



Department  
for Work &  
Pensions

# Minutes

Title:	PIP Independent Assessment Services (IAS) Lot Performance Group meeting (Lot 1 and Lot 3)	
Date:S38	[REDACTED]	
Location:S38	[REDACTED]	
Chair:S40(2)	[REDACTED]	[REDACTED]
Attendees:S40(2)	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
	[REDACTED]	[REDACTED]
Notes:	[REDACTED]	[REDACTED]
<b>1. Welcome and Introductions</b>		
1.1. [REDACTED]S40(2) thanked everyone for attending the meeting.		
1.2. [REDACTED]S40(2) asked everyone if they were content with approving the Minutes from the last meeting and that they accurately reflected discussions; all agreed the Minutes could be signed off.		
<b>2. Action Points</b>		
2.1. [REDACTED]S40(2) went through all the outstanding action points (see Action Point Log for further details of all outstanding actions).		
<b>3. DWP Claimant Communications &amp; Accessibility</b>		
3.1. [REDACTED]S40(2) provided an overview of what her team are doing to improve Claimant Communications and Accessibility for all 28 benefit lines in DWP. [REDACTED]S40(2) explained her role and the role of the team; which is committed to drive change and to deliver accessible communications for all DWP claimants and colleagues. The purpose of the team is to:		
<ul style="list-style-type: none"><li>• Raise awareness of accessibility within the Customer Accessibility Team, Service Design and Transformation and DWP as a whole.</li><li>• Incite a culture and perception change so that the awareness is not just a box ticking exercise.</li><li>• Have a remit that exceeds just delivering accessible communications as accessible services do not just include communications.</li></ul>		

- Ensure DWP addresses issues of where we are not accessible.
- Ultimately, and most importantly, improve people's lives.

3.2. [REDACTED] S40(2) team work with a wide variety of internal and external stakeholders; the key stakeholders for PIP are the claimants and PIP Assessment Providers. Other stakeholders include:

- DWP Service Delivery (Operations)
- Service Design & Transformation (SDT)
- Minister for Disabled People
- Ministerial Taskforce
- Customer, Intelligence & Digital Division
- SDT Change Portfolio Management Office
- Strategy Group
- Counter Fraud, Compliance and Debt [Compliance specifically]
- Government Digital Service

3.3. Some of the key achievements that [REDACTED] S40(2) team have implemented for PIP include:

- Production of Easy Read products and standards
- Production of BSL videos
- Testing and roll-out of Video Relay Service
- Accessibility/equality awareness raising
- Accessible system letter templates
- Closer working with the Ministerial Taskforce
- Review of Instructions
- Influenced change in hold music to help DWP autistic customers
- Initial review of the jobcentre environment for customers with hidden disabilities

#### 4. IAS Performance Update

4.1. [REDACTED] S40(2) provided an update on Recruitment, Absence and Attrition since the last LPG:

- **Recruitment:** IAS recruited [REDACTED] S43 Front Office HP FTE in September against a forecast of 50. The total Front Office/Back Office headcount increase to 2012; an increase of [REDACTED] S43. Three new job boards went live during September; in Guardian jobs, Total jobs and RCN Bulletin jobs. The Nursing Times sent out an email nationwide to all registered nurses on their database with IAS as featured employer and RCN sent out a 'regional top jobs' email again with IAS roles as a featured employer. Recruitment Hub concept continued to be developed, adding content to help IAS be transparent about the role and what to expect. IAS engaged a new supplier for a new video interviewing platform. IAS are drawing up plans for 2020 model and bringing in other recruitment partners to work for IAS directly, specifically on complex locations. Aged vacancies are now being shared across both current recruitment partners regardless of location.
- **Absence:** Overall IAS sickness absence increased to 12.6% in September; a slight increase of 0.1%. IAS continue to provide extra support for all staff and have just sent out communications regarding Flu jabs that are available for all staff; provided by Boots Chemists and paid for by IAS.

- **Attrition:** [REDACTED] S43 Front Office HP FTE left in September; against a forecast of 36. IAS continue to hold weekly governance calls with senior management team to identify common themes. There are still a large number of leavers that are unapproved and in their first six months of employment; however, the new Stage 2 training regime is starting to show some improvements with this. There is still some fallout though from the old training regime and until this levels out there will still be some attrition for unapproved/under 6 months in October. [REDACTED] S40(2) took an action to provide a further breakdown of Attrition performance for length of service during 0 to 3 months and 3 to 6 months; approved and unapproved; voluntary and involuntary; and Front and Back Office leavers ([REDACTED] S38). The top five reasons for leaving remain the same for September; returning to previous role, failed training and/or performance, expectation of role, health reasons, and childcare. IAS' key focus is to stem the flow of leavers. [REDACTED] S40(2) asked if there were any differences between the assumptions for attrition forecasts for 2018 and 2019. [REDACTED] S40(2) took an action to revisit the original 2018 attrition forecast assumptions against actuals and see if there were any other factors that should/could influence the 2019 assumptions ([REDACTED] S38).

