

To: UC Programme Board

Sponsor and Author: Janice Hartley

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Implementing at Scale

Issue

We are ready to take forward increased delivery to a greater number of sites in July 2017, and are heavily into implementation activity for further increased rollout from October onwards. Since we initiated rollout of UC Full Service to Sutton in a test phase at the end of 2014, we have been refining, improving and maturing our activities to ensure we are building successfully to implement at increased scale. This paper summarises our activities and preparations both for July expansion and our sites from October onwards.

Action

Programme Board members are asked to note the preparations and status of our implementation activities for our expansions to the sites in July, and from October onwards.

Timing

The Programme Board meeting on 22nd June 2017.

1. Implementation Approach

1.1 Current implementation model

The UC Programme team has developed the implementation model from the same framework used to successfully deliver the UC Live Service national rollout, utilising the same expertise from within the Programme, and Operational Excellence Division (OED) Change and Implementation teams, both operating at national and region level to ensure detailed understanding and resolution of issues at every site. A carefully choreographed approach sets out a 26 week preparation window in the main, with key start up meetings to involve and set expectations for local management, coupled with detailed and ongoing check-pointing at every site as they progress through their preparation journey. In addition, our OED colleagues are engaged prior to our implementation window to consider any site specific tailoring to support successful planning. And they offer post implementation support to sites after go-live as they begin to build service experience. We have learned lessons from every site delivery and have refined the model throughout. A summary of the key activities within the timeline is outlined at Annex 1.

1.2 Prepare for Universal Credit

As we began to expand UC rollout activity to a greater number of sites, existing change management processes were becoming more cumbersome, less effective and required greater numbers of staff to support. As a result, the UC Programme created a digitally enabled implementation planning approach, building an agile, on-line UC tool, Prepare for Universal Credit, (previously the Change Delivery Framework). This mirrors the UC service, creating 'to dos' for implementation activity, and has the same look and feel of the UC full service system. This brings together the site preparation plan with direct linked access to supporting products, instructions and processes into one on-line tool, replacing disparate

products and formats for planning activity. The content and service, designed through agile principles with user needs at the heart of the design, allows sites to see and report progress, and feedback on issues and major blockers. The UC Programme implementation team has the ability to use the tool to view both individual site progress and a summary view across multiple plans. This has given us confidence that we can effectively operate multiple implementation plans simultaneously, and deal with greater numbers of sites in flight and at different phases of their journey, whilst remaining in control of delivery planning. This approach was tested in January 2017 with 9 sites and will be used for all October onwards sites.

1.3 Current Site Preparations in Progress

We began using the Prepare for Universal Credit tool for implementation preparation with a few test sites from summer 2016. We have been maturing the on-line service incrementally since then, and have used to manage sites delivered through the first half of 2017 to successful go-live. As we are well within the preparation window for the sites for July expansion and October onwards, we now have **162** sites actively using this tool effectively to support their implementation journey, with no immediate or significant major blockers flagged. Of course, undertaking the detailed logistical planning involved and surfacing the challenges encountered at every site means that issues do arise, but we remain confident that our experience means we can overcome these with enough time.

2. Building UC Full Service Capability and Capacity to Deliver

2.1 Recruitment and Staffing Build, including Contingency Uplift

As we plan to offer UC in a significantly higher number of sites, and open up access at an increased rate month on month, we know that UC caseloads build rapidly. As a consequence, in order to support operational performance of the service, a contingency uplift has been added to the resourcing models for Service Centres (SCs) and Jobcentres (JCs) which effectively draws forward the Full Time Equivalent (FTE) resourcing requirement by 3 months for JCs and 6 months for SCs, effectively adding an additional 1,463¹ FTEs into running UC SCs by March 2018 and 1,124 FTEs into Jobcentres. This provides a staffing uplift significantly in advance of when volumes would require this staffing level.

Recruitment processes have been enabled and enhanced to deal with this challenge with the support of HR colleagues. In JCs, the recruitment plan between April and June 2017 was to bring 1,000 FTE into UCFS, and we have 1,098 actual and confirmed starts and provisional offers working through. For UC SCs, recruitment is broadly on track today; there is a small gap in plans in July, but we are confident we can draw forward additional supply expected in August to bridge this gap. The next uplift of new recruits is planned to join in August 2017 – an additional 73 posts; we have 336 candidates who passed the sift and interviews concluded on 9th June; there is confidence that this number of recruits will be filled, with some additional staff available on waiting lists to draw from. The September recruitment campaign was launched on 14th June, and an Expression of Interest for HMRC staff was also launched on 19th June in Derby, Stockton and Wolverhampton. Again this is a real challenge to stay on track as we recruit into UC, and colleagues across DWP, brigaded by HR, have mobilised recruitment streams to deliver required numbers, carefully monitoring and adjusting campaigns as we progress. Overall staffing recruitment and build is closely reported and monitored weekly by Operations Planning and Performance (OPP) experts and at UC Operations Executive Team meetings.

