



Department
for Work &
Pensions

Delivering our plan for DWP Excellence – SR Funding

*Allocating £36m to deliver reform and increased
support for the most vulnerable in society*

Service Delivery Executive Team (SDET)

10 March 2020

Background

DWP bid through the SR process for additional funding in FY 20/21, in order to help:

- Prevent serious problems occurring
- Proactively deliver support
- Get it right, first time
- Learn from our mistakes
- Continuously improve

DWP received £106m to deliver this.

£36m of which was **provisionally allocated to achieving the above outcomes through improving our Decision Making, Safeguarding and Organisational Learning.**

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

This is a tragic case, and the hon. Lady is right to raise it.

We have allocated £36 million to improve safeguarding and decision making in cases like this, including through the creation of a new independent serious case panel, which will enable us to scrutinise and learn lessons from such tragic cases. We are also improving guidance for staff.

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

DWP must demonstrate to the Treasury that this additional funding is spent in a way that maximises value for money.

What is the DWP Excellence Plan?

3 building blocks:

Getting It Right First Time:

Improving
Decision Making

Preventative/ Pro-active targeted support:

Safeguarding –
Senior Safety
and Support
Lead

Safeguarding –
Increasing
Visiting Officers

**Additional
Support for
Complex Needs –**
Large Arrears
Payments

**Additional
Support for
Complex Needs –**
targeted support

Learning and improving from our experience:

Safeguarding –
Central
Improvement
Team

Signposting Plus
- PoC

Learning
Organisation
(incl. SCP, IPR
and customer
Insight)

Update:

Activity	Lead at SCS	What is it	Latest Position	Barriers to successful implementation at pace	Incremental FTE need
Safeguarding - Increasing Visiting Officers	Jean Wilson	<p>Review our Visiting Officer capability in order to increase the capacity and effectiveness of DWP to respond to the needs of our most vulnerable customers.</p> <p>This will be delivered through increasing the number of Visiting Officers in order to deliver more interventions or longer interventions (where appropriate).</p>	<ul style="list-style-type: none"> Two concurrent sets of activity: <ul style="list-style-type: none"> Develop a plan to increase supply Increase demand to match revised supply Review current delivery approach and drivers of demand, aligning with SR proposals 	<ul style="list-style-type: none"> Recruitment at pace and scale – typical source of recruitment is jobcentres Tension with SR proposals No modelling of exact source of new demand 	145

Update:

Activity	Lead at SCS	What is it	Latest Position	Barriers to successful implementation at pace	Incremental FTE need
Improving Decision Making	David Foley	<p>Increasing the capacity and capability of our decision making teams (1st tier and disputes) to <i>'get it right, first time'</i> and prevent serious problems from occurring.</p> <p>This will primarily be delivered through delivering Empowered and Holistic decision making, transforming our culture and capability and specific target interventions.</p> <p>Additional targeted opportunities to be explored through the SoS 'Improving the Quality of Decision Making' commission</p>	<ul style="list-style-type: none"> Aligning this work with SoS priority "Improving Quality of Decision Making" Disputes are currently oversupplied; a driver of this is the unfunded early implementation of E&H. we also know that UC demand is increasing across 20/21 further contributing to the supply challenge 1st tier decision making are forecasting no overall over supply so all additional demand would be new recruitment Need to confirm whether funding is used to reduce the supply gap or maintain the gap but increase FTE and increase performance 	<ul style="list-style-type: none"> Confirming recruitment position, extent of potential recruitment, lead in times and implication on estates Potential AME risks resulting on controls to E&H 	TBC

