

# EIA Assessment

# Cwmbran Pension Centre

Change to office opening time from 5 September 2011

31 August 2011

# Equality impact assessment for Cwmbran Pension Centre – change of opening time from 07.00 to 07:30

## Introduction

The Department for Work and Pensions has carried out an equality impact assessment on the proposal to introduce a change to the office opening time of Cwmbran Pension Centre from 07:00 to 07:30, assessing the proposal in line with the current public sector equality duties.

This process will help to ensure that the Department has paid due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010;
- advance equality of opportunity between people from different groups; and
- foster good relations between people from different groups.

The equality impact assessment will show how the Department has demonstrated it has paid due regard when developing new services or processes to on the grounds of the protected characteristics. These are; race, disability, gender, age, gender reassignment, sexual orientation, pregnancy and maternity, religion or belief and marriage and civil partnerships (in terms of eliminating unlawful discrimination only).

## Background

Cwmbran Pension Centre is a Contact Centre and provides a telephony and benefit processing service to customers between the hours of 08:00 and 20:00 Monday to Friday.

To improve the telephone and benefit processing service and ensure we can meet customer needs, it is essential that there are frontline agents and processors available to respond to telephone calls from our customers within these business hours. To support frontline agents, we need experienced staff to be available throughout the working day not only to deal with complex calls, but to provide support for colleagues and maintain a full service from 08:00 to 20:00.

By moving the opening time of the Centre from 07:00 a.m. to 07:30, we will ensure more staff are available at peak times to deliver an improved service for the benefit of our customers. The intention is to implement the change from 5 September 2011.

## Consultation and involvement

Local Trade Union and all our staff have been consulted and advised of the change. Telereal Trillium have been consulted and informed as they have responsibility for the premises and site. Our other partner organisations, internal and external, are not affected by the change as our telephony service is not available until 08:00.

Customers wishing to make enquiries, report change of circumstances or make claims for State Pension or Pension Credit are not affected.

Ongoing consultation has taken place with local Trade Union since 25 March 2011 in order to listen to and address emerging concerns raised on behalf of their members.

- **25 March 2011** – Initial meeting with Local TU to explain the review of opening hours
- **15 April 2011** – Meeting with TU representatives to discuss opening hours
- **18 April 2011** – Centre Message to inform all staff and invite comments by 18 May 2011
- **4 May 2011** – Message to all staff confirming start date as 5 September 2011 (subject to the satisfactory completion of EIA)
- **26 May 2011** – Interviews with those staff unhappy with the change begin
- **13 June 2011** – All interviews completed and impacts / reasonable adjustments considered
- **13 June 2011** – Management team decide to go ahead with opening the office at 07:30 from 5 September 2011
- **14 June 2011** – TU formally notified of the outcome of the EIA

The announcement of the proposed change to our opening hours, subject to a positive EIA outcome was issued to on 4 May 2011. It was sent to all staff to their personal email box and those off work were contacted by their team leader to make them aware of the proposed change. Following the announcement, there were some expressions of concern, but the number of employees saying the decision would cause them hardship were few in number (see below).

We encouraged everyone to raise issues through line managers so that we could accurately assess the impact of the proposed change and give us the opportunity to address specific concerns, explore individual options and put in place solutions. We have given a reasonable notice period and lead in time to support everyone to make any necessary changes to comply with the new opening times. We are still willing to consider temporary adjustments or longer term solutions to reduce the impact of the change.

It has always been acknowledged that it may be necessary to allow reasonable adjustments for a limited period of time to help some staff adjust to the change. We will continue look at all cases individually to make sure we provide the support needed to adjust to the change. At present, it does not appear that additional time is needed.

We will continue to open the office shortly after 07:00 to allow staff to enter the building once all Health & Safety checks have been completed. We want to avoid staff having to wait outside if they intend to use their usual means of transport and continue to arrive before 07:30, though up to this point no member of staff has made these representations. Everyone has been advised that the Flexi clock will not count any time worked before 07:30.

During April and May 2011, we wrote to all staff about the proposed changes and asked them to raise issues or concerns with their line manager. A total of 7 emails were received representing concerns from 1.9% of our workforce.

Of these concerns, 2 did not raise any personal issues and did not want to take the matter further. Accordingly, specific personal concerns were raised by only 1.4% of employees. At the interview stage, a further 2 members of staff withdrew their objection to the change of hours, taking the expressions of concern down to 3 individuals (0.8% of the workforce).

The 3 people with personal concerns were interviewed by their HEO line manager to explore the issues in more detail. All potential hardship was considered. In all cases we considered that there was sufficient opportunity for them to make any necessary adjustments before the implementation date of 5 September 2011.

Further analysis has also been completed to confirm the value to the business of the change.

- We estimate the equivalent of 85 hours each week at AO grade will become available during our customer opening hours to directly support our telephony & processing functions during this time.
- We estimate 18 hours each week of EO time will become available during our customer opening hours.
- We estimate 6 hours each week of HEO and SEO time will be available during our customer opening hours.

More closely aligning our resource between our customer opening hours will enable us to answer even more customer calls on the first occasion and reduce waiting times. This will help our customers and prevent unnecessary duplication of effort by our staff.

