

OFFICIAL - SENSITIVE



Department  
for Work &  
Pensions

# **Delivering our plan for DWP Excellence – SR Funding**

*Allocating £106m to deliver reform for the most  
vulnerable in society*

**Service Delivery Working Group**

**27 February 2020**

## Questions we need to answer:

1. What is the intent of each measure?
2. For each activity are we:
  - a. Expanding existing activity?
  - b. Broadening the scope of existing activity?
  - c. Implementing new activity?
3. Where are we now:
  - a. What is the current FTE 'earned' for each activity?
  - b. What is the current supply for each activity?
  - c. What is the (unfunded?) gap?
5. What are the design/ change implications?
6. What would it take to achieve Excellence Plan levels ("What needs to be true")?

- Are these the right questions, what else?
- Do we have the right people to answer these questions, who else?
- What are the next steps?

# What is the DWP Excellence Plan

DWP has hundreds of thousands of interactions with customers every week, serving some of the most vulnerable in society, and provides that support with a high level of overall satisfaction (In 2017/18, 84% were satisfied with the service DWP provided).

However, we know that serious mistakes and errors happen which, although they occur infrequently, can have consequences on people's lives.

**The DWP Excellence Plan is focused on getting it right, first time where we can, learning from our experiences when we don't and developing an environment of continuous improvement.**

Delivering this plan will help create an environment where our services are:

**Safe** – avoiding harm [including negative outcomes] to our customers as they interact with our services

**Effective** – high performing services, delivering policy intent and satisfying customers needs in a effective and efficient way

**Customer-focused** – delivering what customers need in a timely, compassionate and fair way

# What is the DWP Excellence Plan

## 3 building blocks:

### Getting It Right First Time:

- Extra investment in our decision making capability, empowering decision makers to consider a broader range of evidence when making entitlement decisions
- Develop strong relationships with local partnership organisations to provide 'joined up' support for the most vulnerable.

### Preventative/ Pro-active targeted support:

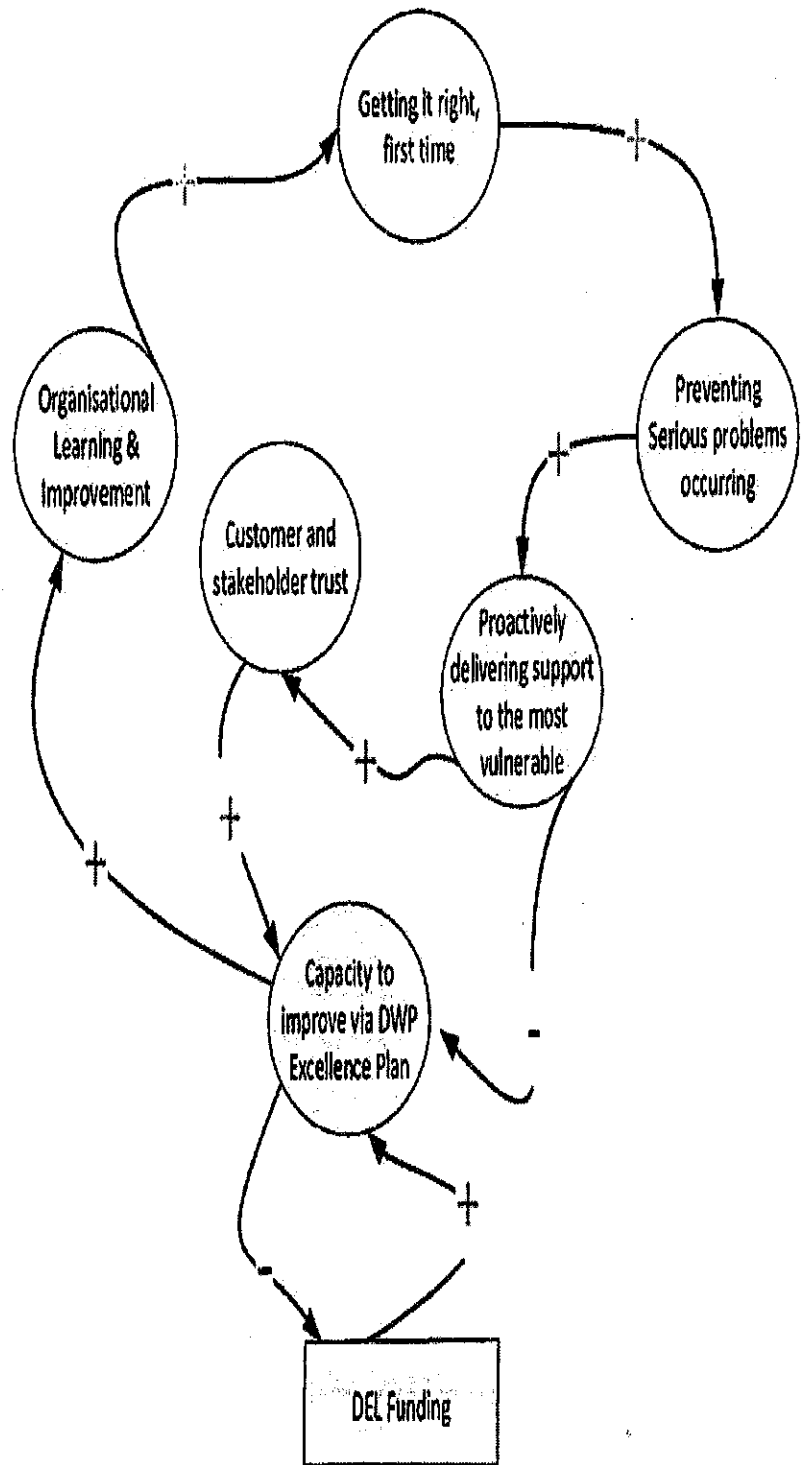
- Extra Visiting Officers to conduct additional safeguarding and other 'preventative' visits
- Additional time for all colleagues to signpost customers to specialist support
- Testing a new approach to identifying customers who may have additional needs

