enabling citizens to make informed choices. Information is a key enabler for citizen centric service. In this respect, information becomes a part of a service offer and the role of social protection organisations will surely become extended to incorporate informational and educational services as well as the more traditional access to financial or other resources.

Highlights

From privacy as a universal constraint to an enabler of better service through citizen choice.

From ICT as a transaction tool to support programmes to the enabler for citizens to exercise choice in how they deal with government.

- ***Privacy.*** There is still much confusion about how to deal with privacy and whether it is a constraint to effective collaboration in the social protection ecosystem. This is an area where more investigation is required. However, there is evidence from some countries that where citizens are able to exercise choice, they make pragmatic decisions around the right to privacy especialy when they recognise seamless service as a convenience and a real benefit to them, (subject to basic safeguards being in place). So if sharing information represents value in a relationship, then citizens will voluntarily offer up details about themselves to be used in the manner they agree to.

- ***Information and Communications Technology (ICT).*** ICT underpins service delivery efficiency and effectiveness at all levels. However, there is still significant scope to deploy better tools to enable a citizen centric approach - for example tools that use data in real time to make predictive decisions to match services to needs. Also better sharing of information so that citizens do not have to provide information that government agencies can access on their behalf. During their working lives, a majority of citizens only need to call on the social protection system for short periods of time. They are looking for ICT to enable their interactions to be efficient and effective so that they can get on with their lives with minimal physical interaction with the machinery of government.

Social security and social services 2020 - Conclusions

Based on the inputs and discussion during ISSF 10 we have drawn the following conclusions which are characterised briefly in 'pen picture' format under 3 headings:

- Social Security 2020 – likely landscape. *What will it look like?*
- Enabling change and ongoing development. *How will we get there?*
- Tools – supporting change. *What tools will be important?*

What will it look like?

- Social policy and expenditure may be rebalanced towards the needs of children and youth and away from supporting ageing populations. As well as having a greater impact on reducing poverty, it may also help deliver a society that is better educated and inspired to deliver the innovation required for the next giant leap forward in productivity that leads to a new period of globally sustainable economic growth.

- The rising costs of ageing will be managed differently. There will be an ongoing emphasis on a multi-pillar approach to funding retirement including more flexible retirement, and individuals' own efforts. At the same time there may be new mechanisms to avoid individuals suffering hardship as a result of retiring at the wrong time through the collectivisation of risk.

- The labour market will continue to become more integrated with employers, educators and citizens working more closely together. People will have periods in and out of formal employment for family, educational and other reasons but at all times will remain attached to the labour market. Life-long education will ensure that workers skills are up to date and workers are equipped to adapt as old jobs disappear and new ones are created.

- The social protection system will be citizen centred and dynamic in its make-up and its response to changing citizen needs. It will be easily accessible by whatever channel best suits the individual and is the most appropriate from an efficiency and effectiveness point of view. There will be new roles for social protection organisations around provision of information and education to empower citizens. The actors in the social protection ecosystem will be connected and when citizens have complex needs, they will enable their information to be shared between the actors that matter so their needs can be case managed to a successful outcome. There will be greater differentiation in service delivery based on risk based approaches.

How will we get there?

• The social protection system is complex and faces difficult challenges. Meeting these challenges will be difficult and will require a degree of common understanding and trust. An environment based on trust can be enabled by the development of shared values by all the actors in the social protection ecosystem. This places a premium on transparency, openness and effective communication. It emphasises creating room for healthy and informed debate.

• The social security ecosystem is already complex with multiple actors. However, their interests and motivations are not always well aligned. Delivering the future landscape will place further emphasis on effective collaboration. Securing a commitment to collaboration requires leadership at all levels.

• Adopting a more citizen centred approach means that citizens will be consulted more. There will be further progress towards ensuring their wishes and needs are taken account of in designing and delivering services, including in more individualised ways.

• The future landscape implies that difficult choices will need to be made and that citizens and other stakeholders will need to be taken along with policy makers. To do this their trust must be earned and this may be done in the first instance through the reform of service delivery networks. By focusing on service delivery reform, the platform will be established to deliver the much needed policy reforms in a fair and equitable manner.

What tools do we need to enable us to get there?

• Releasing the power to collaborate requires a common business and ICT language. International standards for the social sector will enable more effective and efficient sharing of information.

• Risk based decision support tools that dynamically use information to enable intelligent assessment of identity, needs, compliance and vulnerability will lead to differentiated service delivery which is more efficient and convenient.

• Releasing the power of information will provide the predictive capability that will enable service offers to be tailored to the individual needs of citizens. Use of analytical tools will also allow better insight into, and evaluation of, the success of programmes.

• In addition to these specific tools, social protection agencies will undoubtedly continue to leverage advances in technology to improve service delivery including aspects such as assistive technologies, sensors and automation.

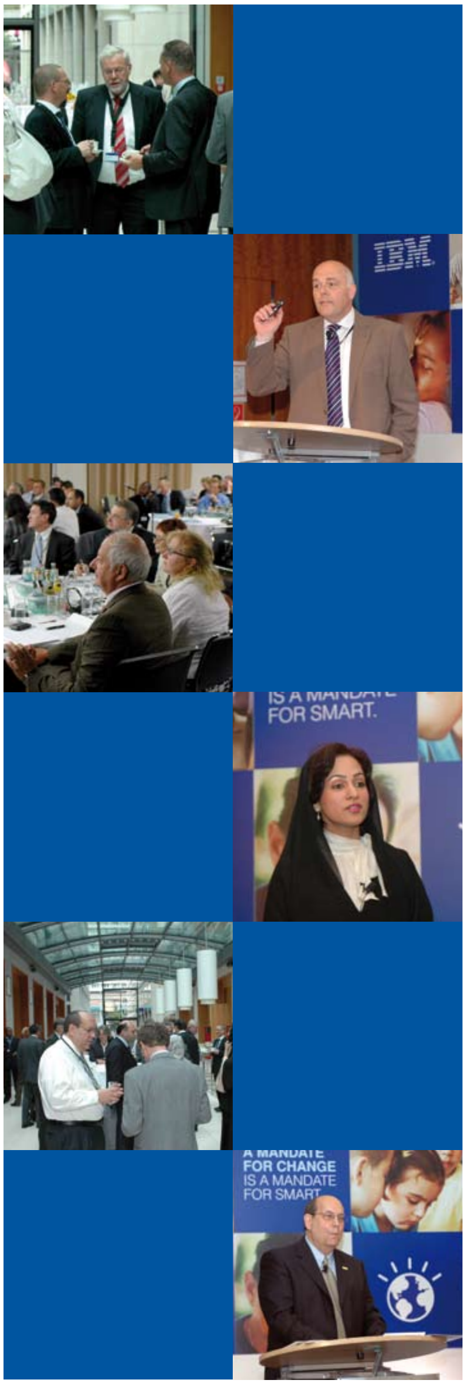
Afterword - The world has changed but the fundamentals of Dynamising Social Security stay the same

ISSF 7 in Brussels 2008 concluded that Dymanising Social Security could be represented as requiring transparency, tempo, determination and dialogue.

