Department for Work & Pensions

Minutes

Title:	PIP Independent Assessment Services (IAS) Lot Performance Group meeting (Lot 1 and Lot 3)
Date:**S38**	███████████████████████
Location:**S38**	███████████████████████
Chair:**S40(2)**	██████ ███████████████
Attendees:**S40(2)**	██████████ ███████████████
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Observer:	██████████ ████████████
Notes:	██████ ████████████

1. Welcome and Introductions

1.1. ████**S40(2)** thanked everyone for attending the meeting.

1.2. Minutes agreed.

2. Action Points

2.1. ████**S40(2)** went through all the outstanding action points (see Action Point Log for further details of all outstanding actions).

3. IAS Performance Update

████**S40(2)** provided an update on Recruitment, Absence and Attrition since the last LPG:

3.1. **Recruitment:**

3.2. Recruitment for April was ████ **S43**, slightly under target.

3.3. Feedback from ████████ **S43** RCN event; 97 leads, 67 not contactable, 17 not suitable, 2 placed.

3.4. Review meeting with ████ **S43** to consider priorities. ████ **S43** focus, team size remain the same with aim for 80 placings per month. Team experience is developing and expectation that this will help with more effective recruitment. Key roles and locations have been identified and steer to ████ **S43** for particular focus/priority on these (hot spot areas).

3.5. Sickness down from last month to 11.8% overall. FO Clinical reduced to 13.8%. ██████**S40(2)** noted that this appeared to be down to a greatly improved mobile pool
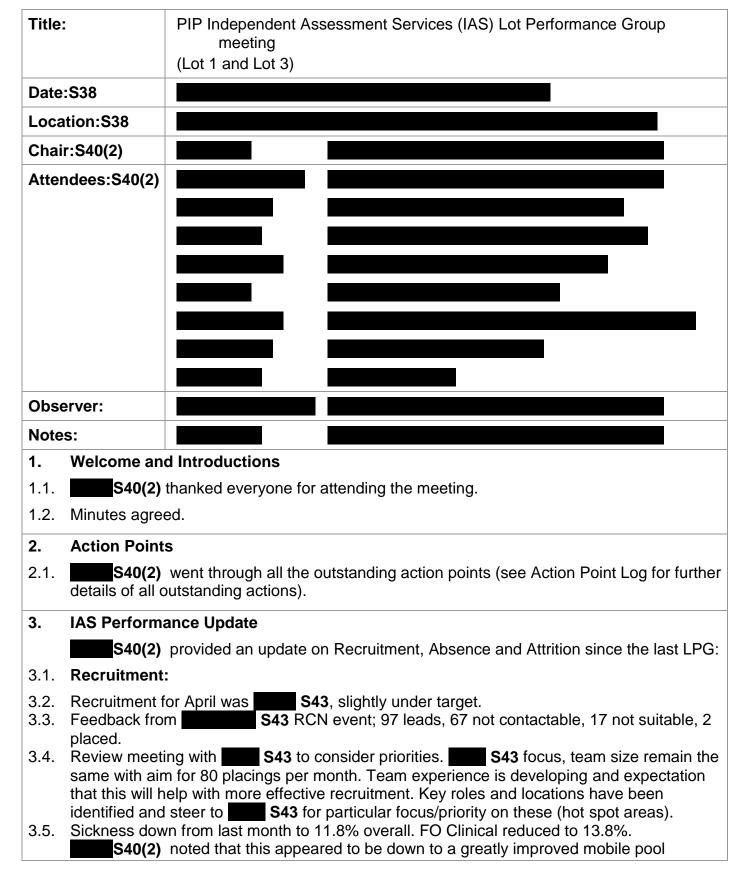
sickness figure (down to 5%), and questioned what drove this improvement. Noted that FO Clinical was 14.4% in Lot 1 (down from 14.8%) and 13.8% in Lot 3 (down from 14.3%).

3.6. Support for staff continues to be a focus, and also includes a review of OH adjustments. **S40(2)** confirmed that this was a review to consider what further support could be offered and also whether short term adjustments should remain. Discussion as to whether removing reasonable adjustment may drive future attrition.

3.7. Sickness reporting has also been improved to allow for greater clarity of conditions and support improved data gathering/interpretation e.g. clarifying whether conditions are considered to be driven by work based or personal circumstances. IAS continued to deliver sick absence management training.

3.8. Attrition; 21 rescinded staff notices following 'save' calls. Reporting and data gather also improved, but attrition rose to **S43** in April. **S40(2)** observed that the pattern appeared to be that attrition is high following months where recruitment had been good, and therefore whether attrition or recruitment issues, net growth was not being delivered as profiled.

3.9. Observed that in in April, the bulk of leavers were <6 month in the business and / or 'not approved', and though 'voluntary' leavers, this was often driven by failing performance and so pre-empting 'involuntary' interventions.

3.10. **S40(2)** outlined how this pattern reduced confidence in IAS net growth future assumptions (further discussed during performance).

3.11. **S40(2)** and **S40(2)** spoke about the current review by **S43** (consultants), including a project looking at all aspects of HR performance processes and DA performance to identify opportunities and also reviewing IAS' "marketplace attractiveness". Updates were due next week, so further update to follow at next LPG

3.12. **S43** data being reviewed to identify lessons from high performing candidates and how this could feed in to future recruitment and training to improve quality and retention.