### Learning and improving from our experience:

- Introduce a Serious Case Panel, with independent membership, clear accountabilities and robust processes to improve outcomes
- Strengthen our Internal Process Review process, developing our capability and capacity to identify, examine and learn from customer cases
- Develop effective feedback loops for rapid learning and improvement

# What is the DWP Excellence Plan

**Excellence Plan as a system**



# What are we buying?

Measure	Allocation (£m)	FTE
Discretionary Housing Payments (DHP's)	40	
JCP Support for Schools	3.4	90
AtW for Supported internships	3.5	
Work and Skills digital framework "Examine a place"	2.8	29
Future Self-Employment Offer	1.6	
Progression coaches	1.2	30
Homelessness Support	2.9	90
Armed Forces Champion	4.8	137
UC Migration Support	10	
Decision Making	18.8	892
Additional Support for customers with complex needs	3.00	
Signposting Plus - Proof of Concept	1.00	
Safeguarding - 'Safety and Support'	9.3	
Customer Experience - Learning Organisation	3.40	
<b>Total</b>	<b>£106m</b>	<b>1268</b>

£40m ring fenced.

£30m to fund a range of measures (individually announced)

£36m to improve decision making, safeguarding and learning

Covered in further depth on the following slide

# What we want to buy – DWP Excellence Plan

Measure	Intervention	Proposal		
		FTE	Non-Staff	Staff Cost
Decision Making and additional support for claimants	Improving our Decision Making Capability - Delivering and expanding Holistic and Empowered	522		£18,818,343
	Additional support for complex needs (additional time for telephony colleagues across products to identify vulnerability and refer for an intervention)	79		£ 2,160,000
Safeguarding	Including: Local safeguarding leaders Large arrears support and safeguarding Extra visiting officers (including for large arrears support and creating additional capacity for safeguarding visits)	235	£ 50,000	£ 9,345,953
Signposting Plus	Signposting Plus Trial - Identifying, learning and testing what works in order to prevent customers falling into 'increased vulnerability'	TBC		£ 1,000,000
Customer Experience (Learning Organisation)	Including: Serious Case Panel (Serious Case Panel secretariat and function) Increased IPR team (capability and capacity) Centralised Safeguarding Policy and Delivery Improvement team CE Strategy & Customer Insight Feedback & Learning (e.g. from customers, colleagues and stakeholders)	56	£ 300,000	£ 3,434,230

892 £ 350,000 £35,640,526

**TOTAL** £35,990,526

# What we want to achieve – Work in Progress

## Overall outcomes:

1. Prevention of serious problems occurring
2. Proactively delivering support to the most vulnerable
3. Getting it right, first time
4. Learning from our experience and mistakes
5. Increased trust and satisfaction in DWP

## Evidence questions:

1. Baseline available (Y/N)?
2. Potential to monitor progress (Y/N)?
3. Can we demonstrate contribution to outcomes (Y/N)?