- Be open and clear with the reasons for reform - ***transparency***
- Establish a roadmap to achieve the vision with regular milestones **- *tempo***
- Provide strong yet pragmatic leadership to see the reform through to completion **- *determination***
- Consult regularly with social partners and citizens **- *dialogue***

In mid 2008, the dramatic turn of events about to unfold in world financial markets could not be foreseen. A year on and the early signs of recovery are starting to emerge around the globe. However, these fundamental principles of dynamic social protection can very much be seen to hold true. A year ago they were seen as underpinning a longer term reform agenda. Now, they have been stress tested with huge short term challenges. Amidst the economic and financial turbulence and social disruption, the need for a dynamic approach to social protection reform is as important today as it was before the crisis began.

The world has changed and while social protection will change with it, the fundamentals of the need to be dynamic and what that means in practice remain very much the same.



Speakers at ISSF 10, Berlin

- Mr Hans-Horst Konkelewsky – Secretary General, International Social Security Association
- Mr Michael Maier – Public Sector Leader, IBM Germany
- Dr Chris Gibbon – Vice President, Leader, Global Social Industry Team, IBM
- Mr Raimund Becker – Board Member, Bundesagentur fuer Arbeit (Employment Service), Germany
- Ms Monika Queisser, Head of Social Policy, Organisation for Economic Co-operation and Development (OECD), France
- Mrs Kristin Schreiber, Head of Cabinet for EU Commissioner Spidla, Belgium
- Mr Martin Duggan, Director, Global Social Industry Team, IBM
- Mr Franz Thönnes, Parliamentary State Secretary, Ministry of Labour and Social Affairs, Germany
- Mr Aksel Meyer, Head of Division, Ministry of the Interior and Social Affairs, Denmark
- Mr Peter Kærsgaard, Head of Division Social and Health Policy in KL (Local Government Organisation) Denmark
- Professor Danny Pieters, European Institute of Social Security. Leuven, Belgium
- Mr Mattia Adani, Director for Special Projects, Research and Analysis, Ministry of Economy and Finance, Italy
- Dr. Herbert Rische, President, Deutsche Rentenversicherung Bund (German Pension Fund) Germany
- Mr Jerry Friedman, Executive Director, American Public Human Services Association
- Dr. Maryam Matar, Director General, Community Development Authority, Dubai
- Mr Ian Moss, Head of Strategy Unit, Department for Work and Pensions, United Kingdom
- Ms Carolyn Hogg, Deputy CEO, Centrelink, Australia
- Mr Mohammed Benoumechiara, Director of Risk Management. Pole Emploi (Employment Service), France
- Mr Tom Grzymski, Associate Commissioner, Social Security Administration, USA
- Mr David Preston for Reegan McCullough, Assistant Deputy Minister, Government of Alberta

Presentation Synopses

The Financial Crisis and Social Security

Mr Hans-Horst Konkolewsky

Secretary General, International Social Security Association (ISSA)

The Financial Crisis and Social Security - A World Overview

The Global Financial Crisis has demonstrated once and for all the crucial role of social security for individuals, society and the economy. The positive impact of social security on development and economic growth has at times been questioned. However, the stabilising effect of social security during the financial turmoil has laid these questions to rest.

Society faces a double challenge – responding decisively to the immediate impact of the crisis while at the same time continuing to address long term structural challenges such as population ageing and the impact of globalisation.

Governments and social security institutions have risen to the challenge of maintaining and improving a range of services and benefits and, in particular, of protecting the most vulnerable in society. At the same time social security programmes have been focussed on promoting employment, despite rapidly deteriorating labour market conditions. This focus on activation is in contrast to approaches implemented during past recessionary periods when social security policies were designed to ease labour market pressures, which often resulted in long term withdrawal of a substantial number of individuals from the labour market. Failure to provide appropriate activation programmes may lead to exclusion and considerably weakens a country's human capital.

The negative performance of social security funds, especially in developed countries, has exposed structural weaknesses in social security financing such as:

- the trend towards exposing workers and retirees to excessive risks in defined contribution schemes;
- an inadequate exposure to high risk financial instruments

Social security financing needs to be secured through a return to risk sharing within a multi-pillar approach in which the principle of solidarity is maintained through a significant public pensions programme that provides for appropriate regulation and practice of funds management.

In formulating policy responses, governments should:

- include the social sector as a core element of economic recovery plans, not least to support an increase in aggregate demand in the economy
- provide for the needs of the most vulnerable and those in the middle-class who risk falling into poverty
- prevent dependency on social security benefits
- take a long-term perspective focussing on the long term sustainability of social security systems
- rethink the design of pension schemes
- take into account uncertainty concerning the length of the crisis

The global financial crisis is both a challenge and an opportunity. The tone of the public debate in many countries has changed as there is an increasing consensus that economic growth must also be socially and environmentally sustainable. The fact that the crisis has hit hard in the centres of affluence also helps illuminate the social crisis behind the current financial and economic crisis, i.e. the fact that the vast majority of the world's population is not covered by any social security protection. In response, many governments in low - and middle income countries are currently working towards the extension of coverage to the most vulnerable. In conclusion, it is evident that dynamic social security is needed more than ever.

Change Agenda at the German Employment Agency – Bundesagentur für Arbeit

Perspectives on the challenges facing Social Security

Mr Raimund Becker

Board Member, German Employment Agency

Bundesministerium
für Arbeit und Soziales

Well before the Global Financial Crisis, the German Employment Agency was prepared for a changing labour market. Changing demographics, globalisation and technological change combined to dramatically change the labour market landscape. These changes posed a significant risk to the low and unskilled segments of the labour market that had become comfortable with the 'job for life' concept without, for instance, ever considering moving away from their home area to gain better employment opportunities. The German Employment Agency has taken a proactive role in adopting a 'prevention is better then the cure approach' by focusing on market innovations to improve the skills and flexibility of the workforce.

The Agency, with a labour force of approximately 100,000 commenced a three phase reform programme in 2003. The cumulative results of the reforms covering management, operations and market innovations have positioned the Agency to rapidly respond to the needs of employers and employees impacted by the Global Financial Crisis. There has been a significant improvement in employer and employee satisfaction since 2005, confirming the positive outcomes of the reform programme.

Activation has become a core principle of the employment programme with incentives and interventions designed to ensure that employees do not become dependent on benefits. Early intervention ensures that employees are given every opportunity to return to the workforce as soon as possible.