4.2. [REDACTED] S40(2) provided an update on Complaints and Claimant Satisfaction:

- **Complaints:** the volumes of complaints remain fairly static from month to month and quarter to quarter. There are no significant concerns regarding complaint volumes nor turnaround times for complaints. [REDACTED] S40(2) asked if IAS increased the volume of PBR outputs would IAS expect to see any increase in complaints e.g. factual content. [REDACTED] S40(2) didn't expect to see any necessary correlation between increased PBR outputs and increased complaints. [REDACTED] S40(2) took an action to provide a further breakdown of complaints by assessment type ([REDACTED] S38).
- [REDACTED] S40(2) asked about the experience of companions at assessments. [REDACTED] S40(2) took an action to review whether there is any feedback available on the experience of claimants who bring companions to assessments ([REDACTED] S38).
- [REDACTED] S40(2) asked about the provision of special requirements at assessments. [REDACTED] S40(2) took an action to review the processes in place for gathering special requirements data i.e. SLA13 Claimant Special Requirements i.e. Interpreters, Same Sex HP. 95% of referrals for special requirements must be met ([REDACTED] S38).
- [REDACTED] S40(2) mentioned that DWP Service Delivery have identified an increasing amount of cases where behaviour concerns are just being noted in Decision Assist in PIPCS (examples have been shared with [REDACTED] S40(2) by [REDACTED] S40(2)). Instead of notes being added to Decision Assist a Behaviour Report Form should be completed by IAS. [REDACTED] S40(2) took an action to ensure that the correct incident reporting forms are used for UCB claimants ([REDACTED] S38).
- **Claimant Satisfaction:** Overall claimant satisfaction performance is above the target. The South East region did fall below the monthly target in August 2019; with the main reasons for dissatisfaction being late starts to an assessment; factual inaccuracy of reports; and the HP's manner. Some positive feedback from the surveys were empathetic and understanding HP's; helpful, friendly and informative Site Co-ordinators; and improved directions on appointment letters.

4.3. [REDACTED] S40(2) provided a high-level update on performance:

- Intakes for September 2019 were 6,854 below the 78,102 expected in the August plan.
- Clearances were 628 below the planned volume of c61.8k. In the main this was due to larger volumes going through audit in order to continue the focus on improving quality.

- The PBR rate decreased in September due to moving cases to low HoW areas.
- For Lot 1 and Lot 3 improvements in the turnaround time of cases was made in the first part of the year but has since started to decline.
- Lot 1 – The AACT has reduced from 26.7 to 23.9 from April to September; with a low of 20.6 in June. 97.0% of cases are currently being seen in less than 55 days.
- Lot 3 – The AACT has reduced from 36.4 to 30.0 from April to September; with a low of 29.4 in August. 89.3% of cases are being seen in less than 55 days.
- South West is currently the most challenging region with regards to turnaround time. One Supply Chain Partner (SCP) has now left IAS and another SCP has taken on their responsibilities e.g. estate/staff etc. IAS are confident that the performance in the South West will start to improve following this transition.
- One SCP is proving to be a good exemplar in managing their service delivery e.g. accurate closure profiles, recruitment, attrition, low CSHU etc. IAS have met with this provider to understand their business model and to use the benefits to present as good practice to other SCPs.
- ██████ S40(2) provided an overview of their hot spot areas via AACT/cases over 55 days and took an action to provide a further breakdown of the cases over 55 days and a description of the journey these cases have had so far (██████████ S38).

## 5. CHES Performance Review

- 5.1. ██████ S40(2) went through the DWP Service Delivery Reports (LPG Pack) and highlighted the following key performance:

### Lot 1 Performance for September 2019:

- **SLA4a NR Clearances:** the Average Actual Clearance Time performance for September 2019 was 23.9 (Green).
- **SLA4b NR Cases over 55 days:** there were 432 cases over 55 days at September month-end; resulting in a service credit of ██████ S43.
- **Head of Work:** there was an increase of 6,377 cases in the Head of Work which stood at 46,343 at September 2019 month-end.
- **SLA1 U Grade Audit Reports:** the in-month performance for September 2019 was 6.1% (Red); and the rolling three month's performance was 5.0% (Red); resulting in a No Pay Amount of ██████ S43.
- **SLA7a Rework Clearances:** performance for September 2019 was 97.9% (Red); resulting in a service credit of ██████ S43.
- **SLA7b Rework Cases over 3 days:** there was one case over three days at September month-end; resulting in a service credit of ██████ S43. This case was put forward for mitigation and was accepted; therefore, the post mitigation performance improved to nil cases over 3 days and the service credit reducing to ██████ S43.
- **SLA14a Rework Examination Clearances:** performance for September 2019 was 90.5% (Red); resulting in a service credit of ██████ S43. There were two cases put forward for mitigation, with one case being accepted; therefore, the post mitigation performance improved to 95.2% (Red) and the post mitigation service credit reducing to ██████ S43.
- **SLA14b Rework Examination Cases over 25 days:** there were three cases over 25 days at September month-end; resulting in a service credit of ██████ S43.

