

3. Accuracy of MI

- 3.1. [REDACTED] S40(2) introduced this agenda item which is to outline the current position and discuss confidence in MI. Feb & March SDRs have not yet been signed off. To also discuss pre and post mitigation as this area remains unclear as reports are not aligned between DWP and Capita. DWP extended an offer to Capita for DWP MI Teams to spend time with Capita MI Teams.
- 3.2. [REDACTED] S40(2) explained the underlying reason for reporting issues. Background, CRM switched from version 2011 to 365, Capita explained since the transition the data fields did not map across exactly, whilst the majority of data fields are the same in some areas there are differences. The data mapping identified some issues such as workflow issues.
- 3.3. New referrals went into the new CRM system, and Capita migrated all the old data across to the new CRM. However, cases did not map across completely cleanly which meant unexpected outcomes with data and reports. [REDACTED] S40(2) assured DWP the new CRM underwent robust testing.
- 3.4. Capita have undertaken a data integrity exercise to compare and contrast data.
- 3.5. Capita are confident all data is now mapped across correctly, where there were inaccuracies these have now been corrected. Data is considered to be cleansed and now providing the correct outputs. Capita are solely now using the [REDACTED] S43 of CRM.
- 3.6. Capita to summarise their findings in a report which will also outline actions. This report to be shared with DWP and its purpose is to provide assurance to DWP regarding the integrity of the underlying data [REDACTED] S38. [REDACTED] S40(2) indicated this report will be available towards the end of May 2019.
- 3.7. Capita requested a conversation with DWP around an agreed understanding of the MI / historical calculation to agree definitions which they asked to be formally documented for governance purposes. [REDACTED] S40(2) agreed to plan a meeting towards the end of May whereby respective teams get together to discuss. [REDACTED] S38
- 3.8. Capita confirmed they have introduced more robust validation checks in advance of MI submission involving business owners and Business Assurance in advance of sign-off from [REDACTED] S40(2) Capita recognise and acknowledge DWP concerns.
- 3.9. Capita has scrutinised March data and confirmed methods of calculations are wholly accurate.
- 3.10. [REDACTED] S40(2) asked about the mitigation analysis linked to historical action point [REDACTED] S38. [REDACTED] S40(2) is now leading on this area. Currently mitigation reports provided by Capita are not aligned to DWP mitigation reporting. There was no further update to share, however, [REDACTED] S40(2) will follow up with [REDACTED] S40(2) immediately after LPG. [REDACTED] S40(2) explained the position since [REDACTED] S40(2) left the team – until that time reports were pre-mitigated. Since then it has moved to post. The mitigation report comes directly from CRM. This issue will be addressed in the meeting detailed in paragraph 3.7.
- 3.11. [REDACTED] S40(2) asked about the 2017 consistency MI issue that was identified through this exercise. [REDACTED] S40(2) explained there was an error which has been identified as a result of historic calculations. Capita provided assurance explaining SQL files had been reviewed and nothing material has arisen through this investigation.
- 3.12. [REDACTED] S40(2) asked for clarity of dates for the reliance of [REDACTED] S43 CRM data. Capita confirmed the proposed target is to close the project by the end of next week and are confident that the report will be provided by the end of May 2019.

4. Clinic Utilisation Plan

- 4.1. [REDACTED] S40(2) introduced this session, the objective of this plan is to move towards a assessment centre clinic closure rate of 65%.

- 4.2. To achieve this, Capita discussed the following initiatives – a full review of PIP estate, implementation of new processes at IR stage, reconfigure scheduling systems, work closely with ECA to promote clinic appointments & pilot new appointment times.
- 4.3. The review of Capita's estate identified it does not necessarily match the referral forecast volumes. This may result in new locations opening and also some closures.
- 4.4. █████ S40(2) spoke about the Derby example, for a 80% clinic utilisation this location would require 5 rooms and at the moment Capita utilise 12 rooms in this location. The means claimants from neighbouring counties and within 90 minutes travel are asked to travel to Derby assessment centre. This work has identified Derby Victoria will close in the future, Capita will reopen their smaller clinic in Derby Gower St and open another location in Leicester – this will minimise claimants need to travel.
- 4.5. Capita confirmed they will not open any estate with non-ground floor.
- 4.6. Capita have looked at the IR process. Auto-scheduler currently schedules to home, clinic or either. On a daily basis the scheduler fills clinic appointments first and then backfill home cases. Capita to reconfigure their auto scheduler to enable clinic appointment to be allocated one week ahead of any home appointments being allocated. DAs will be rota'd by room.
- 4.7. █████ S40(2) explained the claimant travel times. Capita have reviewed every postcode in LOT2 and have limited the clinics claimants can travel to a maximum of 2 instead of up to 8 resulting in claimants being seen in their area.
- 4.8. Capita explained how they will empower ECAs to change the location of an assessment to clinic if requested (for those cases currently locked to either). █████ S40(2) asked about scripts ECA will use. █████ S38
- 4.9. █████ S43 and last appointment █████ S43 create the most FTA. Capita proposed to new assessment times at █████ S43 through to █████ S43. DAs are keen to trial this initiative.
- 4.10. █████ S40(2) proposed a pilot in Birmingham which will see a shorter time duration between assessments from █████ S43 to █████ S43 for their most experienced DAs. Capita did not anticipate this trial will have any impact on write up times.
- 4.11. █████ S40(2) added █████ S43 is realistic clinic utilisation – this will give allowance for FTA and cancellation. Capita expect a trajectory of 10% increase in 2019 with a further 10% in 2020 in FTA and cancellations.
- 4.12. CRM has delayed the rollout of the new postcode files and auto scheduler. Capita postcode cropping will be implemented w/c 6th May 2019.