A feature of the internal reform process has been the introduction of a competitive operating model within the traditional public sector environment. This has resulted in improved outcomes for employers and employees seeking work. Performance in placing workers in jobs is measured and rewarded.

Germany's unemployment rate has remained relatively stable at 8.2% compared to the EU 15 average of 8.8% and the EU27 average of 8.6%. This is despite the recession that Germany is now experiencing. The labour market has remained stable due in part to the rapid intervention by the Government to extend the short-time labour market programme to 24 months. The deterioration in the economy has resulted in a sharp increase in short-time work registrations especially in the manufacturing industry.

This programme involves the provision of a subsidy, financed through the Agency's reserve fund, to enable employers to retain workers. A condition for receiving the subsidy is that employers provide additional training and qualifications for employees. The principle of this approach is to invest in workers while they are still in employment rather than wait until they become jobless.

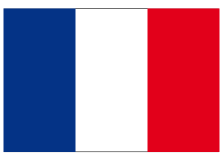
Contribution rates have gradually reduced as a percentage of payroll from 6.5% to 2.8% in recent years, representing a €30bn financial relief for employers in 2009 and again in 2010 – a significant economic stimulus in its own right.

Transforming Social Protection for the 21st Century

Perspectives on the challenges facing Social Security

Ms Monika Queisser

Head of Social Policy Division, OECD



Over the past 30 years there has been an upward trend in public social spending as a ratio of GDP. The OECD average in 2005 was 21% versus 16% in 1980. This increase in spending has been overwhelmingly on older people through old age pensions and health related expenditure. However, while increased social spending does reduce poverty rates, there has been an increase in inequality over the same period - the rich are getting richer.

Tax and benefit systems have become increasingly inefficient at addressing this inequality. Social policy is not working as well as it did in the past. Reducing inequality mainly through corrections of market income requires increasing cash transfers. This means taxes and social security contributions will need to increase. However such action has political ramifications and potentially a negative impact on labour markets.

Spending on family policy has increased to 2.5% of GDP across the OECD countries, but this is often ill-focussed. There are few decent evaluations to assess whether good outcomes are achieved. Family policy often has too many and sometimes contradictory objectives – as a result reform is often piecemeal without a structured system of support. For example, in many countries there is still confusion about wanting mothers to remain in the workforce or to stay at home.

Across OECD member countries, 35% of working age people do not have a job yet the majority are not unemployed. They are students, women, early retirees and the disabled. With outflows from disability programmes at less than 1% and more younger people entering disability programmes, there is an increasing long term poverty risk. There is clear evidence that work is key to reducing poverty for all working age groups, with the proviso that work needs to pay enough. There needs to be a reasonable gap, an incentive, between incomes in and out of work.

Social policy needs to change focus to get to the root of the problem of a widening gap in social income – rather than a solution at the end based on cash transfers. Spending must be re-oriented towards "active social policy", by focusing on children, youth and employment. Active social policy starts early rather than waiting until things go wrong. At the same time spending on ageing needs to be controlled.

Active inclusion requires more individualised and customised services with more assistance to get people job ready through training and job search services. This requires well-defined rights and responsibilities – receiving social benefits comes with obligations to become job ready. Public sector delivery must be improved even when faced with fewer resources as will occur during the current downturn. We must keep the vulnerable attached to the labour market and not forget the hard cases.

The current crisis is resulting in a change of focus for social policy, however:

- globalisation affects but does not destroy the welfare state
- you get the poverty rate you are prepared to pay for
- market income distribution is widening, making traditional redistribution unsustainable
- social justice must aim to reduce inequality through investing in children and work
- activation is the way to go but further refinement is needed

Perspectives on the Challenges Facing Social Security and Social Services – the European Perspective

Perspectives on the challenges facing Social Security

Mrs Kristin Schreiber

Head of Cabinet of Commissioner Spidla, European Commission

The European Union is characterised as a social union where all individuals are able to contribute and benefit from economic growth. The principles of solidarity and universality underpin the social security systems of all member countries. Social security has been an automatic stabiliser during the Global Financial Crisis providing a cushioning effect to lessen the impact on individuals. It has enabled large numbers of people to remain in employment despite the downturn, thereby not losing their skills and their attachment to the labour market.

The open method of coordination provides a laboratory of innovation across the European Union. Member States face common challenges and some States are taking the lead in addressing issues such as adequate and sustainable pensions and accessible, sustainable and high quality healthcare.

The employment rate for older workers is increasing, with the EU-27 recording an average increase of 7% over the period 2001-2007. This represents 45% of workers in the age group 55-64 (36% women and 53% men). A policy mistake of previous recessions was to use early retirement as a tool to address the tightening of the labour market. The new approach is to keep people engaged with the labour market for as long as possible.

Ageing continues to be a significant issue for member states with the population of Europe projected to fall by 48m by 2050. The population ageing effect is the most significant factor driving up pension expenditure. While many countries have increased the role of private pensions and defined contribution schemes, the Global Financial Crisis has demonstrated that these funded models are exposing future pensioners to unacceptable levels of risk.

Combating poverty is a crucial goal of the Union and member states individually. The rate of social services expenditure and cash benefits as a percentage of GDP have a direct correlation with a decrease in poverty rates. However, women continue to have worse outcomes and a higher poverty risk due to more time away from the labour market.

Member States continue to invest in social services as this is an important contribution to strengthening the growth potential and the cohesion of the their economies and societies. This will also:

- help the sector to better respond to the increasing demand for social services
- improve the quality of the services delivered
- further develop the job creation potential of the sector

The European Union continues to support high quality social services through:

- targeted action by the Structural Funds and the European Investment Bank
- encouraging exchanges of good practices and mutual learning through the Social Protection Committee
- concrete guidance tools to clarify the applicable legal framework
- a strategy for the promotion of social services quality

Technology Directions for Social Security

Perspectives on the challenges facing Social Security

Mr Martin Duggan

Director, IBM Global Social Industry Team

Technology continues to play a key role in transforming social security. Over the next decade six technology directions have been identified that that we believe will have a significant impact on social policy and service delivery development. These technologies will support and enable the business directions that organisations are considering in response to the Global Financial Crisis and their future service delivery needs beyond the crisis. These business directions include:

- Client segmentation strategies based on the diverse needs of citizens
- Choice and access to services
- Ensuring all citizens benefit from the information society
- Increasing the opportunity for professional development
- Enabling information sharing across government
- Reducing fraud and abuse through strong identity management and strong privacy legislation and policy
- Establishment of governance measures to support intergovernmental collaboration and partnerships

Collaboration Tools
Technology that fosters the creation of community value including, for example, by enabling stakeholders to be able to contribute dynamically to policy direction and service delivery approaches.

