



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)		
Notes:		
<b>1. Welcome and Introductions</b>		
1.1. S40(2) thanked everyone for attending the meeting.		
1.2. 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. S40(2) went through all the outstanding action points (see Action Point Log for further details of all outstanding actions).		
2.2. During discussions around the clearance of S38 (feedback available on the experience of claimants who bring companions to assessments) a new action point was agreed; S40(2) to work with S40(2) on a proposed additional question in the CSAT suite of questions to ensure there is a feedback loop on companion feedback (S38).		
<b>3. IAS Performance Update</b>		
3.1. S40(2) provided an update on Recruitment, Absence and Attrition since the last LPG:		
• <b>Recruitment:</b> IAS recruited S43 Front Office HP FTE in October 2019.		
Candidate Attraction activities include:		

- HTML mailer issued to potential candidates across all area's with aged vacancies. [REDACTED] S40(2) asked if IAS had any volumes of clicks following the issue of the HTML mailer. [REDACTED] S40(2) took an action to look into whether IAS had any further information on this ([REDACTED] S38).
- Nursing Times event held in [REDACTED] S43 with 44 leads generated; 1 placement made and more are still coming through the process.
- Nursing Times sent out an email to potential candidates, which was opened 2,331 times.

Recruitment Process updates:

- Recruitment Hub concept is complete and the business case is being costed before sending for approval. IAS are looking to bring forward the implementation date of the interview questions and are hoping to implement some aspects of the Recruitment Hub during Quarter 1 2020. [REDACTED] S40(2) took an action to provide an update on any potential implementation dates of the Recruitment Hub as soon as they are available ([REDACTED] S38).
- All interviews are being completed online via [REDACTED] S43 (IAS' platform for the online interviews); attendance rate has increased from 75% to 93%.

Recruitment Suppliers update:

- [REDACTED] S43 went live with focussed recruitment in complex locations from the middle of October 2019. IAS are now starting to see candidates coming through the process.
- **Absence:** Overall IAS sickness absence decreased to 12.4% in October 2019; a total decrease of 0.2%. So far this Autumn/Winter 330 staff have taken up the option of a Flu jab, provided by Boots Chemists. IAS are confirming with Boots how many staff have actually had their injections. The main short term absences recently have been due to cold/flu symptoms, with gastro symptoms second on the list. The main longer term absences are mental health related.
- **Attrition:** [REDACTED] S43 Front Office HP FTE left in October 2019. The top five reasons for leaving remain the same for October:
  - Returning to previous role
  - Failed training and/or performance
  - Expectation of role
  - Health Reasons
  - Childcare

3.2. [REDACTED] S40(2) provided an overview of some of the key experiments being trialled in the North East and North West regions that are a result of the [REDACTED] S43 recommendations:

- IAS worked with a consultancy company from April 2019 to August 2019. They looked at the working environment for claimants and employees in the front office. Also how IAS could improve their attrition and sickness through:
  - Smarter ways of working.
  - Improving staff happiness as well as a more personal approach to how we deliver service to our claimants.
  - Improve team working and pride in the work that we do.

- 19 experiments were tested across three sites in the North East and IAS are now rolling these out in the North West, with an expectation that all experiments will be rolled out in the North West by the end of January 2020 or early February 2020 when there will be a further decision on the next region to roll out the experiments. All experiments included a number of weeks of testing, coaching and supporting staff, collating feedback as well as checking the results to IAS performance around reward rates, AADs, FTAs as well as claimant feedback.
- 4 experiments stood out as being key to making significant improvements to claimants and staff.
- The areas that were looked into include:
  - Connecting with the claimant
  - The Welcome Process
  - The Environment
  - Visual Management Board
  - Claimant Feedback