# Impact of the change

## Workforce Data March 2010

	Total Staff	Gender		Ethnicity		Disability	
		Actual		% of known		% of known	
		Female	Male	Ethnic Minority	White	Disabled	Non-disabled
<b>Cwmbran Pension Centre</b>	335.32 WTE 357 Headcount	73.3%	26.7%	2.1%	98%	2%	98%

All staff will continue to be employed at Cwmbran Pension Centre and no customer will be adversely affected by the change because our services are available from 08:00 to 20:00.

The change will result in an improved customer experience later in the day both in terms of the telephony service and ability to process. Mid afternoon each day, there are shortages of experienced processors and increased problems coping with customer traffic. Not only do we have problems maintaining a full service, but frontline agents do not have the same support available to them at earlier times of the day.

Accordingly, the change to opening hours will result in an improved work experience for those staff working later in the day.

**Disability** – The proposed change will have no impact on the reasonable adjustments already in place for our disabled employees and during the consultation exercise no person came forward to say they were adversely affected by the proposed change.

We will continue to provide and maintain equal access to all services. In the case of emergency evacuation of the building, existing arrangements will apply. It will be easier to conduct a full Health and Safety check assessment each day and maintain services to all employees. This will enhance available support to disabled employees.

**Ethnicity** – There will be no impact on ethnic minority staff. During the consultation exercise no person from an ethnic minority group came forward to say that they were adversely affected by the proposed change to opening hours. For any future recruitment, the Centre will develop its links with ethnic communities in the locality and continue to use our existing recruitment and retention strategies to ensure ethnic minority representation at the location supports the diverse population of the local area.

**Gender** – No one group of staff are unduly affected by the proposals. The % of staff flexing in from 07:00 replicates the difference in the % of male and female staff

employed, 27% male and 73% female. No gender is therefore unfairly impacted by the proposal.

Whilst it is true that a high proportion of carers are women, the Centre does not have core hours, agrees flexibility to come and go during the day between 07:30 and 20:00 and supports part time working and other flexible working patterns. This gives our employees flexibility to put in place arrangements to suit their specific needs.

Staff with caring responsibilities had the opportunity to express their views about the possible impact on them. A male member of staff expressed concerns and these were discussed with him. It was felt that with support it was possible to alter their preferred working pattern without it necessarily impacting on their parental responsibilities or significantly affecting their flexible working arrangements.

In the consultation exercise, no female member of staff came forward to say that child care responsibilities would be affected by the change in office opening hours. One person explained that it would impact on their ability to pick up children from school. The Centre was prepared to consider any reasonable adjustments to assist them, but this was not pursued by the person concerned and the grievance process was not used.

**Gender reassignment** – We know of no transgender issues which we need to consider, but there is nothing to suggest that this group would be unfairly affected in any way by the change we are introducing. To the best of our knowledge we do not have any employees who have been through gender reassignment or who are planning to do so. The consultation exercise gave all staff the opportunity to express their concern about the change and to explain its impact on them. Nobody did so.

**Age** – the age of those who arrive at the office between 07:00 and 07:30 reflect the general age profile of the office. There is nothing to suggest that the change would disproportionately impact on younger or older age groups. In the consultation exercise, no member of staff indicated directly or indirectly that their age was a material factor in the time they chose to arrive.

**Pregnancy / Maternity** – In the consultation exercise, no member of staff indicated directly or indirectly that their pregnancy or maternity status was a material factor in the time they chose to arrive. There are 7 known pregnancies in the Centre (2.6% of all female staff). 2 pregnant women regularly arrive before 07:30 out of the 100 female staff who regularly arrive after 07:00 and before 07:30. This replicates the % for the whole centre and demonstrates that pregnant women are not impacted to a greater extent than any other group.

**Religion / Belief** – In the consultation exercise, no member of staff indicated directly or indirectly that their religion, beliefs, or the absence of these, was a material factor in the time they chose to arrive. Examining the flexible working records of all staff including those who arrive before 07:30, I could see no indication of any individual being disadvantaged. The business is able to support Flexible Working Hours to such an extent that reasonable adjustments could be considered between the hours of 07:30 and 20:00 to meet individual need.

**Sexual Orientation** - In the consultation exercise no member of staff indicated directly or indirectly that their sexual orientation was a material factor in the time they chose to arrive. I have considered this carefully and there is no evidence of adverse impact.

All employees will still have equal access to all facilities on site. Car parking arrangements remain unchanged – there is unlimited free parking for all close to the Centre. All staff will still have equal opportunity to complete their full core hours in line with the current Flexi Working Hours scheme and core hour agreements. In future, all staff will start to accrue flexi time from 07:30.

Currently some staff arrive outside the start time of the flexi band width. This change to the later opening hours will help promote Work Life balance. Analysis shows that staff that arrive early are often regularly working in excess of the minimum 7:24 day required (pro rata for part time).

For those choosing to accrue “Flexi”, they can choose to finish at the same time - thus spending less time in work and not being prevented from completing at least the standard day. Any excess over 7:24 is undertaken on the basis of individual members of staff choice or preference.

We will continue to support anyone adversely affected following introduction of the change on 5 September 2011:

- We will consider all reasonable requests to change working hours or working patterns to assist any person unable to put in place arrangements to help adjust to the proposed change.
- We will continue to support staff where they need to split their working day to meet their outside responsibilities.
- We will continue to agree changes to part time and part year working patterns to better suit individual need subject to business constraints.
- We will continue to allow flexible working between 07:30 and 20:00 to support people to make up time when it best suits their needs and reduces the negative impacts of any change.
- We will continue to give 100% preference to preferred working patterns where this is consistent with the needs of customers.