Assistive Technologies
Age, disability, language and illiteracy all stand as barriers to accessing information and participating fully in the digital age. Innovation in assistive technologies will continue to even the playing field as organisations adopt universal design approaches that improve access to service for all.

Sensors and Home Health Monitoring
Providing real-time information to ensure the safety and well-being of aged and/or disabled people while also reducing the burden on care providers. This combination of improving outcomes and reducing costs will become ever more attractive.

Decision Support Systems
Providing faster access to actionable information to support critical decisions about customers, partners and overall operations. Social sector organisations are data rich but often struggle to turn that data into actionable information to influence decisions.

Intelligent Processing
The application of risk models to improve services from both an efficiency (cost) and effectiveness (outcome) perspective. Intelligent Processing takes account of the individual, the programme and the channel of access and varies the processing to a suitable level of risk.

Intelligent Identity
Identity management has traditionally been based on cardinal documents, tokens and more recently, biometrics. Intelligent Identity is based on linking together information across many trusted sources, public and private, as a more reliable method of identity assurance, without the need for new credentials.

Aligning Social Security Systems to the Challenges of the Future

Social Security 2020 – Democracy and Governance

Mr Franz Thönnes

Parliamentary State Secretary,
Ministry of Labour and Social Affairs,
Germany

Bundesministerium
für Arbeit und Soziales

Unification and globalisation are two major challenges that Germany has addressed in the past 20 years. There have been significant structural changes as Germany has transitioned from the industrial to the services era. The manufacturing sector that was at the core of Germany's economic power now faces many challenges in a globalised economy.

Underpinning the economic transition is the welfare state. The welfare state is anchored in the constitution and is a driving force for solidarity. This approach is consistent with European integration – Europe is a social union as it is an economic union. The concept of the social state is undergoing a revival in Germany in line with the emerging European identity. The welfare state is the glue that holds society together. The Global Financial Crisis highlights the importance of the values guiding the management of the welfare state.

Social and economic developments are two sides of the same coin and they are inextricably linked. With 30% of Germany's GDP committed to social spending it is important to ensure this is well invested. However, the State can only spend what it has and social security must be made viable and stable for the future.

The challenges are huge. The fertility rate in the 1960s was 2.5, now it is 1.4. There has been a large rise in the number of single households. Further, life expectancy after retirement has increased considerably. Many of these people will need long-term care services and it is important that social security safeguards people at all phases of their life. Employment patterns are changing and the standard employment patterns of the past can no longer be relied upon. Structural change occurring in the labour market cannot and must not be stopped.

The biggest risk factor for falling into poverty is lack of work and for this reason the Government has focused on maintaining full-time employment during the Global Financial Crisis. The short-time work programme has been extended gradually from 6 to 24 months as part of the stimulus packages for the economy.

Making the welfare state safe for the future is a priority for the Government. Areas of main focus include:

- investing in children and through education and childcare
- increasing opportunities for women and young migrants to enter the labour market through integrated vocational training
- addressing income inequality
- maintaining fair pay as this demonstrates appreciation of what people do
- transitioning from labour market to retirement
- maintaining trust in the pension system and ensuring income is fair in old age

While the global financial structure is reformed, increasing domestic demand is vital to stimulating the economy. German goods and services have to demonstrate value and quality against low cost competition. Social security reform must continue in parallel as social security is a productive factor in the economy. Social security reform will never be completed and never be perfect, so government and society must keep working at it.

Cross Government Collaboration to Deliver Decentralised Effective Services - the case of Denmark

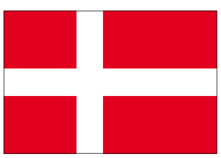
Social Security 2020 – Democracy and Governance

Mr Peter Kjaersgaard

Head of Division, Social and Health Policy KL

Mr Aksel Meyer

Head of Division, Ministry of the Interior and Social Affairs Denmark



Denmark is a Scandinavian welfare state that provides extensive coverage through a highly decentralised tax-financed welfare system. Local government reform has focused on commissioning social services through municipalities enabled by supporting e-government IT systems. Market based initiatives promoting competition have been put in place to improve performance across the 98 local authorities that deliver social services.

The Danish political culture is consensus orientated with a strong tradition of collaboration between the state and local government. Local government reform since 2007 reduced the number of municipalities reduced to 98 from 271 with an average population of 55,200 people. The middle tier of government, counties, was abolished and replaced with 5 regions with primary responsibility for running hospitals and the health insurance system.

The commissioning and financing of social services now rests solely with the municipalities. The municipalities deliver most social services but regions, non-government organisations and the private sector are also providers. A market based system enables local authorities to buy services from other municipalities. 'Citizens' Free Choice' is the catch-phrase that describes this new approach. If services are not available in a municipality, the municipality must buy the service from providers outside the municipality - this could be private sector, non-government organisation, a region or municipal delivered service.

Costs, however, have increased under this model and the focus is on how to contain costs while preserving the improved service quality outcomes the new model has enabled. Rising costs of social services present a risk to undermining all public services and is a concern for the central government. The provision of more e-government services providing better management information is seen as an important tool in managing these rising costs.

Central government is focused on ensuring a common social services gateway that enables the right service to be provided at the right price. There is a need to standardise the terminology between buyers and providers to ensure that what is asked for matches what is delivered. A public database has been developed that enables comparisons between service providers and social service activities that facilitate a better match between citizens' problems and the resources available - also designed to keep providers cost competitive.

Central government is providing incentives that enable the development of tools such as IT systems that support municipal social services delivery while preserving the principles of decentralisation. The government is providing a common language for exchanging data through standards, modelling of business processes and the definition of IT requirements.

There is a co-operative governance model oversighting these developments. Focus areas include case handling for disabilities and children at risk and the Social Services Gateway.

Social Security – Data Protection and Privacy

Social Security 2020 – Democracy and Governance

Professor Danny Pieters

Secretary General, European Institute of Social Security

E I S S
European Institute
of Social Security

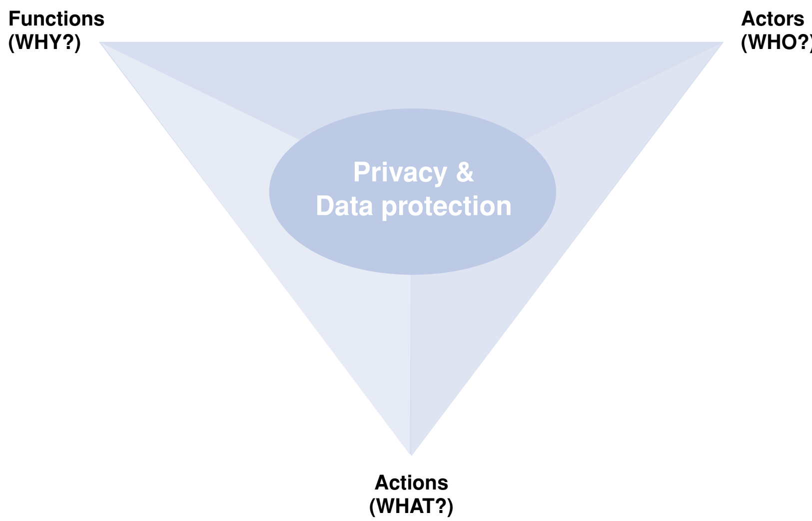
Data protection and privacy are two important aspects of modern social security administration with a considerable bearing on how services are managed and delivered. In most countries the principles are enshrined in law. Definitions and legislation vary from country to country.