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

- Intakes for October 2019 were 8,677 above the 73,782 expected in the August plan. This trend is continuing in November 2019.
- Clearances were 3,078 below the planned volume of c68.7k.
- Head of Work increased more than expected; this was mainly due to less PBR and SCP clearances and changes to Front Office FTE changes. [REDACTED] S40(2) asked if CHES could have visibility of the PBR queue. [REDACTED] S40(2) took an action to provide [REDACTED] S40(2) with an up to date, detailed view of the cases in the PBR queue ([REDACTED] S38).
- IAS recruited [REDACTED] S43 Front Office FTE in October 2019 against an expectation of 40.0.
- Front Office attrition was [REDACTED] S43 FTE against an overall expectation of 27.2.
- There has been the equivalent of [REDACTED] S43 Front Office FTE lost through FTE changes.
- Growth in the Front Office was therefore [REDACTED] S43 FTE. The Front Office FTE total at October month-end was [REDACTED] S43 against an expectation of 852.2; a difference of [REDACTED] S43 FTE.
- Lot 1 – The AACT has grown from 24.5 to 28.7 from May to October 2019, and has increased to 30.9 as at 20<sup>th</sup> November. 94.7% of cases are currently being seen in less than 55 days.
- Lot 3 – The AACT has reduced from 35.4 to 33.4 from May to October 2019, and has increased to 36.6 as at 20<sup>th</sup> November. 83.0% of cases are being seen in less than 55 days.
- South West is currently the most challenging region with regards to turnaround time. There is a South West region recovery plan in place and the whole of the mobile pool is working in the region. [REDACTED] S40(2) asked if CHES could have sight of the South West recovery plan. [REDACTED] S40(2) took an action to provide [REDACTED] S40(2) with a copy of the recovery plan ([REDACTED] S38).

- There are 577 and 396 cases in Lot 1 and Lot 3 respectively that are over 55 days old and are awaiting an AC or HC appointment; [REDACTED] S40(2) asked if any of these cases were still awaiting their first appointment and whether IAS could provide a breakdown of how many appointments these cases had had. [REDACTED] S40(2) took an action to provide [REDACTED] S40(2) with a breakdown of the appointments previously arranged for these cases. ([REDACTED] S38).

#### 4. CHES Performance Review

- 4.1. [REDACTED] S40(2) went through the DWP Service Delivery Reports (LPG Pack) and highlighted the following key performance:

##### Lot 1 Performance for October 2019:

- **SLA12 Claimants Sent Home Unseen:** performance for October 2019 was 1.1% (Red); resulting in a service credit of [REDACTED] S43.
- **SLA4a NR Clearances:** the Average Actual Clearance Time performance for October 2019 was 28.7 (Green).
- **SLA4b NR Cases over 55 days:** there were 798 cases over 55 days at October month-end; resulting in a service credit of [REDACTED] S43. There was one case put forward for mitigation and this was accepted; therefore, the post mitigation performance improved to 797 cases over 55 days at October month-end, and the service credit reducing to [REDACTED] S43.
- **SLA5b TI Cases cleared within five days:** performance for October 2019 was 99.9% (Red); resulting in a service credit of [REDACTED] S43.
- **SLA1 U Grade Audit Reports:** the in-month performance for October 2019 was 4.3% (Red); and the rolling three month's performance was 5.2% (Red); resulting in a No Pay Amount of [REDACTED] S43.
- **SLA8 Calls answered within 30 seconds:** performance for October 2019 was 78.1% (Red); resulting in a service credit of [REDACTED] S43.
- **SLA14a Rework Examination Clearances:** performance for October 2019 was 69.7% (Red); resulting in a service credit of [REDACTED] S43. There was case put forward for mitigation and this was accepted; therefore, the post mitigation performance improved to 72.7% (Red) and the post mitigation service credit reducing to [REDACTED] S43.
- **SLA14b Rework Examination Cases over 25 days:** there were four cases over 25 days at October month-end; resulting in a service credit of [REDACTED] S43.

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

##### Lot 3 Performance for October 2019:

- **SLA12 Claimants Sent Home Unseen:** performance for October 2019 was 1.3% (Red); resulting in a service credit of [REDACTED] S43.
- **SLA4a NR Clearances:** the Average Actual Clearance Time performance for October 2019 was 33.4 (Green).
- **SLA4b NR Cases over 55 days:** there were 3,558 cases over 55 days at October month-end; resulting in a service credit of [REDACTED] S43. There were three cases put forward for mitigation and all three were accepted; therefore, the post mitigation

performance improved to 3,555 cases over 55 days at October month-end and the service credit reduced to [REDACTED] S43.

