



DWP Serious Case Panel minutes

Title of meeting: DWP Serious Case Panel

Date: 17 September 2020, 13:30 to 15:15

Location: Meeting held through Skype

Attendees: Hayley Tatum, Non-Executive Director (Chair); Peter Schofield, Permanent Secretary; Emma Haddad, Director General for Service Excellence; Charlotte Clark, People and Capability Director (on behalf of Debbie Alder); John-Paul Marks, Director General for Work and Health Services; Simon McKinnon, Director General for Digital; Susanna McGibbon, Director General for Legal; Laura Squire, Business Strategy Director (on behalf of Nick Joicey); Paul Francis, UC Digital Director (on behalf of Neil Couling); James Wolfe, Director for Disability and Housing Support (on behalf of Mary Pattison); Joanna Wallace, Independent Case Examiner.

Presenters: Fiona Jones, Customer Experience Director; Redacted, Customer Experience Lead Analyst; Redacted, Serious Case Panel Analysis; Victoria Hughes, Customer Experience and Organisational Learning Deputy Director; Redacted, Senior Safeguarding Leader; Redacted, Consultant Clinical Psychologist, St. Basils.

Apologies: Jonathan Mills, Director General for Policy; Mary Pattison, Director of State Pensions, Child Maintenance & Devolution; Neil Couling, Director General for Change; Nick Joicey, Director General for Finance; Debbie Alder, Director General of People and Capability.

1. Welcome & Introductions

1.1 Hayley Tatum opened the meeting and welcomed members and nominated deputies to the third meeting of the DWP Serious Case Panel.

1.2 Hayley Tatum extended thanks to all members for their flexibility by joining the meeting via skype and highlighted that two guest speakers would join the meeting to support the final agenda item.

2. Action points & decisions update

2.1 Secretariat provided a verbal update of the action points and highlighted the progress made towards the agreed recommendations from the last meeting around customers expressing dissatisfaction.

2.2 Members noted the update and no questions were raised.

3. Serious Case Themes

3.1 Redacted presented the item summarising the analytical work undertaken, using various sources of serious case information, to derive systemic themes that ought to be discussed at future Serious Case Panel meetings.

3.2 Redacted highlighted the ongoing need for review as part of assurance processes.

3.3 Hayley Tatum invited members to discuss and agree the recommendations. Members thanked Redacted and her team for the great progress made and discussed a number of key points for the team to consider in future iterations of this analysis:

- To facilitate engagement and effective decision making, members should consider focused problem statements together with more contextual data where appropriate and feasible (e.g. protected characteristics and/or incidence, impact & scale of specific features);
- Share relevant aspects of this serious case insight with parts of the department designing change and transformation to broaden their evidence base and support decision making;
- Consider exploration of opportunities to align this and other customer experience data with the Target Operating Model.

3.4 Members agreed the themes for discussion at the next two meetings:

- November 2020: Prioritising the needs of customers who are victims of fraud;
- March 2021: The transition of customer between benefits and off benefits.

3.5 Action Points:

AP01 – Consider the points raised in discussion with the continued development of the analytical framework.

4. Themed Discussion: Mental Health and Accessibility

4.1 Hayley Tatum welcomed and introduced the two guest speakers and explained that they would support this item by sharing their experiences, and invited Fiona Jones to open and present the themed discussion.

4.2 Fiona Jones highlighted that the purpose of this session was for members to discuss the Mental Health and Accessibility theme and discuss and agree the proposed recommendations.

4.3 Redacted provided members with an overview and the outcomes and key learning points of the introduction of “Psychologically Informed Environments” (PIE) at St Basils: PIE is an approach for working collaboratively with clients with support needs to provide a positive environment for those who have experienced compound trauma. In a PIE the psychological needs of staff are critical: developing skills and knowledge, increasing motivation, job satisfaction and resilience.

4.4 Redacted provided members with her insight and daily experiences as a DWP Senior Safeguarding Leader with the established safeguarding network to support customers with mental health accessibility barriers.

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4.5 Hayley Tatum invited members to discuss the problem statements and the proposed recommendations. Members suggested the need to consider:

- How this serious case theme, and potentially others, relate to the department's Target Operating Model, particularly in responding to "user needs" (e.g. accessibility), strategies, values and capability that support this.
- How to identify and prioritise change activity into the areas where it will make the biggest difference, recognising that the current accessibility offer differs across services.
- How to develop a broader understanding of the evidence and the extent to which the serious case insight considered is indicative of wider trends and issues.

4.6 Members discussed the recommendations and felt the focus should be on what was proportionate and feasible within the current context, and that any additional funding from the Spending Review might open up further opportunities.

4.7 Action Points:

AP02 – Develop a roadmap for future meetings to show members when agreed activity will be delivered.

5. AOB & Close

Hayley Tatum and members of the Serious Case Panel thanked the guest speakers, Redacted and Fiona Jones and their teams for their work and highlighted the importance of this group and links across the Department.

Next meeting: 26 November 2020, 12:00 to 13:30.

Secretariat:

[DWP Caxton House Customer Experience Secretariat](#)