5. Continuous Improvement Plan

- 5.1. █████ S40(2) introduced herself as she has taken this lead area over from █████ S40(2) and is supported by █████ S40(2). █████ S40(2) spoke about current initiatives and future plans. █████ S40(2) will work closely with █████ S40(2) as her lead is CI within the CHES PIP Team.
- 5.2. █████ S40(2) added Capita focus on what is driving dissatisfaction in the various stages of the journey and explained Capita CI are now capturing all activity including customer service, claimant satisfaction and complaints into one CI plan. Initiatives will also be discussed during Tripartite Claimant Satisfaction Meetings and DWP CI Lead.
- 5.3. Current CI initiatives include:
- Continue to work on areas of support and improvement for Enquiry Centre Agents and Team Leaders to improve call handling and customer service.

- All Capita PIP ECA's will receive a 1-day training course on vulnerable call handling. This training will be delivered by the [REDACTED] S38/S43 over the next Quarter.
- Delivered deaf awareness training and basic sign language to receptionists in West Midlands.
- Continued Stakeholder engagement to ensure key pressure points are identified and potential fixes are instigated.

6. Capita Performance Update

- 6.1. [REDACTED] S40(2) and [REDACTED] S40(2) provided an update linked to Hot Topics from Stakeholder Forums.
- 6.2. [REDACTED] S40(2) provided an overview of Stakeholder Meetings hosted by Capita along with detail of individual meeting with [REDACTED] S38/S43. Capita also provided an update of events planned in the next quarter.
- 6.3. Linked to the claimant tripartite meeting Capita have rolled out and developed 'Dotmocracy' – this initiative asks stakeholders "What would you like to change or improve in the PIP assessment process?" Information will be used to inform any improvements Capita can make to services. Preliminary result indicate Stakeholders identified 6 key areas where they would like to see improvements, these areas include Face-to-face consultation, Reports, Appointments, Communications, DA knowledge, Appeals. Further analysis will be available towards the end of June.
- 6.4. Capita continue to promote the take up of PIP Videos during Stakeholder Forums.
- 6.5. Further to [REDACTED] S40(2) suggestion [REDACTED] S40(2) to consider if LPG agenda should be changed to align CI & Hot Topics from Stakeholder Forums in the same month [REDACTED] S38

7. CHES Performance Review – LOT2 Performance for March 2019 Performance:

- **Referral / Intakes** – 25,023, referrals in month are higher than recent months.
- **SLA12** – 0.8%, target met. Capita added the previous spike was linked to CRM.
- **NR FTA** - 10.8%. This is linked to CRM issues filtering into early March.
- **SLA8b** – 64.9%. Capita anticipated this downward trend linked to CRM, Capita have now returned to within SLA.
- **SLA4a** – 81.9%.
- **NR cases over 40 days** – [REDACTED] S40(2) asked about the trajectory. [REDACTED] S40(2) asked if there is no trajectory plan how will DWP will be aware if the achievement of this improvement is at risk [REDACTED] S38
- **NR PBR Rate** – March performance is 5.8% and the SDR has been revised to show February performance as 5.7%.
- **SLA1** – Target achieved with 2.7% in month and 3% rolling 3-month. PIPAT mobile mitigation ended in the middle of April 2019. [REDACTED] S40(2) explained DAs were fond of this system. Capita will closely monitor to ensure there is no spike as a result of withdrawing this IT programme.

Total pre-mitigation service credits were £[REDACTED] S43; including a No-Pay Amount for SLA1 amounting to £[REDACTED] S43. Total SLA1 No Pay plus Service Credits = £[REDACTED] S43.

Capita agreed signoff notwithstanding any other changes arising.

- 7.1 [REDACTED] S40(2) explained two Capita analysts are looking at the February data which will be resubmitted to the department within a week. [REDACTED] S40(2) was comfortable with this timeline.

7.2 [REDACTED] **S40(2)** mentioned an issue with complaints data. The start date of complaints had been calibrated incorrectly. A zero date had not been input. 22 cases are outside of SLA 20 days. The team expect to be back on track by the end of May 2019.

8. DWP Operations and OED Update

- 8.1. There was no DWP Ops update. As the date for LPG was changed a rep was not available.
- 8.2. OED shared a written update with [REDACTED] **S40(2)**. The team are impacting changes to the PIP linked to state pension aged claimants. OED have been working with behavioural insight colleagues to focus on encouraging claimants to report changes of circumstances. OED are also working closely with DWP work coaches to enable them to better understand what disability services are available.

9. AOB

- 9.1. DWP extended Operating Hours. [REDACTED] **S40(2)** informed Capita opening hours are extended to 8am to 8pm from October 2019.
- 9.2. Plastic Wallets. Systems are in place so that the MOU share recycled wallets with Capita. A review will take place in July. Capita to continue to use [REDACTED] **S40(2)** as the contact to order new wallets when required. It is hope these safeguards mean Capita will not run out of plastic wallets in the future which have had previously had impact on the claimant journey.
- 9.3. Welsh language line. Capita to share stats and recruitment progress [REDACTED] **S38**. Go live with the easement was 17.04.19 for 8 weeks.
- 9.4. [REDACTED] **S40(2)** is on leave following LPG which will result in action point/minutes being delayed. [REDACTED] **S40(2)** took attendees though their actions to avoid further delays.

Next Meeting: [REDACTED] **S38**

Contact: [REDACTED] **S40(2)**

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