The needs and wishes of employees must be balanced with the needs of the business, in particular ensuring appropriate levels of service to customers that are proportionate to business needs. Employees must agree in advance attendance times with their manager. The clear benefit of the proposed change for customers and staff is that there will be more staff available during the later part of the day, so creating extra telephony capacity during periods of peak demand. This will help reduce pressure on staff and spread the workload more easily.

A more detailed explanation of our “business need” is attached and was copied to TU representatives on 2 June 2011 (copy in Appendix 1).

Customers will continue to access our services through the existing channels and this will not be adversely affected by the change. In fact, the change will be a key enabler to help the centre deliver improved customer service.

The proposal will have a positive impact on Health & Safety. The security guard must have a clear 30 minutes to do a 'sweep' of the building on a daily basis before all staff are allowed access. This is not currently the case although the change to 07:30 start time will now make this possible.

There is no evidence that any part of the proposed change will discriminate unlawfully against people from different groups. The change will improve the telephone and processing service we deliver to customers.

It addresses concerns highlighted by staff working later in the day who feel they do not have enough support from colleagues when trying to deliver services and who are often called on to cover spikes in telephony traffic in the afternoons.

The change helps us to address problems answering telephone calls in the afternoon where shortages of experienced processors impacts negatively on the customer experience

## Monitoring and evaluation

A review and evaluation of the change will be undertaken 3 months following introduction of the change (January 2012). A report will be produced and shared with TU and staff.

A further review and evaluation will take place 12 months after implementation of the change (September 2012)

## Next steps

The change will be implemented from 5 September 2011 and final confirmation of this was notified to all colleagues on 17 June 2011.

## Contact details

For more information please contact

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# Appendix 1: Managing the Business 08:00 to 20:00

## 1. Cwmbran Pension Centre

- 1.1 Cwmbran Pension Centre is a Contact Centre and provides a service to customers between the hours of 08:00 and 20:00. To increase telephony and CAM usage as the primary means of providing a service for both new claims and changes, we need to make sure that there are people available to respond directly to our customers within these business hours. We need to look again at the way we do business to focus on the needs of customers and provide services which are fit for purpose.
- 1.2 We need to deliver a full and effective service from 08:00 until 20:00 which is capable to responding to spikes in demand. Customers should expect to be able to make Pension Credit and State Pension new claims, access the DWP Bereavement Service, seek advice and report change of circumstances between these hours. Customers have the right to seek advice and for their claims and changes to be processed in real time where practicable.
- 1.3 In order to deliver these services, we have to plan make sure we have processors are always on site to support frontline agents, take handoff calls and process in real time because that is what customers want. For some time we have been building capacity later in the day to give us the flexibility we need and to improve customer service. In building this capacity, we need to start from a position of having enough to cope with present and future needs.

## 2. The Business need

- 2.1 When we use the term “business need” what we mean to say in the “needs of customers” – the two are interchangeable. The needs of employees must be balanced with the needs of customers to ensure appropriate levels of service to customers proportionate to business needs. Flexible working is always an agreement between the individual and the business. Employees must agree in advance attendance times with their manager and where appropriate enter details in GWFM. However, the needs of the customer come first and it is up to business to decide the level of risk it is willing to accept and the quality of service it wishes to deliver.
- 2.2 Analysis shows that we struggle to meet the telephony target covering the percentage of calls answered (PCA) at various points in the day, because we do not have people we can call upon to maintain the service - see Annexes 2 to 8 for more information. As a result of this capacity issue, there are other impacts on customer service and on processing. This results in colleagues having to set aside their other duties to respond in real time. This is disruptive, inefficient and considered by many staff to be unfair.

- 2.3 When delivering services we have to make sure - where we can - that we treat our staff fairly, spread the workload and equalise pressures. It is not fair or reasonable to always expect the same people to be flexible and to have to rely on the same people to meet the needs of customers.
- 2.4 Each day we have to manage absences and this can be as high as 30% or more as a result of annual leave, sick absence, special leave, maternity leave and the impacts of part year and part time working patterns. At particular times of the year absences hit 40%. Accordingly, we have to have to build in “over capacity” to be sure to meet fluctuating demand and to cover planned and unplanned absences. We get complaints and grievances from staff who are refused time off because annual leave charts are “full”. Some feel their rights and responsibilities are not given the same weight as others
- 2.5 In addition to this, the business need is changing and there are clear benefits in having telephony and processing staff available throughout the working day to answer calls, process benefits and to support colleagues when customers are actively using our services. We need to be careful that we are not be delivering a service which puts our needs above those of our customers. Too often we struggle to maintain a high quality service later in the day and too often we miss performance targets. We have to plan to address these issues and look at ways of using time from 16:00 more productively.
- 2.6 We also have to consider the impacts on our colleagues of our choices. Simple choices like arriving early or finishing early or arriving late and finishing late can have impacts across teams. When these choices become inflexible, the impacts are felt across the Centre. In a flexible working arrangement, flexibility applies to the business, to teams, and to individuals.
- 2.7 As Centre staff numbers have declined from a peak in 2009 / 2010 of 379 down to 334 in April 2011 (attrition figures are set out in Annex 1 of this report). The business sometimes finds it difficult to maintain high quality service its services.
- 2.8 49 AOs have an alternative working pattern which equates to 17.07% of our AOs, and 25 of our EOs which equates to 47.17%. Alternative working patterns often mean early starts (before 08.00), early finishes (before 15.30) and shortages of staff at peak times of the year (summer leave, Christmas, Easter and term time breaks)
- 2.9 It is easy to make a general statement that there is no “business need” or that one person will make no difference, but anything which effectively reduces capacity or reduces flexibility only serves to make problems harder to deal with. The impacts are felt by customers and by work colleagues who have less real time support at the time they need that support. Inevitably we see things from our own perspective and it is human nature to focus on “our” needs over that of the business.

