



# DWP Serious Case Panel Minutes

**Title of meeting:** DWP Serious Case Panel

**Date:** 26 November 2020, 12:00 to 13:30

**Location:** Virtual

**Attendees:** Hayley Tatum, Non-Executive Director (Chair); Peter Schofield, Permanent Secretary; Emma Haddad, Director General for Service Excellence; Sarah Hartland, Deputy HR Director for Work & Health Services (on behalf of Debbie Alder); John-Paul Marks, Director General for Work and Health Services; Simon McKinnon, Director General for Digital; Frances Nash, Legal Director (on behalf of Susanna McGibbon); Laura Squire, Business Strategy Director (on behalf of Nick Joicey); Neil Couling, Director General for Change; Mary Pattison, Director of State Pensions, Child Maintenance & Devolution (on behalf of Jonathan Mills); Joanna Wallace, Independent Case Examiner.

**Presenters:** Fiona Jones, Customer Experience Director; Victoria Hughes, Deputy Director of Customer Experience and Learning; Redacted, Customer Experience Lead Analyst; Redacted Customer Experience Analyst; Bozena Hillyer, Director of Counter Fraud, Compliance and Debt.

**Apologies:** Jonathan Mills, Director General for Policy; Nick Joicey, Director General for Finance; Debbie Alder, Director General for People and Capability; Susanna McGibbon, Director General for Legal

## **1. Welcome & Introductions**

1.1 Hayley Tatum opened the meeting and welcomed members, nominated deputies and two observers to the 4<sup>th</sup> meeting of the DWP Serious Case Panel.

1.2 Emma Haddad thanked Hayley Tatum for her leadership as the Chair of the DWP Serious Case Panel throughout 2020, and her last meeting as Chair.

1.3 Emma Haddad reflected on the achievements and priorities of Customer Experience Directorate, including the role of the new senior safeguarding leaders and the continued importance of the Panel's work learning from serious case themes to prevent such cases in future.

## **2. Secretariat**

2.1 Secretariat provided a verbal update of the progress made towards agreed recommendations from previous meetings.

2.2 Members noted the update and no questions were raised.

### **3. Analytical Framework update**

3.1 Victoria Hughes introduced the item and thanked the team for their efforts in producing the evidence for the themed discussion today, through the application of an in-development analytical framework.

3.2 Redacted detailed work to develop the analytical framework, including how evidence is gathered, synthesised and analysed, forming the supporting evidence to each themed discussion for the Panel.

3.3 Hayley Tatum invited questions from Panel members.

3.4 Members thanked Redacted and the team for their progress in development of the framework and requested an update on progress at the next meeting.

3.5 Action Points:

**AP01** – Provide members with the latest Analytical Framework at the next meeting in March 2021.

### **4. Themed Discussion**

4.1 Hayley Tatum invited Fiona Jones to open the main agenda item: a discussion of the serious case theme of customers who have been victims of fraud or have had their identities stolen or hijacked.

4.2 Fiona Jones, Redacted and Victoria Hughes presented the work undertaken by Customer Experience Directorate to explore this serious case theme in depth, highlighting progress made, work underway, and remaining gaps. Fiona Jones invited the Panel to discuss the theme.

4.3 Bozena Hillyer described the wider context of activity in her directorate pertaining to this serious case theme and highlighted the importance of organisational culture in ensuring all customers receive good customer service.

4.4 Hayley Tatum invited members to discuss the problem statements and the proposed recommendations.

4.5 Members discussed and agreed the recommendations to address current gaps in how we provide a good customer service to customers who are victims of fraud or stolen/hijacked identity. Members welcomed further exploration into the cultural factors which Bozena had highlighted more widely than just the fraud theme or business area and as a cross-cutting theme in their own right and requested to hold a more holistic discussion of this at the next meeting in March 2021 as part of the main theme for discussion.

4.6 Action point:

**AP 02** –Laura Squire to work with Victoria Hughes to incorporate customer service messaging into planned colleague communications campaigns.

## **5. Theme discussion for next meeting**

5.1 Victoria Hughes explained that continued work on the analytical framework has improved our understanding of the prioritisation of themes for consideration by the Panel and in light of this improved understanding of the evidence she recommended that the Panel agreed to consider a different theme in March 2021 than agreed at the last meeting in September. The new theme proposed for discussion in March 2021 was: the service provided by the department at the point where a customer tells us something is going wrong. As Victoria Hughes explained, this point in the customer journey sometimes features in the serious case evidence.

5.2 Hayley invited members to discuss and agree the revised theme for March 2021.

5.3 Members agreed that this theme is a priority for discussion at the next meeting, including the cultural dimension of this discussed as part of the discussion of agenda item 4, and therefore to discuss this theme at the meeting in March 2021 instead of what was previously agreed in September.

## **6. AOB & Close**

6.1 Hayley Tatum and members of the Serious Case Panel thanked the presenters and their teams for their work.

**Next meeting:** 25 March 2021, 09:30 to 11:30