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Safeguarding - Central improvement team	Victoria Hughes	<p>A small focused team working on behalf of the whole of Service Delivery (e.g. to include Retirement Services, CMG etc.) acting as a 'centre of excellence' working with Senior Safeguarding leads, service design, and wider colleagues including Serious Case Panel and IPR teams to identify and improve processes, procedures and policies relating to how we support the most vulnerable.</p> <p>Alongside providing central support to the Senior Safeguarding leads, and coaching to wider colleagues as appropriate</p>	<ul style="list-style-type: none"> • DWP approach to 'safety and support' is being discussed as part of the SCP on 19 March – the specific remit of the team will be established at that point • Early scoping work has started led by Becky Costin through the Customer Experience Strategy work 	<ul style="list-style-type: none"> • Clarity around strategy for Safeguarding/ Safety and support • This is a new capability that does not exist in DWP, this will need to be built, iteratively over the first few months of 20/21 • Ensuring clear accountabilities across DWP, ensuring that accountability is not inappropriately delegated to this team 	10

Update:

Activity	Lead at SCS	What is it	Latest Position	Barriers to successful implementation at pace	Incremental FTE need
Safeguarding - Senior Safety & Support Lead	TBC	<p>Introduction of a senior leader in each DWP district to improve local relationships, networks and support for the most vulnerable for the whole of service delivery.</p> <p>Delivering local support and leadership to respond to local 'safety and support' concerns.</p> <p>Role will iterate as the DWP approach to 'safety and support' is established (SCP 19 March)</p>	<ul style="list-style-type: none"> • Team established to develop the role and drive forward recruitment • DWP approach to 'safety and support' is being discussed as part of the SCP on 19 March – the role will be refined following this 	<ul style="list-style-type: none"> • Recruitment of the right colleagues, with the right skill set • Geographically dispersed approach means managing quality and consistency will require appropriate oversight particularly given the remit is across the whole of service delivery • Clarity around strategy for Safeguarding/ Safety and support • Clarity of org design and interaction with other teams (Visiting, Org. Learning, safeguarding improvement team etc. 	<p>43</p> <p>36 x G7 7 x HEO</p>

Update:

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Additional Support for Complex Needs – Large Arrears Payments	Ang Green	Targeted intervention at customers receiving a large arrears payment, building on the learning from LEAP, UC and other areas	<ul style="list-style-type: none"> • Awaiting full update from the team • Change delivery are developing a proposition, designed for implementation in early 20/21 	<ul style="list-style-type: none"> • Unproven design/ solution, limited current data and ability to monitor activity • Cross-cutting initiative requiring implementation across different product lines 	TBC

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Activity	Lead at SCS	What is it	Latest Position	Barriers to successful implementation at pace	Incremental FTE need
Additional Support for Complex Needs – extra time to deliver proactive support	TBC	<p>Capacity to respond to signs of early vulnerability/ complex needs and arrange for appropriate support to be put in place.</p> <p>Using evidence from across DWP including the Serious Case Panel, to ensure the interventions are targeted and maximise value for money</p>	<ul style="list-style-type: none"> The Safeguarding Improvement Team, alongside wider ESE colleagues will use the outputs of SCP and IPR's to identify and introduce targeted interventions at pace (Q2 20/21) this will ensure that the funding is targeted in an area of identified need and help demonstrate the responsiveness to learning from SCP/IPR 	<ul style="list-style-type: none"> Requires the Safeguarding Improvement Team (or equivalent) to be established 	TBC

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Signposting Plus – Proof of Concept	Rachel Lowerson	<p>Proof of Concept to identify opportunities to support customers from falling into vulnerability delivered in W&H and Debt Management.</p> <p>Exploring future opportunities for segmentation and targeted interventions</p>	<ul style="list-style-type: none"> • Trial locations confirmed – Northamptonshire (jobcentres) and Debt Management centre • Workshops underway to confirm design and evaluation approach • Preparing for delivery in Q1 20/21 		10

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Building a Learning Organisation	Victoria Hughes	Introduction and building of a Serious Case Panel Team, strengthening our IPR capability, developing feedback mechanisms and supporting a culture of learning and improvement.	<ul style="list-style-type: none">• Recruitment of key roles has started• Work plans for next 12 months are advanced and are being shared with stakeholders	<ul style="list-style-type: none">• Review of 'Safeguarding approach'	56