The total pre-mitigation service credits were ██████ S43. Following acceptance of mitigation, the post mitigation service credits reduced to ██████ S43 and the No-Pay Amount for SLA1 was ██████ S43. Therefore, the total Service Credits and No Pay Amount to be applied for September 2019 is ██████ S43.

**Lot 3 Performance for September 2019:**

- **SLA12 Claimants Sent Home Unseen:** performance for September 2019 was 1.1% (Red); resulting in a service credit of ██████ S43.
- **SLA4a NR Clearances:** the Average Actual Clearance Time performance for September 2019 was 30.0 (Green).
- **SLA4b NR Cases over 55 days:** there were 1,849 cases over 55 days at September month-end; resulting in a service credit of ██████ S43.
- **SLA5b TI Clearances in 5 days:** performance for September 2019 was 99.8% (Red); resulting in a service credit of ██████ S43.
- **Head of Work:** there was an increase of 3,690 cases in the Head of Work which stood at 50,390 at September 2019 month-end.
- **SLA1 U Grade Audit Reports:** the in-month performance for September 2019 was 4.5% (Red); and the rolling three month's performance was 4.9% (Red); resulting in a No Pay Amount of ██████ S43.
- **SLA7b Rework Cases over 3 days:** there was one case over three days at September month-end; resulting in a service credit of ██████ S43. This case was put forward for mitigation and was accepted; therefore, the post mitigation performance improved to nil cases over 3 days and the service credit reducing to ██████ S43.
- **SLA14a Rework Examination Clearances:** performance for September 2019 was 38.5% (Red); resulting in a service credit of ██████ S43. One case was put forward for mitigation and was accepted; resulting in performance improving to 46.2% (Red) and the post mitigation service credit reducing to ██████ S43.
- **SLA14b Rework Examination Cases over 25 days:** there were 3 cases over 25 days at September month-end; resulting in a service credit of ██████ S43. One case was put forward for mitigation and was accepted; resulting in performance improving to 2 cases over 25 days at September month-end and the post mitigation service credit reducing to ██████ S43. ██████ S40(2) took an action to review IAS' processes for managing the Rework Examination cases and to include in any exception reporting the journeys that these cases have had (████████ S38).

The total pre-mitigation service credits were ██████ S43. Following acceptance of mitigation, the post mitigation service credits reduced to ██████ S43 and the No-Pay Amount for SLA1 was ██████ S43. Therefore, the total Service Credits and No Pay Amount to be applied for August 2019 is ██████ S43.

5.2. ██████ S40(2) mentioned that there were further clarifications regarding the No Pay Amounts and that this would be agreed and cleared with IAS via correspondence following the meeting.

**6. DWP Service Delivery Update**

6.1. ██████ S40(2) provided a Service Delivery update:

- DWP Service Delivery have noticed some delays between the date that PIP2s/AR1s have been signed and the date they were scanned onto PIPCS. There doesn't seem to be any issues in the MOU so further investigations are taking place to identify any reasons for this. This isn't PIP specific; it is affecting all health benefit lines.

- Feedback is being gathered regarding the further changes to the Rework criteria. Initial thoughts are that the feedback gathered so needs to be broken down further.
- The Test and Learn pilot of disallowed cases at Award Review stage continues.

**7. [REDACTED] S43 Recommendations/Experiments**

7.1. [REDACTED] S40(2) provided an overview of some of the [REDACTED] S43 Recommendations/Experiments that are being implemented in the North West:

- Visual Management
- HP Motivation
- Welcome Experience
- Behavioural Science

7.2. [REDACTED] S40(2) mentioned that [REDACTED] S40(2) was leading on the [REDACTED] S43 Recommendations/Experiments and [REDACTED] S40(2) asked if [REDACTED] S40(2) would be able to provide a more in-depth update at the November 2019 LPG meeting. [REDACTED] S40(2) took an action to ensure that [REDACTED] S40(2) attends the November LPG to provide this update ([REDACTED] S38).

**8. AOB**

- 8.1. [REDACTED] S40(2) mentioned that following the movement to the right of the recent DWP IT changes and the subsequent impact this has on any arranged overtime; it would be beneficial if IAS could provide some data on proposed clearances/work carried out over weekends so that DWP have a better understanding of the impacts any cancellations of PIP IT availability has on IAS. [REDACTED] S40(2) took an action to provide some data on the volumes and types of cases IAS would expect to be cleared during any proposed overtime weekends ([REDACTED] S38).
- 8.2. [REDACTED] S40(2) asked everyone if there was any other business; no-one raised anything further and [REDACTED] S40(2) closed the meeting.

**Next Meeting:**

[REDACTED] S38

**Contact:**

[REDACTED] S40(2)

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