- 2.10 From a business perspective, there is no advantage in the Centre keeping people in work until 18.30 or later for no good reason or for us to ask people to come in later in the day if there is no reason to do so.
- 2.11 Business reasons extend beyond simple arguments of exactly how many people we need to answer queries, take claims and process changes. They extend into other areas
- **Utilising building / Resources** – There are ongoing costs for the building (lease / rental, heating, security and lighting) and it makes sense to use the resources more effectively and spread this throughout the day
  - **Computer systems / IT response wait times and capacity issues** – we have spread demand across the day to reduce pressure on our systems. Employing people with later starts and later finish times helps us to manage national demand and pressure on our servers at peak periods. This demand results in slow running of IT systems and reduced functionality.
  - **Desks and PCs** – Around 12 people desk share and everyone does not have a PC of their own. Moving people around the Centre and from desk to desk is an accepted necessity. There is a downward pressure to keep reducing the number of PCs as the headcount drops. Spreading desk use throughout the day makes sense both practically and financially. The more desks, PC and systems we operate, the higher costs we have.
  - **Virtualisation** – As virtualisation of service provision develops, we need to be ready to meet that demand. First steps have already been taken in relation to the DWP Bereavement Service. We will need to have 12 or 13 agents trained to meet national demand from 16:00 until 20:00

### 3. Recruiting staff to work until 18:30

- 3.1 Our approach has been to recruit AOs to help to meet business need later in the day. This has allowed us to agree more preferred working patterns which would otherwise have been refused. It has allowed us to deal with increasing numbers of people starting work as early as 07:00 (which reduces capacity and flexibility towards end of the day).
- 3.2 Over 51 staff were recruited with hours which routinely require them to work until 18:30. This represents 19.8% of the total AO staffing on Claims, Changes and Telephony. Our aim is to give as much choice as we can and in so doing build flexibility and capacity.
- 3.3 On any day 30% of these 51 staff may be absent, leaving just over 35 staff guaranteed to provide cover. However, each agent is only required to work until 18:30, three days out of five, so the numbers are reduced further. Flexibility is also impacted by bereavement calls as these staff are ring fenced to undertake this work. As the national service develops during the course of 2011 / 2012, up to 12 agents will need to be available from 16:00 until 20:00 to handle bereavement calls.

- 3.4 The “Business need” is clear. We need to make sure that we encourage people to arrive at a time which more closely matches demand and continue to require people to stay until 18:30 on a regular basis. We are taking this into account in our recruitment plans.
- 3.5 All new contracts have a 08:00 to 20:00 working provision and the possibility of having to work on Saturday mornings as well. We will continue to recruit people with later starting times to allow others greater choice, and to make sure we can change as the business need changes

#### **4. Starting work at 07:30**

- 4.1 We are planning to change the time we open in the morning from 07:00 to 07:30 because we think it makes business sense. We think there is a strong case for more closely aligning opening hours to the times our customers want to contact us and to spread resources across the working day. We advertise a full service from 08:00 to 20:00 and we need to deliver that service.
- 4.2 Extended opening times are important to our customers. Research undertaken by PDCS shows that many working age customers use our service and want it to be available when they are not working. Relatives of customers over the age of 60 want a choice of when to contact us. These extended hours also give our vulnerable customers or their representatives a choice
- 4.3 There is no doubt that processing can take place before 08:00 but the pattern of processing is that it is often lower priority / non urgent work which can be done at other times (such as in telephony downtime) and by staff with more appropriate skills. There is no doubt that the choice of starting early impacts on others. Complaints are often made that those who start later do not have the “quiet time” that those who start early value so much and the same people are being asked to cover the business need later in the day.
- 4.4 Over a typical 4 week period, 137 staff arrive for work before 07:30 – over 38% of our overall staff numbers. Almost 20% of our staff arrive for work before 07:30 on at least half of their working days. In our opinion, these numbers are too high and there is an impact on customer service later in the day.
- 4.5 As resources become tighter and pressures increase, we have to look to see whether this makes sense. We need to strike a balance between preferred working patterns and the business need and retain as much flexibility as we can.

#### **5. Changing customer demand**

- 5.1 As the service develops, the business need changes and we have to manage the business differently.
- 5.2 Customer demand is changing and our customers say they wish to use our services when they want to use them rather than we would like to provide them. Increasingly this means contacting us later in the day and wishing to

have the full range of services provided at a time of their choice. This is also the driver for our review of the time we open in the morning.

- 5.3 Virtualisation of service provision will result in the need for us to be able to meet our customers demand and the needs of other areas. This process has begun with the DWP Bereavement Service and will develop from here. What is absolutely clear is that we need to have as many people as possible able to work until 18:30 on a flexible basis, though this does not mean every person has to work until 18:30 every day.

