

Official Sensitive



UC Full Service Benchmarks – managing the claimant journey

Sponsor:



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UC PB

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Why Benchmarks?

What our leaders are telling us:

- Most are finding the environment of no targets liberating (but not all)
- Those who do say it's driving a different type of leadership and level of engagement with their people
- Leaders are saying it's liberating their people across the service to think and behave differently and focus on doing the right things
- All are uncomfortable not having the level of MI they are used to
- Most struggle because they want to know what good looks like so they can communicate consistent standards to their people. Many however said its forced them to understand and engage with their people in a way they might never have previously
- Mixed views on whether to introduce benchmarks now. All recognise we'll need to at some point but concerned about impact this will have on behavioural gains we're making now

But what we know is happening:

- People hadn't understood the importance of doing things by a certain point in time (because we hadn't told them)
- They don't have the MI to alert them when things are off-track or blocked
- Because of that, we have backlogs and examples of poor customer service – so we need to fix

So, how should we use them?

Essentially, we need to be careful not to throw something that looks a lot like our traditional date of claim+/-speed of process targets out there and risk losing the feeling of empowerment we've worked hard to create.

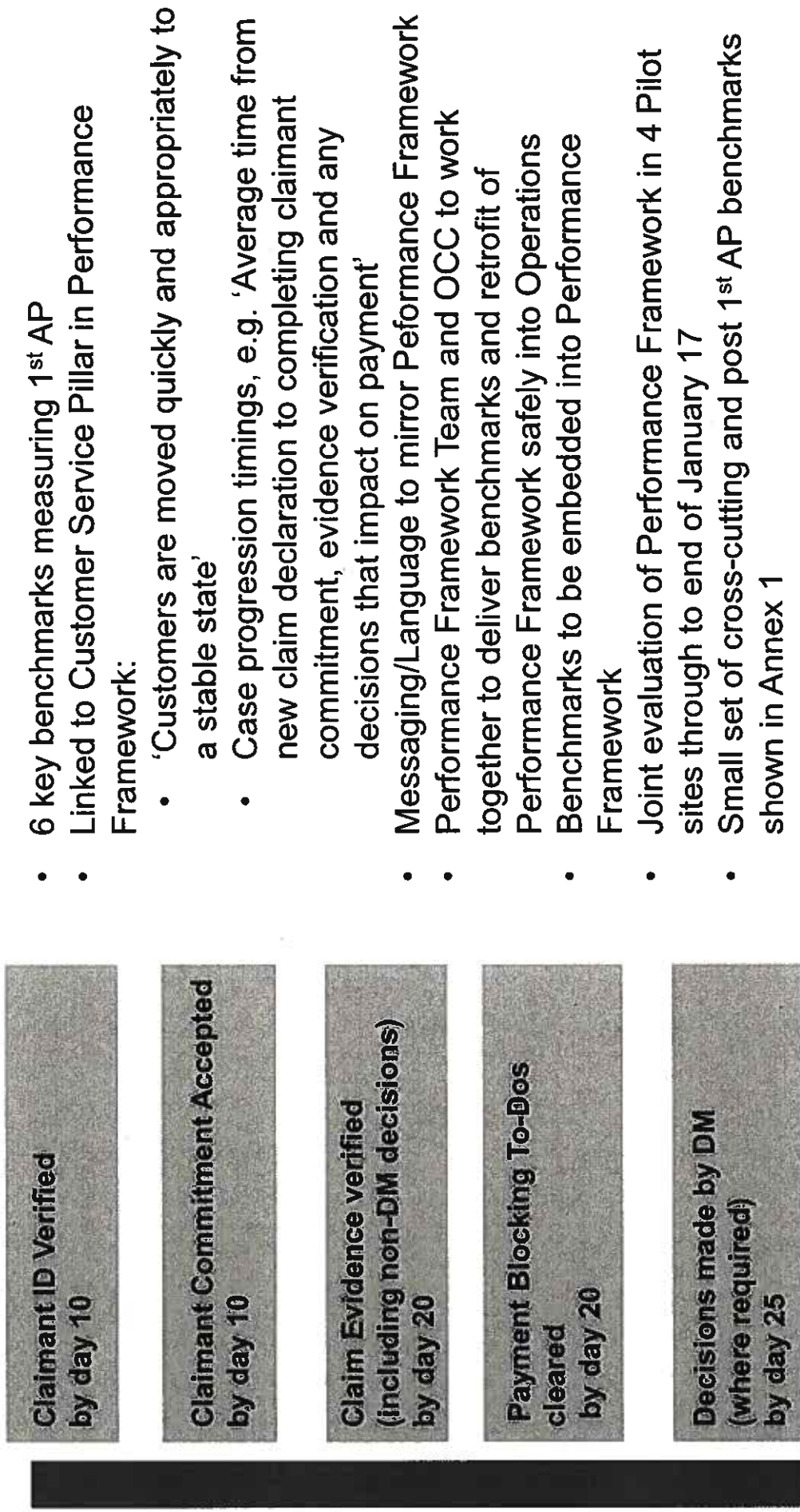
So we will:

- use the benchmarks to help us monitor progress of improvements
- use the MI to identify where we have sites or teams that need support to get on track, and then
- get out there to support them.