Measure	Contributing Outcomes	Underpinning outcomes	Measured by	1	2	3
Decision Making	1, 3, 5	<ul style="list-style-type: none"> <li>• Increased quality of decision making</li> <li>• Reduced wait times for customers</li> <li>• Reduction in customer complaints</li> <li>• Maintaining the integrity of the benefit gateway</li> </ul>	<ul style="list-style-type: none"> <li>• Rate of Mandatory Reconsiderations</li> <li>• Percentage of Appeals (of total decisions)</li> <li>• Customer journey duration</li> <li>• Level of Failure demand</li> </ul>	Y	Y	N
Additional support for with complex needs	1, 2, 5	<ul style="list-style-type: none"> <li>• Early identification of vulnerability/ complex needs</li> <li>• Customers receive large arrears payments safely</li> </ul>	<ul style="list-style-type: none"> <li>• Volume of interventions</li> <li>• Referrals to provision</li> </ul>	N	Y	Y
Signposting Plus - PoC	1, 2, 3, 4, 5	<ul style="list-style-type: none"> <li>• Understanding how we can use DWP data to identify customer needs earlier in the customer journey, informing better risk assessment and future segmentation</li> </ul>	<ul style="list-style-type: none"> <li>• Identifying and testing of potential factors which can be used for future segmentation</li> <li>• Feedback from partners</li> <li>• Impact on debt levels, labour market journey and referrals to providers</li> </ul>	N	Y	Y
Safeguarding - 'Safety and Support'	1, 2, 3, 5	<ul style="list-style-type: none"> <li>• Improved multi-agency working</li> <li>• Reduced wait times for customers</li> <li>• Increased volume of 'effective' visits</li> <li>• Improved processes, procedures and polices which are robust and evidence-led</li> <li>• Reduced IPR's (21/22)</li> </ul>	<ul style="list-style-type: none"> <li>• Speed of clearance MI</li> <li>• Feedback from partners (LA's, NHS trusts, Police)</li> <li>• Volume of safeguarding visits</li> </ul>	Y	Y	Y
Customer Experience – Learning Organisation	4, 5	<ul style="list-style-type: none"> <li>• Increased effectiveness of IPR's</li> <li>• Increased confidence of stakeholders in how we respond and learn to serious cases (e.g. WPSC)</li> <li>• Reduction in customer complaints (and ICE cases) (from 21/22)</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from stakeholders</li> <li>• Contribution analysis of IPR/SCP recommendations which are implemented</li> <li>• Speed of clearance MI (IPR)</li> <li>• "pre and post" review of investigation quality</li> </ul>	N	Y	Y



# Decision Making

£18.8m 522

**Why do we want to do this?**

We want to invest more time in our decision making process, to ensure that we get the right decision, first time by ensuring that decision makers have additional opportunity to gather all material evidence prior to making a decision, whether that is information held elsewhere across DWP, from the customer or Assessment Provider.

This will improve public confidence, ensuring those that are entitled receive the right benefits, whilst maintaining and protecting the 'benefits gateway'.

**What is it?**

- *Introducing a 'Decision Assurance Call' – enabling the Decision Maker to seek out previously undeclared information (by providing extra time and access to all benefit information), clarify existing information and provide support to customers to transition to other benefits.*
- *Shift the culture towards more compassionate service delivery – improving the relationship with the claimant so relevant information is declared prior to Tribunal, leading to the correct decision being made earlier*

**What are the benefits?**

This is a new measure that is being tested, however our intention is to:

- Increase public and stakeholder confidence (e.g. WPSC, ICE and constituency MP's)
- Reduce Mandatory Reconsiderations and Appeals
- Improve customer confidence and satisfaction
- Reduce DEL (getting it right first time and reducing subsequent re-work)
- Maintain AME (Protect the benefit gateway)

**Potential CSF's**

Deliver a DAC to X% of customers (or X volume)  
Reduce % of MR's registered from X% to Y% (conversely increase % of un-challenged decisions)  
Reduce % of Appeals from X% to Y%  
Customer satisfaction from X% to Y%  
Maintain accuracy of decisions (e.g. protect gateway/ AME)  
Reduced complaints (from X% to Y%) (e.g. You decided before getting/not considering evidence)

# Safeguarding

£9.3m 235

**Why do we want to do this?**

Safeguarding the welfare and wellbeing of individuals is a key priority. We want to respond efficiently and effectively to concerns around DWP capability in this area, maintaining and building confidence of stakeholders and most importantly protecting the most vulnerable from harm.