For the purpose of this research, privacy and data protection is defined as the rules governing data processing in order to respect the right to privacy. Privacy relates to personal data which can be defined as any information relating to an identified or identifiable natural person. This includes direct or indirect identification, in particular by reference to an identification number or to one or more factors specific to the person's physical, physiological, mental, economic, cultural or social identity.

The question is often asked as to whether privacy driven data protection is a real hindrance to an improvement of the effectiveness and efficiency of social security administrations? To understand this question it is important to understand the privacy and data protection constraints within which the social security administrations have to operate.

The research has sought to avoid theoretical discussions and instead focus on:
- the practical challenges and opportunities
- how IT can be used without infringing and if possible, promoting data protection and the respect for privacy
- identifying examples of good practice
- identifying a number of actions or operations within the social security administrative area that show or may show relevance to data protection and the privacy of the involved persons

Privacy and data protection issues arise when combining certain actions, functions and/or actors. These aspects in themselves do not pose problems of privacy and data protection but may do so when connected:



- Functions – the Why - why are we using IT?
- Actors – the Who – who are the (natural or legal) persons involved?
- Actions – the What - how is data actually processed?

Five scenarios are being examined where social security administrators are considering privacy and data protection issues:
- Profiling for the prevention of fraud
- Screening applications to determine eligibility or other services (polyvalence and the single claim approach)
- Scanning databases for reaching out to potential beneficiaries (identifying non take up of entitlement)
- Profiling for the (re-)assessment of the determination of disability
- Giving commercial third parties (such as banks) access to social security contribution (debt) information

The research is on-going to identify examples against these scenarios that demonstrate good practice and the pitfalls in this highly sensitive and complex area of administration.

Carta Acquisti - Implementing a Large-Scale Prepaid Programme – the case of Italy

Social Security 2020 – Democracy and Governance

Mr Mattia Adani

Director Special Projects, Research and Analysis, Ministry of Economy and Finance, Italy

Ministero dello Sviluppo Economico

The Carta Acquisti is the payment of a social benefit through a prepaid debit card programme. In the current turbulent economic environment the Government of Italy wanted a quick and flexible mechanism to put cash in the hands of the people who needed it the most. This was one of the first actions of the new Government that came to power in April 2008.

The current budget for the programme is €900 m and is targeted at 1 million citizens. Low income earners (adjusted income less than €6000 per year), over 65 or with children less than 3, are paid €80 bimonthly. Real-time automatic screening of the main eligibility requirements is made at each application and before each bimonthly credit.

The card has a spending limitation and that can only be used in grocery shops, pharmacies or to pay utility bills. These limitations are managed by the card provider. No ATM withdrawal is allowed. There are additional benefits such as discounts at participating merchants (mainly supermarkets) through agreement with retailers' associations. There is a dedicated barcode on the card to automatically apply the discount. There is multichannel balance inquiry through Post Offices, ATMs, website, phone and two call centres 24/7 for information and support.

It took only five months from the time the law was passed for the programme in June 2008 until applications started to be lodged and cards were issued in December 2008. By June 2009

- 596,000 persons had been admitted to the programme
- 5.9 m purchase transactions
- €190m credited to the cards
- €164m spent by participants

Initial concerns such as usage complexity for the aged and for people that were not users of the banking system proved to be wrong. Over 90% of people in these groups activated their cards within 60 days. Concerns about "hit and run" purchase behaviour also proved to be wrong with the average purchase at €30. The screening process was effective in rejecting significant numbers of ineligible persons thereby demonstrating the integrity of the system.

As well as being delivered speedily a key feature is the cost effectiveness of the programme. A key design principle was to keep infrastructure costs low by taking advantage of existing capability in the private sector. The whole programme was founded on speed by using existing facilities and capabilities. Private sector participation was driven by corporate social responsibility and the ability to enable price variation to this price conscious segment of the market. The variable risk of the programme is held by the card issuer who makes profit through merchant transaction fees. Operating expenses are capped at 1.5% of programme funds. The Government can back out of the scheme at any time.

The programme involves a number of players – which is a potential implementation risk. 'Obsessive' communication is vital and proved to be an area where things could have been done better. Linked to this consensus building was vital. However a key lesson was also that strong leadership was required when consensus was difficult. Another lesson was that people had raised expectations on what the card could deliver in terms of overall poverty reduction and this needed to be managed through an on-going communication strategy.

Social Security 2020 - Policy Renewal

Dr. Herbert Rische

President, Deutsche Rentenversicherung Bund, Germany

The Future Development of the Statutory Pension Scheme - the case of Germany

The German statutory pension scheme was the first statutory pension scheme in the world, designed by Bismarck in the late19th century. It has been successful in providing a high and reliable level of retirement income at reasonable contribution rates and became a model for many social security systems around the world. The German statutory pension scheme has provided social and political stability, which has again been demonstrated during the Global Financial Crisis.

Reform started in the 1990s. The main objective was to adapt the pension system to the foreseeable demographic changes. As from 2012 the statutory retirement age will rise gradually from 65 to 67. This raising of retirement age is phased over 20 years which gives workers plenty of time to make decisions to invest in other pension provision. Early retirement is still possible, but with benefits scaled back accordingly.

Pay-as-you-go remains the main source of statutory pension funding. Thus the statutory pension scheme is not directly dependent on capital markets. However, the idea that the statutory pension should be sufficient to maintain a retiree's standard of living is no longer the goal. This objective has changed and there needs to be individual willingness and capability to make provision for old age beyond what the statutory tier can provide. In Germany workers need to build their desired retirement income from different sources.

The most significant reforms were made in 2001. The Riester reforms (named after the then labour minister) changed the monolithic system of old-age provision to a genuine multi-tier system A key aspect of the reform, which came into effect on January 1, 2002, is to supplement pay-as-you-go financed pensions with funded pensions. Riester pensions can be occupational or personal pensions.