Importantly, we don't yet know if the measures we've selected are right. For instance, is 10 days enough time to book and conduct both the IEI and CC interview? Will we see unhelpful behaviours to meet the 'target' as we have in JSA and UC Live Service?

That's why we will monitor and analyse, but not report on individual sites.

What are they – and how do they fit with the Performance Framework?



Current MI Products Operational Interim MI

Interim UC Digital Case Management MI

Filters

To Do Report

JC / SC
Job Centre
Service Centre

Category
Type

Appointment / To Do / Telephony

- Work Coach
- Case Manager
- Decision Maker
- Team Leader
- System, Quality & Assurance
- Include Activities 21 Days beyond Due Date
- Include Activities 21 Days prior to the Due Date
- Payment To Do's
- Decision Maker To Do's

Use role filters to see activities anticipated being done by this specific role, otherwise leave unticked.

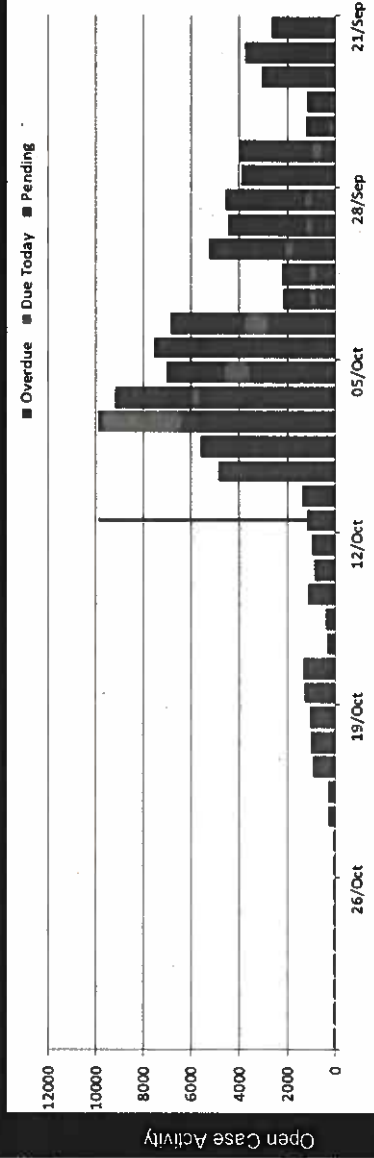
Update

Reset



Latest Update: 10/10/2016

To Do's
Pending Due Date
Currently set at Due Date



Caseload

Work Group

| | |
|---------------------------|--------|
| Claims | 34,853 |
| Claimants | 41,535 |
| Where Commitment Accepted | |