This measure will ensure that DWP proactively improves the welfare of customers by improving policy and service delivery and additionally has the ability to quickly and effectively react to safeguarding concerns at a local level – these measure are informed through our learning from IPR's and SCP

**What is it?**

A set of measures, including:

- **Introducing senior safeguarding leads in each geographical area** – to examine and respond to local DWP safeguarding concerns and to represent DWP externally (e.g. at multi-agency boards with NHS, Local Authorities, Schools and Police)
- **Expanding Visiting Officer Capacity** – to deliver additional and more effective safeguarding visits
- **Introducing a safeguarding improvement team** – to proactively introduce processes, procedures and policies to protect vulnerable customers and improve the effectiveness of DWP interventions

**What are the benefits?**

Based on external best practice and learning from serious cases, this measure will aim to:

- Increase public and stakeholder confidence (e.g. WPSC, ICE and constituency MP's)
- Reduce the impact of serious cases (including customer suicide)
- Increased trust in DWP
- Reduce the overall rate of serious cases
- Improve multi-agency working at local and national levels to support the most vulnerable to deliver more effective, joined up services

**Potential CSF's**

- 37 senior safeguarding leads appointed, coached and trained in recognising and responding to safeguarding concerns
- Reduced level of serious cases (measure TBC)
- DWP trusted and recognised as a valued member of the multi agency boards across all UC Districts
- All DWP product lines have a dedicated SPOC to flag any potential safeguarding concerns

# Customer Experience & Learning Organisation

£3.4m 56

<p><b>Why do we want to do this?</b></p>	<p>We need to learn from serious case failure to prevent future occurrences of the same or similar issues. Learning from organisations such as the NHS and Civil Aviation Authority, we want to build the capability to effectively investigate serious failures, understand their root causes and have appropriate governance in place to drive rapid improvements to improve public confidence, trust and overall organisational effectiveness.</p> <p>This includes developing effective IPR and SCP capability driving improvements and learning.</p>		
<p><b>What is it?</b></p>	<p>A range of measures including:</p> <ul style="list-style-type: none"> <li>• Serious Case Panel – with independent membership ensuring effective learning from serious cases</li> <li>• Internal Process Review (IPR) - Building and delivering the investigative capability to diagnose the reasons for failure (i.e. investing in our Internal Process Review capability)</li> <li>• Improving our customer insight function to provide better understanding of customer needs and behaviour</li> <li>• Building effective and robust feedback loops from customers, colleagues and stakeholders ensuring we respond quickly to issues and improve our service delivery</li> <li>• Changing our culture and leadership around case failure to improve effectiveness</li> </ul>		
<p><b>What are the benefits?</b></p>	<p>These are broadly new capabilities, so the evidence on realisable benefits is limited, however our intention is to:</p> <table border="0"> <tr> <td data-bbox="400 1391 893 1671"> <p><b>Short – medium term:</b></p> <ul style="list-style-type: none"> <li>• Increase public and stakeholder confidence (e.g. Increase trust in DWP WPSC, ICE and constituency MP's)</li> <li>• Identify and deliver improvements to services</li> <li>• Reduce complaints and ICE cases</li> </ul> </td> <td data-bbox="893 1391 1444 1671"> <p><b>Longer term:</b></p> <ul style="list-style-type: none"> <li>Reduce volume of serious case failures</li> <li>Increase efficiency through less re-work, complaints and failure demand</li> </ul> </td> </tr> </table>	<p><b>Short – medium term:</b></p> <ul style="list-style-type: none"> <li>• Increase public and stakeholder confidence (e.g. Increase trust in DWP WPSC, ICE and constituency MP's)</li> <li>• Identify and deliver improvements to services</li> <li>• Reduce complaints and ICE cases</li> </ul>	<p><b>Longer term:</b></p> <ul style="list-style-type: none"> <li>Reduce volume of serious case failures</li> <li>Increase efficiency through less re-work, complaints and failure demand</li> </ul>
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<p><b>Potential CSF's</b></p>	<ul style="list-style-type: none"> <li>• Assurance from NED chair/ WPSC chair that SCLP is robust and effective (measure TBC)</li> <li>• Recommendations from SCLP are implemented timeously (measure TBC)</li> <li>• IPR's to be launched X days following notification of the incident, concluded within X days and presented to SCP with X days (measure TBC)</li> <li>• Reduce ICE cases in the long term (measure TBC)</li> </ul>		