Importantly, there are incentives to encourage people to make such provisions – tax breaks for the better-off and subsidies for the poorer members of society. The reforms aim to achieve three main objectives:

- sustainable contribution rates
- the long-term stability of pension levels
- the spread of supplementary private pension savings throughout the population

The decline in the value of statutory pensions is expected to be offset by these supplementary funded private pensions. Thus, the pension gap created by the reduction of the replacement rate in the statutory pension will be closed.

Within these reforms, workers need to be educated on how to make pension investment decisions during their working lives and this emphasis on provision of information is a very important role of DRV in the future. To assist workers in this task we provide an annual statement detailing their projected entitlements in the three tiers of pension provision.

Two areas where more reform is needed are:
- invalidity pensions - complementary and supplementary schemes are required
- pensions for self-employed and freelance workers – changing work patterns result in workers not having appropriate levels of statutory protection

Social Security and Social Services 2020: Managing Through Turbulence, Delivering for the Future - the case of USA

Social Security 2020 - Policy Renewal

Mr Jerry W Friedman

Executive Director, American Public Human Services Association

APHSA is the trade association for U.S. public health and human service CEOs. It is a private, non-profit, non-partisan organization with a 79-year history. Every state in the United States is a member as well as local (county and city) government, individuals, industry partners and ancillary members. The primary association activities are to:

- influence public policy – do the right thing
- improve practice – do it right
- communicate issues and outcomes – convey the right message

The past several years witnessed a serious breakdown in intergovernmental relations that negatively affected human services delivery. This came at a time when the need for services is increasing. For example, more than 34 million people now rely on food stamps, which is the highest level in history. Other needy populations are profoundly underserved. The 0-3 year age group constitutes 4.2 percent of the U.S. population, but attracts only 2.1 percent of social spending. States are under severe financial pressure in part due to their antiquated tax structure, depleted assets and inability to accrue deficits. One-third to one-half of state and local budgets is spent on social services. This year, a total of forty two states have reduced their enacted budgets, compared with thirteen in 2008 and three in 2007.

The change of administration in Washington has signalled a more collaborative, supportive and transparent working relationship, which has been well received by APHSA's members. There is a sense that positive momentum is building as much of the human service leadership is being appointed from within the ranks of the association. To help with this process, APHSA developed the Focal Point Transition Plan, which addresses child well-being, economic services, health care and federal state relations. The inclusion of significant increases in human service funding in the stimulus package acknowledges both the counter-cyclical and stimulative nature of the investment. APHSA members are addressing the challenges related to the need to spend this new money rapidly, appropriately and accountably. The focus is on job creation and widening the safety net in a manner that acknowledges the time limited nature of the program.

Additional APHSA goals in working with the new administration are the development of:

- business reference models
- prevention and wellness strategies
- client outcome measures

APHSA believes that human service is an honorable profession that is reliant on leaders who embrace passion, commitment and a sense of partnership. In administering social service programs, the following areas of consideration are recommended to guide the process:

- embrace service integration strategies that are client-centric, not program-centric
- expand community partnerships and volunteerism
- leverage technology and new automation tools for program efficiency and better data
- focus on prevention and wellness strategies – you save 100 percent of what you don't have to spend
- prudent management – this huge public investment needs to be managed wisely
- adopt consumerism and client choice
- incorporate quality control at all levels – waste, fraud and abuse damages programs
- implement a return on investment approach – demonstrate the cost benefits of human service provision
- invest in the workforce – our strongest asset
- always maintain the client focus – don't forget why we are here

Integration of Social Protection Policies into the National Development Agenda - the case of Dubai

Social Security 2020 - Policy Renewal

Dr Maryam Matar

Director General, Community Development Authority, Dubai

GOVERNMENT OF DUBAI

Dubai is located on the Arab Gulf coast of the United Arab Emirates (UAE) and shares borders with Abu Dhabi, Sharjah Emirates in UAE and Oman. Dubai GDP growth was recorded at AED 198 billion in 2007. Dubai is expected to record the highest population growth rate in 2009 of 7.8% to reach total population of 1.722 million. Dubai is a cosmopolitan city with over 190 nationalities represented.

The Dubai Strategic Plan (DSP) 2015 sets out the strategic direction for social development complementing the economic development of Dubai. The DSP represents a paradigm shift from social welfare to sustainable social development.

The DSP identifies seven core aims for social development in the following areas:

- quality and availability of social services
- national identity and improve community cohesion
- improve nationals' participation in social and economic activities
- quality and availability of education
- quality and availability of healthcare
- working environment conditions
- cultural environment

The Community Development Authority (CDA) was established in 2008 to achieve the social development goals with a mission to continuously elevate national standards, through an integrated system of policies and quality services for everyone. The CDA approach is research and data driven. The current social services provision is one that has evolved out of serving population need and the humanitarian efforts of service providers. Some services overlap, others fall short, and people in need often fall through the cracks as there is no comprehensive planning for the sector. CDA is charged with developing a planned approach to improve coherence and consistency. Qualitative reports of increasing social needs are there, but there is a lack of quantitative data.

The Dubai First Social Study (DSS1) was conducted in 2007-2008 to provide an evidence base for the CDA Strategy (2009 - 2011). The study identified the nature and prevalence of social needs and issues in Dubai. The study developed a baseline for community well-being outcomes addressing social inclusion, social protection, and social empowerment.

Research is the first step to developing the social strategy by identifying policy and social services gaps within Dubai. The development of social policies will be designed to complement the economic growth for Dubai. Regulating and building social work capacity in Dubai both at institutional and service level is key for sustained social development. A business objective is to provide a response to social needs across the life span of individuals in an integrated manner through proactive research, timely social policies and high quality social service delivery.

Policy Responses to Short Term Demands and Longer Term Changes - the case of UK

Social Security 2020 - Policy Renewal

Mr Ian Moss

Head of Strategy Unit, Department for Work and Pensions, United Kingdom

One of the commitments of the Department for Work and Pensions is to eliminate child poverty. A leading factor of child poverty is joblessness within the family unit. The Global Financial Crisis and the resulting recession is placing additional focus on achieving this commitment.

The current recession is severe but there are some indicators that the pace of decline is now slowing. Unemployment has risen sharply from a low base after an extended period of strong economic growth. The recession is resulting in a rapid increase in on-flows to unemployment benefits. It is worth noting though that there continue to be off-flows - people are still finding jobs although at a lesser rate than that at which jobs are lost. The point is that the basic process is sound and is working.

When the recession is over there will remain a long tail of unemployment. Evidence from the past highlights the need for high GDP growth for a sustained period for the stock of unemployed to fall back to pre-recessionary levels. So far rising unemployment has not been matched by an increase in 'inactive' benefits such as incapacity benefit – and this is positive. At present young and unskilled workers are the most affected by unemployment and the Government is committed to active labour market policies to keep these people in touch with the labour market.