Days Pre / Post Maturity Date

Open Case Activity

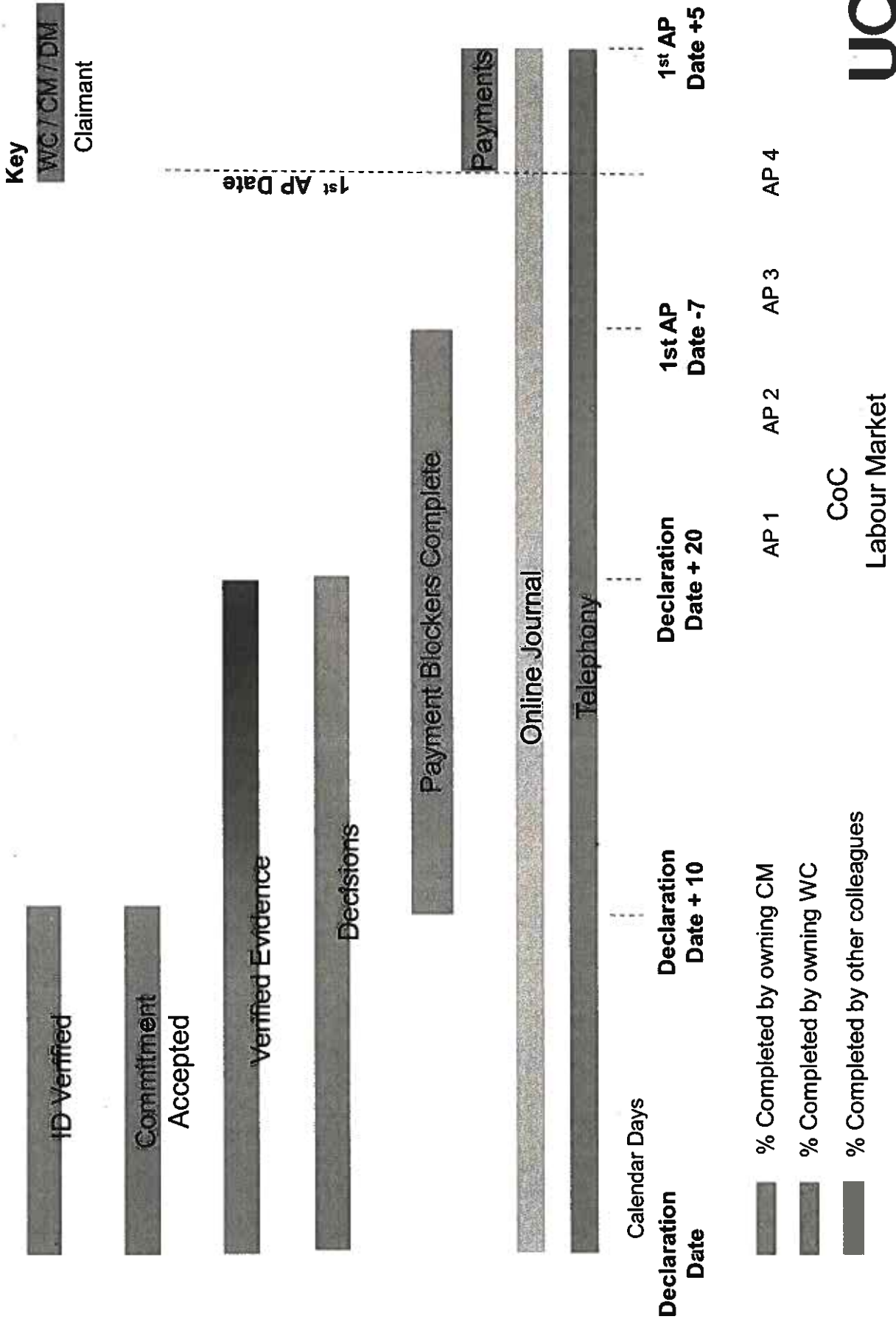
| | | |
|---------------|----------------|-------------|
| Pre Maturity | 11,235 | 11.0% |
| Post Maturity | 90,762 | 89.0% |
| Pending | 42,674 | |
| Due Today | 7,493 | Oldest Date |
| Overdue | 40,615 | 13/11/2015 |
| No Due Date | 6,762 | 6.2% |
| Total | 108,769 | |

Completed Case Activity

| | |
|--------------------|--------|
| Prev Work Day | 0 |
| This Week (so far) | 1,676 |
| Last Week | 92,417 |
| Week Previous | 88,792 |



Evolving MI Products MI on the Claimant Journey – 1st AP



Filter and Report Selection

UC Full Service MI

| | |
|---------------------------|------------------|
| Report Type | Report Type 1 |
| Operational Delivery | Service Centre |
| Group | |
| District | Where applicable |
| Site | Canterbury |
| Team Leader | Team 1 |
| Work Coach / Case Manager | |
| Assessment Period | AP 1 |

Refresh Run Report

Report Types...

1. One
2. Two
3. Three

Assessment Period

- AP 1
- Subsequent Aps
- All APs
- Dynamic Filtering. E.g. only show Team Leaders of the Centre(s) selected.
- Grey out where the report type does not allow the filter. (if applicable)
- Reset button to remove all filters

Network View JC – Viewed by Network Manager (Service Centre or Job Centre)

Claimant ToDos & Appts within 3 days
 Critical Agent ToDos & Appts within 3 days(e.g. WC, CM...)
 Claimants with ToDos & Appt within 3 days (e.g. WC, CM...)

Total Network view with individual sites below

| Job Centre | Claims | | Allocated | | Completed by owning | | | in SLA ToDo | | ID Verified | | Commitment | | Evidence | | Decisions | | Blockers | | Payment | | | | | | | | | | | | | | | |
|---------------|--------|-----------|-----------|-------|---------------------|-----|-------|-------------|------|-------------|-----|------------|----|----------|-----|-----------|-----|----------|-----|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|----|--|--|--|--|
| | Claims | Claimants | CM | Other | CM | WC | Other | % | ToDo | % | % | % | % | % | % | % | % | % | % | % | % | | | | | | | | | | | | | | |
| | 11097 | 12762 | 222 | 222 | 39% | 26% | 35% | 87% | 187 | 87% | 201 | 136 | 59 | 97% | 380 | 842 | 276 | 91% | 431 | 490 | 210 | 79% | 181 | 231 | 154 | 91% | 328 | 175 | 93% | 166 | 76 | | | | |
| London Bridge | 2619 | 3012 | 52 | 52 | 39% | 26% | 35% | 87% | 161 | 87% | 201 | 136 | 59 | 97% | 380 | 842 | 276 | 91% | 431 | 490 | 210 | 79% | 181 | 231 | 154 | 91% | 328 | 175 | 93% | 166 | 76 | | | | |
| Sutton | 2754 | 3167 | 55 | 55 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lowestoft | 3321 | 3819 | 66 | 66 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Newcastle | 2403 | 2763 | 48 | 48 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site 5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site 6 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site 7 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site 8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site 9 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site 11 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