- **SLA1 U Grade Audit Reports:** the in-month performance for October 2019 was 5.1% (Red); and the rolling three month's performance was 5.0% (Red); resulting in a No Pay Amount of [REDACTED] S43.
- **SLA8 Calls answered within 30 seconds:** performance for October 2019 was 77.8% (Red); resulting in a service credit of [REDACTED] S43.
- **SLA7a Rework Clearances:** performance for October 2019 was 95.5% (Red); resulting in a service credit of [REDACTED] S43.
- **SLA7b Rework Cases over 3 days:** there was one case over three days at October month-end; resulting in a service credit of [REDACTED] S43. This case was put forward for mitigation and was accepted; therefore the post mitigation performance improved to nil cases over 3 days at October month-end and the service credit reducing to [REDACTED] S43.
- **SLA14a Rework Examination Clearances:** performance for October 2019 was 62.5% (Red); resulting in a service credit of [REDACTED] S43. There were two cases put forward for mitigation and they were both accepted; resulting in performance improving to 70.8% (Red) and the post mitigation service credit reducing to [REDACTED] S43.

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

4.2. Due to a couple of small errors in the SDRs that were issued prior to the meeting, the pre and post mitigation performance, service credits and no pay amounts required updating and formal approval with IAS via correspondence (the figures above reflect the agreed performance, service credits and no pay amounts). [REDACTED] S40(2) took an action to liaise with DWP CHES DAC MI Team and [REDACTED] S40(2) to ensure the SDRs reflect the accurate performance, service credit and no pay amount figures for October 2019 and [REDACTED] S40(2) provides IAS' approval of the agreed figures ([REDACTED] S38).

## 5. DWP Service Design and Transformation Update

5.1. [REDACTED] S40(2) provided a Service Design and Transformation update:

- **PIP 2 Development:** we are in the very early stages of looking again at the PIP2 form with a view to making enhancements. We are using a Prototype that was developed previously. Representatives from the Assessment providers were invited to a workshop last week to discuss. Very early days and there will be lots of opportunity to comment and provide quality assurance.

[REDACTED] **Test and Learn Pilot Enhanced to Nil:** At Award Review where the claimant was previously on Enhanced award of any one (or both) of the components and the AP report recommends a disallowance we are conducting a pre-decision call to see if the customer has any additional evidence. Pilot in happening in [REDACTED] S43 with a control group in Wales. [REDACTED]

[REDACTED] S43

- **New Claim Call Scripts:** We are currently testing some changes to the New Claim call script to improve the service for appointees and customers; putting the permissions at the front of the call and improving the language to help customers understand about use of the DLA evidence. The test started in November; findings

will feed into an improved script, which will hopefully be included in a PIPCS release in February 2020.

- **CH/KN Upper Tribunal Judgement:** Linked to this we are currently discussing detailed implementation plans for the CH/KN Upper Tribunal Judgement. This was discussed at LPG a few months ago.
- **Holistic Decision Making:** Evaluation is now underway following the rollout of Holistic Decision making across Service Delivery. In order to provide feedback around cases that are being changed as result of HDM, we will be asking CMs to record details for one week, site by site, and detail what they are changing and why so that we will have detailed MI to share. We are also working with CHES to put in some calibration sessions.
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## 6. DWP AP Roadshow Update

- 6.1. [REDACTED] S40(2) said that the AP Roadshows were progressing positively and that we've received excellent feedback from DWP staff so far on the events. These will be completed during December and early January 2020; with an evaluation being completed following the last events.

## 7. AOB

- 7.1. [REDACTED] S40(2) mentioned that he would provide an email update to IAS LPG attendees on the fraud referral process and new identification verification processes ([REDACTED] S38).
- 7.2. [REDACTED] S40(2) reminded attendees that the December LPG meeting (18<sup>th</sup> December from 1pm to 3pm) will be via telekit.
- 7.3. [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)

**Email:** [REDACTED] S40(2)@dwp.gov.uk