The Government is therefore investing in additional employment support to reflect the nature and severity of the current economic climate. Nearly £5 billion of extra investment has been made, mainly through Jobcentre Plus to give job seekers access to a wider package of support including:

- more support on day 1 of unemployment
- a new package of measures to support those still unemployed after 6 months
- a guarantee of work or training for all 18-24 year olds reaching 1 year's unemployment, worth £1.1bn and aimed at creating around 150,000 new jobs
- doubling of the Jobcentre Plus 'Rapid Response' service - addressing large scale redundancies and personalised services

DWP will focus on four areas of improvement to ensure value for money outcomes resulting in potentially a single, personalised conditionality and support regime covering:

- conditionality – meeting obligations to receive benefits
- simplification – rationalising and re-structuring programmes
- support – flexible new deal and pathways to work integrating employment and skills
- partnership/empowerment - local/national and private and voluntary sector contracting

The Change Programme is designed to transform the quality of customer service and drive up the efficiency of service delivery. Components of this strategy include:

- more internet self-service and less telephone contact
- automation to drive out paper processes
- use of risk based predicative analytics in verification and screening for benefits
- reducing duplication across government
- investing in the change capacity within DWP to address the efficiency challenge.

Future Proofing Social Security Service Delivery - the case of Australia

Social Security 2020 – Service Delivery Renewal

Ms Carolyn Hogg

Deputy Chief Executive Officer,
Centrelink Australia

Centrelink is the Australian Federal Government's service delivery agency for income support payments. Service delivery reform has been a defining characteristic of the Centrelink model since its establishment in 1997. With an ageing population, time poor working families and a workforce expected to suffer skills shortages in the near future, Centrelink is reforming the service delivery model to meet these challenges. The new service delivery model will move beyond the traditional "one size fits all" approach to service offerings tailored to individual circumstances according to social and compliance risk.

While the Global Financial Crisis is severely impacting Australia, the economy remains comparatively strong amongst industrialised nations. The government's finances are under pressure and Centrelink, as a budget funded agency is expected to meet the challenges of rapidly rising unemployment and other service demands while delivering efficiency dividends back to Government.

The Productivity Initiatives Programme (Programme Polar Bear) will advance the service delivery reform agenda while delivering efficiency dividends in an environment of growing demand. The programme is designed to create an efficient, quality service for Centrelink customers, balanced against what is affordable. The programme is organisation wide. There is a balance between responding tactically at the same time as planning and positioning for the future - the Global Financial Crisis has not changed the business fundamentals nor the underlying demographic challenges. Interventions include risk management embedded within business processes, automation, virtual national work queues and immediate access to electronic customer files to improve decision making.

Digitisation is at the heart of the technology investment needed to enable the reform agenda. By capturing information from customers and third parties – such as paper, internet, fax and then converting evidence to a common electronic format, many transactions can be fully automated. Where staff intervention is required, work can be immediately routed electronically to the next available officer with the right skills, wherever they are in the country.

The business efficiencies found in call centre operations through virtualisation can be extended across the entire network.

The service delivery reform priorities for 2010 and beyond are

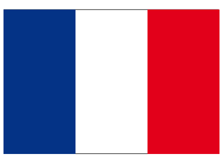
- increase the uptake of online self services across all programmes
- develop a new service model to meet the needs of the retiring baby boomer generation
- enable time poor working families to get information and to interact with government in the manner that best suits them
- provide integrated place based services involving other government agencies and levels, non government organisations and the private sector, to address pockets of long term social disadvantage

Providing Social Protection for Unemployment – Protecting the Programme Against Loss - the case of France

Social Security 2020 – Service Delivery Renewal

Mr Mohammed Benoumechiara

Director of Risk Management, Pôle Emploi, France



Fraud within the social sector in France is estimated at 1.7% to 2.3% of GDP. Pôle Emploi is taking a national approach to prevent fraud. The objectives of the fraud prevention programme are based on five core elements:

- Prevention
- Detection
- Investigation
- Sanctions and Prosecution
- Debt Recovery

Pôle Emploi employs 45,000 staff and is the French governmental agency which registers unemployed people, helps them find jobs and provides them with benefits. In December 2008 it was formed from a merger of ANPE (job search) and Assedic (benefits) in order to improve services to jobseekers and companies.

Pôle Emploi's mission is to:
- monitor and evaluate the labour market
- register and support jobseekers
- collect and evaluate labour market statistics - eg compensation levels of job- seekers
- provide (insurance based) payments to jobseekers

To address fraud Pôle Emploi is adopting an enterprise approach and has:
- developed a professional team of auditors focused on preventing, detecting and investigating fraud
- developed monitoring systems, tools and processes
- conducted fraud awareness training and an organisation learning programme based on incidents
- collaborated with internal and external agencies
- developed a communications strategy to create a strong deterrent effect
- instigated a cultural change programme within the organisation
- supported and assured the national piloting of initiatives through maintenance of close working links with every region - including the use of specific software tools and business management techniques such as entity analytics and identity management

Pôle Emploi is engaged with other government agencies in a national effort to raise awareness and combat fraud across the social sector, and is specifically working with the national retirement pension organisation (CNAV) to implement a national identification number. This activity is focused on detection of employers that engage in contribution avoidance through falsification of information and collusion. The public can report suspected cases of fraud via a website.

Social Security 2020 – Service Delivery Renewal

Mr Tom Grzymski

Associate Commissioner, Social Security Administration, USA

Moving to Seamless Processing - the case of USA

Since the Social Security Administration was established over 70 years ago it has been at the forefront of automation. The evolution from manual processing, through mainframe based computer systems to the web-based systems of today, has delivered increased accuracy and significant productivity benefits.

Ongoing automation has been core to achieving the mission of the Social Security Administration (SSA) which is to advance the economic security of the nation's people through compassionate and vigilant leadership in shaping and managing America's social security programs. However the evolutionary path of automation is now at risk as the work performed and the supporting IT systems have become siloed within individual benefit programs. Each benefit program is supported by a different era of technology development and as a result the integration of data and processes needed for a citizen centred service delivery model, has become very complex.

The next major leap forward in automation requires a new approach - a seamless approach. The seamless approach focuses on business functions of high value such as the claims process. This approach recognises that the siloed programs overlap and that business functions and processes naturally occur and repeat across programs. To identify where these overlaps occur a three tier analysis and design approach has been adopted. The tiers are:

- Component Business Model (CBM) – high level view of business functions
- Business Process Management (BPM) – overall framework for business process modelling
- Service Orientated Architecture (SOA) - creation and re-use of services

This approach identifies business components that are common across programs - for example claims. The Business Process model will identify that this component is a key part of a number of business processes. In an SOA environment, a technology service will be built once for claims that can be re-used many times by the business processes. Subsequently, maintenance and updates are performed once, for example, to the Debt Collection service and not multiple times across multiple business applications. Cost, time and risk are reduced with this approach.