3.13. **S40(2)** noted that the **S43** data has been long trailed but yet to see any improvements resulting from the data, and whether these were likely to be seen soon.

Performance / Forward Look

S40(2) led the session.

3.14. **S40(2)** noted that intakes were down by some 18,000 from the January plan (*NB – subsequently clarified that this relates to Summer 18 volumes and not the volume commitments issued in January or revised plan*), outlining that the reduced volume had reduced IAS productivity in some areas, particularly back office work, where an addition 2,500 PBR would have potentially been deliverable (particularly as the reduction was in the FPR volume, with a higher PBR likelihood).

3.15. IAS have been reviewing hot-spot areas (which will be an update for CDB), targeting actions to areas of greatest concern. Examples were given for ____, ____ and **S43**, where over-recruitment was underway to mitigate attrition risks and additional estate developed to accommodate the additional staff. **S40(2)** questioned the likelihood of achieving these additional numbers given the challenges of recruiting, but IAS (**S40(2)**) reassured that these recruitment levels were achievable in these areas.

3.16. **S40(2)** also advised that 16 BO DAs had been moved to FO duties as less work available in the BO.

3.17. **S40(2)** talked through how IAS are tracking SLA4a performance against a number of time boundaries (45 days, 50 days) and seeing performance improving. Whilst SLA4a achievement has moved to the right, Lot 3 is over 85% and IAS envisage lot 3 achieving 70% to 75% by end of June and 80 to 85% by end of July.

3.18. With regard to aged cases (>55 days), **S40(2)** advised that all cases would be reviewed by the end of June and all actions with IAS control undertaken). **S40(2)**

clarified that this meant that cases over 55 days at the end of June would there be claimant unavailability or result of IAS capacity issues therefore.

3.19.   **S40(2)** noted that previous spikes in referrals had subsequently led to aging cases (40 days later) but that volume profiling shows that no such issues will impact in coming weeks.

3.20.   **S40(2)** also advised that IAS plan has been revised twice since April, with a further update change to be reflected in the CDB pack (next week).

3.21.   **S40(2)** repeated the concern that ultimately delivery was reliant on sickness, attrition and recruitment and that the IAS plans for net growth appeared unachievable based on historic performance, which was well below the profiles for the remainder of the year. **S40(2)** asked what opportunities there may be for IAS to provide further reassurance to DWP/LPG that the profiled improvements were reasonable and deliverable; e.g. DWP being closer to the recruitment discussions between IAS and **S43** or performance reviews with supply chain. **S40(2)** agreed to respond following discussions with senior leadership team.

3.22.   **S40(2)** offered an in depth review of the IAS volumes model, possibly a 1 day session with the CHES Performance team to take a detailed look at planning assumptions Action - **S40(2)** to propose date for session to **S40(2)** by Tuesday 2nd June)

3.23.   **S40(2)** talked through the SCP performance slide and gave detail on improvement activity underway with partners.

3.24.   **S40(2)** asked why, on the aged case slide, **S43** volume of aged cases increase as the age banding increased. **S40(2)** explained this sometimes happened where IAS and SCP operate in an overlapping area and the balance between AC and HC wasn't right; but it is under review.

4. CHES Performance Review

S40(2) took LPG through each Lot's performance for April.

4.1.   Lot 1 - SLA 4 NR, Reported performance for April was 84.8%. There were 268 cases presented and accepted for mitigation, making the mitigated performance 85.6% in the month against the target of 98%.

4.2.   Lot 1 - Normal Rules cases over 40 Days – In April we see an improvement from 3,046 in March to 2,567 in April.

4.3.   Lot 1 – SLA 1 Quality – U Grade Reports – In April there were 491 reports audited of which 6 were U Grades making the in-month performance achieved at 1.2%. The rolling 3-month performance was achieved at 2.1%.

4.4.   **Lot 1 - The No Pay amount for SLA 1 is S43, and the mitigated service credits of S43 gave a Total amount of S43 which was agreed by IAS**.

4.5.   Lot 3 - SLA 4 NR, Reported performance for April was 54.9%. There were 95 cases presented and accepted for mitigation, making the mitigated performance 55.3% in the month against the target of 98%.

4.6.   Lot 3 - Normal Rules cases over 40 Days – We see an improvement from 8,816 in March to 7,755 in April.

4.7.   Lot 3 – SLA 1 Quality – U Grade Reports – In April there were 490 reports audited of which 11 were U Grades making the in-month performance achieved at 2.2%. The rolling 3-month performance achieved was therefore 3.5%.

4.8.	**The No Pay amount for SLA 1 was ▌▌S43. The mitigated service credits were ▌▌S43 which gave a grand total amount of ▌▌S43, which was also agreed by IAS.**
4.9.	**Action Point** - ▌▌**S40(2)** to check on Lot Regional CSS performance for underlying causes (2 regions in Lot 3 below 90% bring Lot performance to 90.4%).
5.	**DWP Operations & OED Update**
5.1.	▌▌**S40(2)** provided an update SPA changes, Holistic rework workshops; PIP work coach/DEA upskilling; FTA process
6.	**AOB**
6.1.	▌▌**S40(2)** requested ▌▌**S40(2)** to confirm the site for follow-up action on aged cases.

Next Meeting: ▌▌▌▌▌▌▌▌▌▌▌▌▌▌▌▌
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