## 6. Conclusion

- 6.1 The business need is never easy to define in precise terms and can never be a simple question of looking at numbers. However, we can outline general principles and the key issues. Each time we invoke “business need” we should check that this genuinely applies and that the needs of individuals have been considered carefully and fairly – this is common sense and it is in the interest of the business to do so. The main driver is to maintain or improving customer service and ensure we have value for money.
- 6.2 There is a *current business need* and a *future business need* and the business has to plan to meet those needs. Our “business need” should go beyond the narrow definition of doing “just enough” to serve customers. There are times such as on a Monday or Friday where we sometimes put the needs of staff before those of customers by trying to agree preferred working patterns and by accepting that we can “get by”. We do not always get the balance right.
- 6.3 The downside of being so flexible in agreeing preferred working patterns is that over time we begin to see flexibility and preference as a right – something heard quite often. Understandably, we make changes to our lifestyle to reflect this and do not like it when we are asked to make changes, especially at short notice. It makes it more difficult to move people from job to job and across commands and at times results in grievances and appeals. The “business need” is to retain as much flexibility as possible and is not always compatible with individual preference. The challenges ahead mean that we may not be able to agree preferred working patterns to the same extent as the past

Andrew Vaughan

June 2011

## Annex 1: Cwmbran Pension Centre attrition

Month	Grade	Team	Reason
<b>Apr-10</b>	AO	CC	Resignation
	AO	RM	Resignation
	AO	RM	Resignation
	AA	RM	Transfer
	AA	RM	Transfer
<b>May-10</b>	EO	RM	Resignation
	AO	RM	Resignation
	AO	RM	Resignation
	AO	RM	Resignation
	EO	RM	Transfer
<b>Jun-10</b>	AO	RM	Resignation
	AO	RM	Resignation
	AO	RM	Dismissal
	AO	RM	Dismissal
<b>Jul-10</b>	AO	CC	Resignation
	AO	RM	Dismissal
	Cas AO	RM	Resignation
	AO	RM	Transfer
<b>Aug-10</b>	AO	RM	Resignation
	AO	RM	Resignation
	AO	RM	Transfer
	AO	CC	Resignation
	AO	RM	Resignation
<b>Sep-10</b>	AO	RM	Resignation
<b>Oct-10</b>	AA	RM	Resignation
	AA	RM	Resignation
	AA	RM	Resignation
	AA	RM	Resignation
	AA	CC	Resignation
	AA	RM	Resignation
	AA	RM	Resignation
	AA	RM	Resignation

	Cas AO	RM	Dismissal
<b>Nov-10</b>	AO	CC	Resignation
	AO	CC	Resignation
	AO	RM	Dismissal
<b>Dec-10</b>	AO	RM	Dismissal
<b>Jan-11</b>	AO	RM	Dismissal
	AO	RM	Dismissal
	AO	RM	Dismissal
<b>Feb-11</b>	AO	RM	Resignation
	AO	CC	Resignation
<b>Mar-11</b>	Cas AO	RM	End of Contract
	Cas AO	RM	End of Contract
	Cas AO	CC	End of Contract
	Cas AO	RM	End of Contract
	Cas AO	RM	End of Contract
	Cas AO	RM	End of Contract
	Cas AO	RM	End of Contract
	Cas AO	RM	End of Contract
	Cas AO	RM	End of Contract
	Cas AO	RM	End of Contract
	AO	RM	Carers Leave

## Annex 1 – Key points

1. The bulk of all leavers are at the AO grade and those who process claims process changes and / or answer the phones
2. Attrition results in new pressures – As people leave; flexibility is reduced making it harder to meet the business need and more challenging to agree preferred working patterns. Over time it may not be possible to guarantee all preferred patterns. We already ask the majority of colleagues to work until 17.00 one day a week and stay until 20.00 on a regular basis

## Annex 2: Changes calls received (typical week) – showing calls received in 30 minutes slots, number of calls offered and answered and % of calls answered