This is a significant departure from the past and getting buy-in takes time and effort. There have been several lessons learnt including:

- Business ownership is key – this is not just an IT problem
- Executive and enterprise-wide support is critical – this requires thinking beyond traditional program lines
- Secure resource commitments - major changes need significant investment
- Understand the implications before starting – the changes will be profound
- Communicate the vision – this generates buy-in

The claims process is the first business area analysed using this approach. The deployment of a new integrated claims process is planned for 2010/11.

Social Security 2020 – Service Delivery Renewal

Mr Reegan McCullough
(delivered on his behalf by Mr David Preston)

Government of Alberta, Canada

GOVERNMENT OF ALBERTA

An Agency Wide Approach to Managing Clients - the case of Canada

The Government of Alberta implemented a service review of social based assistance to all Albertans, which included a focus on improving service accessibility, reducing gaps and overlaps between programs, streamlining transitions between programs and enhancing client outcomes. There are four major ministries involved in the different aspects of social services delivery, viz:

- Alberta Employment and Immigration
- Alberta Children and Youth Services
- Alberta Seniors and Community Supports
- Alberta Housing and Urban Affairs

The Government set out to develop a more collaborative and coordinated business approach that is citizen centric. The Social-Based Assistance Review (SBAR) examined the current state of social policy and service delivery and defined guiding principles for the provision of social services. The guiding principles are:

- fair and equitable
- responsive
- needs-based
- preventive and proactive
- integrated and aligned
- sustainable and transparent

Implementing services based on these principles facilitated the need to create a new delivery model that:

- puts the citizen at the centre of policy definition and service delivery design
- reduced gaps in programs, simplified access and focused on improving client outcomes
- fostered collaboration across ministries to improve service delivery
- created a "common front counter" that would provide Albertans with relevant, consistent information and access to all programs

The Common Service Delivery Initiative will enable the vision to improve Albertans' access to social-based assistance services and information, engaging them in management of their well-being and improving the integration of service delivery across programs.

The Common Service Delivery Initiative provides an umbrella approach that aims to develop a collaborative service delivery model across the four major ministries. The initial cross-ministry program explored for this approach was 'health related supports' which was the test case to understand the early realisation of citizen benefits and the viability of the overall vision and strategy. This work will be followed by the development of the common business processes to support a common front counter for the four ministries.

While the Common Service Delivery Initiative is in its early stages, it will deliver extensive benefits for citizens through self-management, improved channel choice and service quality enhancements through information and data sharing.

A new collaborative case management system, operating within all agencies, will be built using Cúram, a social enterprise management solution.

The International Social Sector Forum Series[3]

The International Social Sector Forum (ISSF) series was initiated in Tokyo in September 2004. After three successful events in Tokyo, the series moved to Europe in 2006. The series opened in North America in 2007 when ISSF 5 was held in Baltimore USA, co-sponsored by the Burton Blatt Institute.

The series is now an annual event in Japan and is focused on contemporary social issues facing Japan. International experts are invited to Japan to share their experience with a Japanese audience. The European and US based events are targeted at the wider international social sector community.

The ISSF series has brought together senior executives from leading social sector institutions, academia and multi-lateral international agencies along with IBM's industry experts, to discuss and debate a range of contemporary issues facing the social sector under the following themes:

- ISSF 10: Social Security and Social Services 2020: Managing through turbulence, delivering for the future – Berlin, June 2009
- ISSF 9: Social security reform enabled by service delivery innovation.– Tokyo September 2008
- ISSF 8: Crossroads: Addressing the Human Services Needs of Immigrant and Migrant Populations – Washington, September 2008
- ISSF 7: Dynamising Social Security – Brussels June 2008
- ISSF 6: Client Centric Service Delivery for the social safety net – Tokyo September 2007
- ISSF 5: Emergency Response – the role of Human Services Agencies – Baltimore, June 2007
- ISSF 4: The Social Sector: Meeting the challenges of a changing society through innovation: Rome – Oct 2006
- ISSF 3: Toward the Active Society – the challenges of an Aging Society: Tokyo July 2006
- ISSF 2: The Social Sector in the 21st Century: Tokyo – Oct 2005
- ISSF 1 : Social Programme Delivery through Collaboration: Tokyo – Sept 2004

[3] Social Sector is used in the ISSF title as a generic industry term. The terms Social Services and Social Security have different interpretations in Europe, the US and in the Asia Pacific region. The event title may incorporate Social Services or Social Security depending on the geography the ISSF is conducted.

Participating organisations at ISSF 10

Organisations that attended the ISSF 10 event:

- APHSA (American Public Human Services Association,) America
- Augarten, Krankenanstalten Betriebs-und Verwaltungs-GmbH, Austria
- Australian Department of Veterans' Affairs
- Bundesagentur für Arbeit, Germany
- Bundesministerium für Arbeit und Soziales, Germany
- Service Canada, Canadian Federal Government
- Centrelink, Australia
- CNAMTS (Caisse Nationale de l'Assurance Maladie des Travailleurs Salaries), France
- Community Development Authority, Dubai, United Arab Emirates
- Cúram Software Ltd, Ireland
- Department for Work and Pensions, United Kingdom
- Department of Social Development, South Africa
- Deutsche Rentenversicherung Bund, Germany
- Directorate of Labour and Welfare (NAV), Norway
- EISS (European Institute of Social Security), Belgium
- Embassy of Japan/Ministry of Health, Labour and Welfare
- European Commission, Brussels
- HUMANOMED Krankenhaus Management GmbH, Austria
- IGS GmbH (Informatik fuer Sozialversicherungen), Switzerland
- IPMIT (Institut za Projektni Management in Informacijsko Tehnologijo), Slovenia
- ISSA (International Social Security Association), Geneva
- KL - Local Government Denmark
- Ministry of Economy and Finance, Italy
- Ministry of Labour and Social Affairs, Czech Republic
- Ministry of Labour, Family and Social Protection, Romania
- Ministry of Social Affairs and Services, Israel
- Ministry of Social Development, Trinidad & Tobago
- Ministry of the Interior and Social Affairs, Denmark
- MSA, France
- Mutualité Française, Paris
- National Insurance Institute of Israel
- NHPSI, (The National House of Pensions and Other Social Insurance Rights), Romania

- OECD (Organisation for Economic Co-operation and Development), France
- Pensionsversicherungsanstalt, Austria
- Pole Emploi, France
- Public Employment Service, Austria
- RKW-ONAFTS-ZFA(Rijksdienst voor Kinderbijslag voor Werknemers), Belgium
- Spitzenverband der Landwirtschaftlichen Sozialversicherung, Germany
- University of Ottawa, Canada
- University of the West of England, United Kingdom
- United States Social Security Administration

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