1st AP

% ToDos completed by someone other than the owning WC or CM
 % ToDos completed by the owning WC
 % ToDos completed by the owning CM

VIEWS ALSO BY SITE AND TEAM AND 'AGENT'



Network View SC – Viewed by Network Manager (Service Centre or Job Centre)

Claimant ToDos & Appts within 3 days

Critical Agent ToDos & Appts within 3 days (e.g. WC, CM...)

Claimants with ToDos & Appt within 3 days (e.g. WC, CM...)

Total Network view with individual sites below

| Service Centre | Claims | | Claimants | | Completed by owning | | | Journals | | ID Verified | | Commitment | | Evidence | | Decisions | | Blockers | | Payment | | | | | | | | | | | | | | | | | | |
|----------------|--------|-------|-----------|---------------|---------------------|-----|-------|----------|------|-------------|-----|------------|-----|----------|-----|-----------|-----|----------|-----|---------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|----|--|--|--|--|--|
| | 36990 | 42539 | 740 | Non Allocated | CM | WC | Other | in SLA | ToDo | 87% | 100 | 87% | 201 | 335 | 30 | 97% | 390 | 593 | 276 | 91% | 431 | 490 | 210 | 79% | 161 | 231 | 154 | 91% | 533 | 175 | 93% | 155 | 76 | | | | | |
| Carterbury | 8730 | 10040 | 175 | | 39% | 26% | 35% | 87% | 109 | 87% | 201 | 786 | 59 | 97% | 390 | 593 | 276 | 91% | 431 | 490 | 210 | 79% | 161 | 231 | 154 | 91% | 533 | 175 | 93% | 155 | 76 | | | | | | | |
| Bolton | 9180 | 10557 | 184 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Bangor | 11070 | 12731 | 221 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Middlesbrough | 8010 | 9212 | 160 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site 5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site 6 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site 7 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site 8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site 9 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Site 11 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

% ToDos completed by someone other than the owning WC or CM

% ToDos completed by the owning WC

% ToDos completed by the owning CM

VIEWS ALSO BY SITE AND TEAM AND 'AGENT'



ICC View – Viewed by ICC & Senior Managers

| JCorr SC | | Service Centre | | Job Centre | | Team 1 | | Agent | | Claims | | Claimants | | Completed by owning | | Journals | | 1st AP | | | | | |
|---------------|--|----------------|--|------------|--|--------|--|-------|--|--------|-----|-----------|--|---------------------|--------|-------------|------------|----------|-----------|----------|---------|--|--|
| | | | | | | | | | | CM | WC | Other | | | in SLA | ID Verified | Commitment | Evidence | Decisions | Blockers | Payment | | |
| | | | | | | | | | | 39% | 26% | 35% | | | 87% | 87% | 97% | 91% | 79% | 91% | 93% | | |
| Telephony | | | | | | | | | | 36990 | | 42539 | | | | | | | | | | | |
| In-Box | | | | | | | | | | | | | | | | | | | | | | | |
| Labour Market | | | | | | | | | | | | | | | | | | | | | | | |
| Claimants | | | | | | | | | | | | | | | | | | | | | | | |



Format and content of Telephony, In-Box and Labour Market to be worked through.

Decision

UC Programme Board are asked to:

| Decision / Recommendation | Approved |
|---|----------|
| <ul style="list-style-type: none">• Note why we are looking to introduce Performance Benchmarks, how we plan to use them, what they are and how they align with the Performance Framework | |
| <ul style="list-style-type: none">• Note the plan to introduce them safely and well | |

Annex 1- Cross-cutting and Post 1st AP Performance Benchmarks

Inbox - outstanding/cleared position

**Journal Entries - completed yesterday/cleared
inside SLA ***

**Telephony - Percentage Call Answer (PCA) 90%
Average Speed of Answer (ASA) is 7 minutes ***

**Quality – Critical Process Points, Payment
Accuracy**

Labour Market – Existing LM Measures

**Payments made accurately and on time, using
Auto Pay functionality**