	WC 04/04/2011			WC 28/03/2011			Total		
	Off	Ans		Off	Ans		Off	Ans	
<b>08:00 - 08:30</b>	145	145	100.00%	112	110	98.21%	257	255	99.22%
<b>08:30 - 09:00</b>	241	232	96.27%	220	219	99.55%	461	451	97.83%
<b>09:00 - 09:30</b>	570	537	94.21%	514	470	<b>*91.44%</b>	1084	1007	<b>*92.90%</b>
<b>09:30 - 10:00</b>	577	542	93.93%	616	581	94.32%	1193	1123	94.13%
<b>10:00 - 10:30</b>	579	558	96.37%	586	557	95.05%	1165	1115	95.71%
<b>10:30 - 11:00</b>	666	629	94.44%	623	606	97.27%	1289	1235	95.81%
<b>11:00 - 11:30</b>	594	563	94.78%	678	636	93.81%	1272	1199	94.26%
<b>11:30 - 12:00</b>	624	620	99.36%	653	610	93.42%	1277	1230	96.32%
<b>12:00 - 12:30</b>	529	482	<b>*91.12%</b>	622	542	<b>*87.14%</b>	1151	1024	<b>*88.97%</b>
<b>12:30 - 13:00</b>	433	410	94.69%	549	513	93.44%	982	923	93.99%
<b>13:00 - 13:30</b>	445	422	94.83%	467	456	97.64%	912	878	96.27%
<b>13:30 - 14:00</b>	413	409	99.03%	471	441	93.63%	884	850	96.15%
<b>14:00 - 14:30</b>	498	451	<b>*90.56%</b>	541	488	<b>*90.20%</b>	1039	939	<b>*90.38%</b>
<b>14:30 - 15:00</b>	497	456	<b>*91.75%</b>	521	490	94.05%	1018	946	<b>*92.93%</b>
<b>15:00 - 15:30</b>	451	424	94.01%	562	534	95.02%	1013	958	94.57%
<b>15:30 - 16:00</b>	402	389	96.77%	484	466	96.28%	886	855	96.50%
<b>16:00 - 16:30</b>	395	345	<b>*87.34%</b>	443	389	<b>*87.81%</b>	838	734	<b>*87.59%</b>
<b>16:30 - 17:00</b>	274	246	<b>*89.78%</b>	303	279	<b>*92.08%</b>	577	525	<b>*90.99%</b>
<b>17:00 - 17:30</b>	161	143	<b>*88.82%</b>	169	141	<b>*83.43%</b>	330	284	<b>*86.06%</b>
<b>17:30 - 18:00</b>	113	108	95.58%	119	108	<b>*90.76%</b>	232	216	93.10%
<b>18:00 - 18:30</b>	92	86	93.48%	87	86	98.85%	179	172	96.09%
<b>18:30 - 19:00</b>	59	56	94.92%	73	69	94.52%	132	125	94.70%
<b>19:00 - 19:30</b>	80	72	<b>*90.00%</b>	67	56	<b>*83.58%</b>	147	128	<b>*87.07%</b>
<b>19:30 - 20:00</b>	45	39	<b>*86.67%</b>	45	26	<b>*57.78%</b>	90	65	<b>*72.22%</b>
<b>Sub Total</b>	8883	8364	94.16%	9525	8873	93.15%	18408	17237	93.64%



## **Annex 2 – Key points**

1. Starred entries (\*) indicate we are missing calls and not hitting the target for percentage of calls answered.
2. Performance dips from 16:00.
3. These numbers do not include the number of agents needed to maintain a DWP Bereavement Service – up to 13 agents will be needed to provide a “virtual” national service. These calls are sensitive, demanding and time consuming.
4. Each call requires an agent to answer it, team leaders to be available, someone to process a change or a person to take handoff calls

Annex 3: Claims received (typical week) – showing calls received in 30 minutes slots, number of calls offered and answered and % of calls answered

	WC 04/04/2011			WC 28/03/2011			Total		
	Off	Ans		Off	Ans		Off	Ans	
08:00 - 08:30	59	58	98.31%	70	69	98.57%	129	127	98.45%
08:30 - 09:00	76	76	100.00%	79	79	100.00%	155	155	100.00%
09:00 - 09:30	136	132	97.06%	117	114	97.44%	253	246	97.23%
09:30 - 10:00	158	151	95.57%	174	168	96.55%	332	319	96.08%
10:00 - 10:30	219	203	<b>*92.69%</b>	186	180	96.77%	405	383	94.57%
10:30 - 11:00	205	187	<b>*91.22%</b>	225	214	95.11%	430	401	93.26%
11:00 - 11:30	182	178	97.80%	193	187	96.89%	375	365	97.33%
11:30 - 12:00	186	183	98.39%	228	211	<b>*92.54%</b>	414	394	95.17%
12:00 - 12:30	159	153	96.23%	178	172	96.63%	337	325	96.44%
12:30 - 13:00	146	133	<b>*91.10%</b>	164	158	96.34%	310	291	93.87%
13:00 - 13:30	129	123	95.35%	158	155	98.10%	287	278	96.86%
13:30 - 14:00	147	145	98.64%	172	163	94.77%	319	308	96.55%
14:00 - 14:30	172	165	95.93%	194	184	94.85%	366	349	95.36%
14:30 - 15:00	177	159	<b>*89.83%</b>	192	184	95.83%	369	343	<b>*92.95%</b>
15:00 - 15:30	168	160	95.24%	199	191	95.98%	367	351	95.64%
15:30 - 16:00	173	164	94.80%	162	157	96.91%	335	321	95.82%
16:00 - 16:30	134	124	<b>*92.54%</b>	126	123	97.62%	260	247	95.00%
16:30 - 17:00	117	102	<b>*87.18%</b>	112	107	95.54%	229	209	<b>*91.27%</b>
17:00 - 17:30	71	63	<b>*88.73%</b>	84	74	<b>*88.10%</b>	155	137	<b>*88.39%</b>
17:30 - 18:00	58	52	<b>*89.66%</b>	70	69	98.57%	128	121	94.53%
18:00 - 18:30	72	64	<b>*88.89%</b>	60	58	96.67%	132	122	<b>*92.42%</b>
18:30 - 19:00	55	47	<b>*85.45%</b>	61	59	96.72%	116	106	<b>*91.38%</b>
19:00 - 19:30	36	34	94.44%	52	51	98.08%	88	85	96.59%
19:30 - 20:00	30	29	96.67%	20	20	100.00%	50	49	98.00%
<b>Sub Total</b>	3065	2885	94.13%	3276	3147	96.06%	6341	6032	95.13%

## **Annex 3 – Key points**

1. Starred entries (\*) indicate we are missing calls and not hitting the PCA target (Percentage of Calls Answered)
2. Performance dips sharply from 16:00
3. Each call requires an agent to answer it, someone to process the claim or sort out an urgent payment & colleagues to help with complex questions. Team leaders need to be available to deal with complaints and staffing issues,