# Additional support for complex needs

£2.1m 79

<b>Why do we want to do this?</b>	<p>DWP conducts over 50 million phone calls each year, during these calls customers sometimes present with additional complex needs that either have a direct and immediate impact on a customers welfare or have the potential to negatively influence their well-being in the longer term.</p> <p>Responding quickly and effectively to these needs has the potential to prevent harm or to reduce the impact of any negative event such as domestic violence, debt, alcohol/drugs etc.</p>
<b>What is it?</b>	<p><i>Provide extra time to enable agents to respond to [early] signs of customer vulnerability and refer them to specialist (internal and external) support, preventing an escalation of vulnerability and risk to customer welfare preventing potential safeguarding issues.</i></p>
<b>What are the benefits?</b>	<p>This is a building on learning from LEAP exercises and bespoke activity, our intention is to:</p> <ul style="list-style-type: none"><li>Early identification of complex needs (resulting in more effective management)</li><li>Increased effective suicide/harm prevention</li><li>Protecting customers from harm following a large cash wind-fall</li><li>Increased trust in DWP (customers and stakeholder groups)</li><li>Improved multi agency working at a local level</li></ul>
<b>Potential CSF's</b>	<ul style="list-style-type: none"><li>Offer 3 million complex needs conversations</li><li>X referrals to complex needs support (or % referrals following complex needs conversation)</li><li>100% of customers identified as having relevant complexities will be offered additional support prior to receiving a large underpayment</li><li>Reduced complaints (e.g. You were ignorant of my needs)</li><li>Stakeholder groups recognising that DWP are more likely to 'listen' and 'improve'</li></ul>

# Signposting Plus

£1m

TBC

**Why do we want to do this?**

This is a preventative proof of concept that aims to identify and respond to the needs of people who are beginning to struggle to cope, before they become harder to help through entrenched disadvantage

**What is it?**

This measure includes;  
Introducing an in-depth understanding of customer needs - to support customers who have multiple, less entrenched needs (E.g. those with debt recovery action) by helping them to access specialist practical support - preventing an escalation of vulnerability and risk to customer welfare.  
Clarifying the limits of our expertise and ways to both approach customers, and to successfully extricate ourselves if we are at risk of exceeding this expertise  
Understanding impact on signposted organisations, viewing them as part of the system

**What are the benefits?**

This is a proof of concept, so the evidence on realisable benefits is limited, however our intention is to:

- Build an understanding of the 'clues' in the system/data to develop effective segmentation
- Early identification of additional needs – quicker resolution for the customer
- Enhanced joint working with partners
- Increased trust in DWP (customers and partners)
- Identify and deliver improvements to DWP and partner services

**Potential CSF's**

CSF's will be established following the finalisation of the PoC Design

# Background

aid through the SR process for additional  
g in FY 20/21, in order to help:  
vent serious problems occurring  
actively deliver support  
t it right, first time  
arn from our mistakes  
ntinuously improve  
received £106m to deliver this.

of which was provisionally allocated to  
ving the above outcomes through  
ving our decision making, safeguarding  
rganisational Learning.

*Minister at PMQ's (05/02/2020)*

*a tragic case, and the hon. Lady is right to*

*ve allocated £36 million to improve  
arding and decision making in cases like this,  
ng through the creation of a new independent  
e case panel, which will enable us to scrutinise  
arn lessons from such tragic cases. We are*

Delivering the intent of the 'Excellence Plan'  
and SoS (Amber Rudd):

*"I want to: review our approach to ensure we  
deliver the right outcomes first time; respond  
effectively to the needs of the most vulnerable;  
and reform our service so that we continually  
improve and are more responsive to feedback."*

- SR Letter to HMT 22/08

HMT have applied a specific caveat to the use  
of this money:

**DWP must demonstrate to the Treasury that  
the additional £66.0 million funding to  
support vulnerable people is spent in a way  
that maximises value for money.**

## £36m – What are the headlines for this package of support?

Investing an extra £18.8m (equivalent to approx. 475FTE) in our Decision Making capability to get it right first time and helping to prevent customers falling into debt and other vulnerability

Expanding our visiting officer capacity (+145FTE) to deliver upto 100k extra visits (e.g. safeguarding visits) to support the most vulnerable particularly at times of increased concern e.g. FTA WCA etc. before referral for potential sanction)

This package of £36m is focused on directly supporting the most vulnerable, 90% is being used to directly fund extra 'customer facing' capability and capacity. The remaining amount is focused on improving our safeguarding and learning capability in response to feedback from the front line (e.g. Serious Case Panel)

Developing our learning and improvement capability, based on best practice.

Specifically a **Serious Case Panel** and **Internal Process Review**, which is funded and equipped to **robustly investigate case failures**, develop an understanding of trends and themes and through effective governance ensure change and improvement throughout the organisation.

Introduce Senior Safeguarding leads in each geographical district across the country leading on identifying and responding to local safeguarding concerns coordinating DWP activity to ensure our services are safer, more effective and inspire the confidence of customers and stakeholders

# Redaction Summary

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## Page 1

### Redaction 1.1

#### Exemptions/exceptions:

- S.40 - Personal Information



[End of document]