## Annex 4: Claims and changes centre total (typical week) – showing calls received in 30 minutes slots, number of calls offered and answered and % of calls answered

	WC 04/04/2011			WC 28/03/2011			Total		
	Off	Ans		Off	Ans		Off	Ans	
<b>08:00 - 08:30</b>	204	203	99.51%	182	179	98.35%	386	382	98.96%
<b>08:30 - 09:00</b>	317	308	97.16%	299	298	99.67%	616	606	98.38%
<b>09:00 - 09:30</b>	706	669	94.76%	631	584	<b>*92.55%</b>	1337	1253	93.72%
<b>09:30 - 10:00</b>	735	693	94.29%	790	749	94.81%	1525	1442	94.56%
<b>10:00 - 10:30</b>	798	761	95.36%	772	737	95.47%	1570	1498	95.41%
<b>10:30 - 11:00</b>	871	816	93.69%	848	820	96.70%	1719	1636	95.17%
<b>11:00 - 11:30</b>	776	741	95.49%	871	823	94.49%	1647	1564	94.96%
<b>11:30 - 12:00</b>	810	803	99.14%	881	821	93.19%	1691	1624	96.04%
<b>12:00 - 12:30</b>	688	635	<b>*92.30%</b>	800	714	<b>*89.25%</b>	1488	1349	<b>*90.66%</b>
<b>12:30 - 13:00</b>	579	543	93.78%	713	671	94.11%	1292	1214	93.96%
<b>13:00 - 13:30</b>	574	545	94.95%	625	611	97.76%	1199	1156	96.41%
<b>13:30 - 14:00</b>	560	554	98.93%	643	604	93.93%	1203	1158	96.26%
<b>14:00 - 14:30</b>	670	616	<b>*91.94%</b>	735	672	<b>*91.43%</b>	1405	1288	<b>*91.67%</b>
<b>14:30 - 15:00</b>	674	615	<b>*91.25%</b>	713	674	94.53%	1387	1289	<b>*92.93%</b>
<b>15:00 - 15:30</b>	619	584	94.35%	761	725	95.27%	1380	1309	94.86%
<b>15:30 - 16:00</b>	575	553	96.17%	646	623	96.44%	1221	1176	96.31%
<b>16:00 - 16:30</b>	529	469	<b>*88.66%</b>	569	512	<b>*89.98%</b>	1098	981	<b>*89.34%</b>
<b>16:30 - 17:00</b>	391	348	<b>*89.00%</b>	415	386	93.01%	806	734	<b>*91.07%</b>
<b>17:00 - 17:30</b>	232	206	<b>*88.79%</b>	253	215	<b>*84.98%</b>	485	421	<b>*86.80%</b>
<b>17:30 - 18:00</b>	171	160	93.57%	189	177	93.65%	360	337	93.61%
<b>18:00 - 18:30</b>	164	150	<b>*91.46%</b>	147	144	97.96%	311	294	94.53%
<b>18:30 - 19:00</b>	114	103	<b>*90.35%</b>	134	128	95.52%	248	231	93.15%
<b>19:00 - 19:30</b>	116	106	<b>*91.38%</b>	119	107	<b>*89.92%</b>	235	213	<b>*90.64%</b>
<b>19:30 - 20:00</b>	75	68	<b>*90.67%</b>	65	46	<b>*70.77%</b>	140	114	<b>*81.43%</b>
<b>Total</b>	11948	11249	94.15%	12801	12020	93.90%	24749	23269	94.02%

## **Annex 4 – Key points**

1. Starred entries (\*) indicate we are missing calls and not hitting the target for the percentage of calls answered
2. Performance dips sharply from 16:00.
3. Each call requires an agent to answer it and someone to process the claim or change. An AO needs to be available to sort out an urgent payment or to offer support to colleagues if the issue is complex. Team leaders need to be available to deal with complaints and staffing issues. We need greater flexibility in terms of agent numbers and available skills to be provide a full and effective service.

## Annex 5: Changes PCA 26 April 2011 to 10 May 2011

Changes Telephony Analysis 3.30pm-6.30pm since Easter						
	BAU			BVT		
Date	Offered	Answered	PCA	Offered	Answered	PCA
26-Apr	239	222	<b>*92.89%</b>	62	62	100.00%
27-Apr	190	163	<b>*85.79%</b>	51	51	100.00%
28-Apr	208	184	<b>*88.46%</b>	48	45	93.75%
03-May	302	292	96.69%	86	82	95.35%
04-May	242	233	96.28%	49	47	95.92%
05-May	208	172	<b>*82.69%</b>	52	52	100.00%
06-May	207	178	<b>*85.99%</b>	47	42	<b>*89.36%</b>
09-May	306	267	<b>*87.25%</b>	66	63	95.45%
10-May	214	194	<b>*90.65%</b>	64	64	100.00%

### Annex 5 – Key points

1. This table shows days on which we did not provide the required telephony service between 15:30 and 18:30 in April 2011 and May 2011
2. The Bereavement lines (BVT) show a better performance being achieved

## Annex 6: Cases created – typical week

	PC CC		SP CC		RM		Centre	
	Created	%	Created	%	Created	%	Created	%
<b>07:00-08:00</b>	16	4.58%	48	4.59%	637	12.18%	701	10.58%
<b>08:00-09:00</b>	25	7.16%	106	10.13%	588	11.24%	719	10.85%
<b>09:00-10:00</b>	32	9.17%	109	10.42%	618	11.82%	759	11.46%
<b>10:00-11:00</b>	47	13.47%	133	12.72%	760	14.53%	940	14.19%
<b>11:00-12:00</b>	38	10.89%	87	8.32%	432	8.26%	557	8.41%
<b>12:00-13:00</b>	34	9.74%	92	8.80%	618	11.82%	744	11.23%
<b>13:00-14:00</b>	45	12.89%	107	10.23%	518	9.91%	670	10.11%
<b>14:00-15:00</b>	38	10.89%	112	10.71%	511	9.77%	661	9.98%
<b>15:00-16:00</b>	32	9.17%	106	10.13%	295	5.64%	433	6.54%
<b>16:00-17:00</b>	20	5.73%	74	7.07%	126	2.41%	220	3.32%
<b>17:00-18:00</b>	15	4.30%	33	3.15%	119	2.28%	167	2.52%
<b>18:00-19:00</b>	7	2.01%	39	3.73%	7	0.13%	53	0.80%
<b>19:00-20:00</b>								
<b>Total</b>	349	100.00%	1046	100.00%	5229	100.00%	6624	100.00%

### Annex 6 – Key points

1. Despite the number of staff in the office from 16:00 until 18:30, the number of CAM cases created on claims and changes dips very significantly at this time each day – we need to increase activity and make better use of this processing time.
2. On the Changes side of the business, a high proportion of activity before 08.00 is simpler or straightforward work. Higher levels of productivity would be expected at a time when there are no calls from customers. Moving this processing to another part of the day is unlikely to cause a problem.

## Annex 7: Cases Closed – typical week

	PC CC		SP CC		RM		Centre	
	Closed	%	Closed	%	Closed	%	Closed	%
<b>07:00-08:00</b>	51	12.23%	124	11.60%	643	13.17%	818	12.84%
<b>08:00-09:00</b>	46	11.03%	140	13.10%	537	11.00%	723	11.35%
<b>09:00-10:00</b>	41	9.83%	109	10.20%	561	11.49%	711	11.16%
<b>10:00-11:00</b>	57	13.67%	124	11.60%	714	14.62%	895	14.05%
<b>11:00-12:00</b>	30	7.19%	104	9.73%	433	8.87%	567	8.90%
<b>12:00-13:00</b>	43	10.31%	106	9.92%	558	11.43%	707	11.10%
<b>13:00-14:00</b>	52	12.47%	95	8.89%	511	10.46%	658	10.33%
<b>14:00-15:00</b>	35	8.39%	81	7.58%	466	9.54%	582	9.14%
<b>15:00-16:00</b>	41	9.83%	126	11.79%	271	5.55%	438	6.88%
<b>16:00-17:00</b>	5	1.20%	35	3.27%	104	2.13%	144	2.26%
<b>17:00-18:00</b>	11	2.64%	14	1.31%	82	1.68%	107	1.68%
<b>18:00-19:00</b>	5	1.20%	11	1.03%	4	0.08%	20	0.31%
<b>19:00-20:00</b>								
<b>Total</b>	417	100.00%	1069	100.00%	4884	100.00%	6370	100.00%

### Annex 7 – Key points

1. Despite the number of staff in the office from 16:00 until 18:30, the number of CAM closed on claims and changes dips very significantly at this time each day – we need to increase activity and make better use of this processing time.
2. On the Changes side of the business a high proportion of activity before 08:00 is simpler or straightforward work. Higher levels of productivity would be expected at a time when there are no calls from customers.



# Annex 8: Percentage of staff available until 17.00

<b>Telephony</b>	
<b>WC 16.05.11</b>	<b>% of staff available up to 5pm</b>
<b>Monday</b>	21 out of a possible 28 - 75%
<b>Tuesday</b>	16 out of a possible 32 - 50%
<b>Wednesday</b>	18 out of a possible 30 - 60%
<b>Thursday</b>	15 out of a possible 26 - 57%
<b>Friday</b>	11 out of a possible 27 - 41%

<b>PC changes</b>	
<b>WC 16.05.11</b>	<b>% of staff available up to 5pm</b>
<b>Monday</b>	36 out of a possible 78 - 46%
<b>Tuesday</b>	39 out of a possible 80 - 49%
<b>Wednesday</b>	41 out of a possible 83 - 49%
<b>Thursday</b>	28 out of a possible 82 - 34%
<b>Friday</b>	21 out of a possible 77 - 27%

<b>SP changes</b>	
<b>WC 16.05.11</b>	<b>% of staff available up to 5pm</b>
<b>Monday</b>	15 out of a possible 44 - 34%
<b>Tuesday</b>	17 out of a possible 47 - 36%
<b>Wednesday</b>	12 out of a possible 46 - 26%
<b>Thursday</b>	9 out of a possible 45 - 20%
<b>Friday</b>	6 out of a possible 42 - 14%

## **Annex 8 – Key points**

1. Fewer State Pension changes staff remain in the office until 17:00 than colleagues on Pension Credit changes and telephony. This is the result of individual preferred working patterns. The command has not recruited staff to work in the office until 18:30 and so the percentages are out of step. The business need is to recruit more people into State Pension changes
2. Each Friday, fewer processors and telephony staff are available to meet the business need. Whilst we schedule frontline telephony agents to meet forecast demand, there is limited capacity to respond to telephony spikes and too few people with relevant skills available to take hand off calls and / or give advice and process in real time.