¹ Figures correct at 02/06/2017, taken from OPP report at UCOET 07/06/2017

2.2 Service Centre Expansion

Implementing and operationalising the UC SC capacity remains a key challenge underpinning our expansion plans. Detailed and comprehensive analysis and planning has been carried out by DWP's OPP Director and team, ensuring that the UC resource build is coherent and complements wider DWP staffing and operational plans. OPP have also created a comprehensive right to left planning approach, which has set out the site approach right through to the end of Transition in September 2018; an incredibly helpful position. From the proposed staffing plans from April 2017 to April 2018, an additional 3344 SC FTEs will join those currently working in UC Full Service (UCFS), so that on current plans there will be 4365 SC FTEs in total in March 2018.¹ Of the 3344 additional headcount, around 55% are being reassigned from other parts of DWP operations, UC Live Service and transferring into DWP from HMRC, and we are recruiting the remainder. We do know the Service Centre sites which will expand to accommodate the majority of additional staff; new Service Centres in Bristol, Lisahally and Preston (a transferring site from HMRC) will join UCFS, and existing UC Service Centres in Ballymena, Bangor, Basildon, Bolton, Canterbury, Derby, Dundee, Glasgow, Grimsby, Middlesbrough, Nottingham, Stockton and Wolverhampton will reassign and add new staff to UCFS in the months ahead. In total, 20 SCs will be operating UCFS by December this year; 10 of these sites will be dual running UC Live Service alongside UCFS.

We have more work to assess the accommodation and equipment requirements for Bristol and Lisahally at pace, to assess whether we can operationalise the required numbers of staff in currently planned timeframes. With support from other parts of DWP business we are making good progress on realignments in Bristol. We are using our Northern Irish sites as a hub for capacity, and can exploit our footprint in Belfast and Ballymena to provide additional capacity if needed. We have a proportion of our projected SC staffing build yet to be allocated to SC sites as final estates choices are made, but these come on stream mainly in 2018, with a few joining in December. These are our key risks for scaling ahead, remaining a priority focus of both Programme, Operational and HR colleagues, with careful monitoring on a weekly basis; we are confident that the planning on SC build, and alignments with JCs as we expand geographically will underpin our rollout plans sufficiently to build the required service capacity.

2.3 People Preparation

The significant staffing increases have an obvious impact to our capacity to organise and schedule people preparation, both UCFS training and consolidation activity, with sufficient training officers allocated across our plans and geography. This is always a particularly challenging set of logistical scheduling, and is being carefully controlled and managed by our head of OED. Although local hotspots occur, these are being addressed proactively. In addition, to support the increase in our people preparation activity, we are recruiting 100 additional Learning and Development officers to underpin our plans. We have had over 1,500 applications for the Learning and Development Officer roles, of which 1,109 have passed the online test and are ready for sifting. Interviews are scheduled to take place later this month, with people due to start in post from late July onwards (contingent on release dates and on-boarding clearance).

3. Refinements to Support Scaling and Expansion Control

3.1 Experience of 30 sites in July and opportunity to tune for October

A key part of our confidence building underpinning our ability to deal with implementing 50 sites per month from October, is to test out the flexing of our implementation activities, teams and procedures by step changing from 5 sites per month on average to preparing for 30 sites in July. All July site readiness is currently reporting good to go – subject to our readiness assessments later in June on service performance and stability. The implementation planning has been done through the Prepare for Universal Credit tool, resourcing numbers are where they need to be and all relevant People Preparation and case

consolidation activities are in train and will complete on time. We will use the experience of increased scale to test our operational management and Programme control processes to ensure that performance impacts are understood as we increase velocity of rollout. Any issues identified will be developed into underpinning go-to-green plans during our summer firebreak in August and September and will continuously feed into implementation activities for sites preparing from October onwards.

3.2 Phasing Delivery in Large or Complex Sites

UC Programme rollout was paused last in February 2016, and in May 2016 Board members asked for sight of the lessons learned from the pause activity. A key part of our learning was to phase offices with complex or larger caseloads which de-risks rollout by allowing a more gradual build of work while staff gain experience. For the July sites, we have phased 6 of the offices due to size or complexity of caseload. In these sites half the postcodes will go-live on plan in July, and the remainder of the postcode areas will go-live in September. We will continue to adopt this approach from October onwards, phasing where appropriate. We are exploring any phasing options with operational colleagues - to date London & Home Counties have identified 2 sites to phase, but we are finalising more analysis of caseload complexity, size of office and impacts of our People and Location plans, and expect further sites to be phased through October to December.

3.3 First 100 Claims Tracked and Monitored

Case management is at the heart of UC service, and as we have gained experience of operating the service, it is clear that the relationships between SCs and their linked JCs are crucial. Working collaboratively to clear to dos, especially in the first Assessment Period (AP) to enable payments in full and on time, recognising and dealing with claimants with vulnerabilities and gathering complex housing information are among the priorities for agents to focus on. As part of our implementation approach we have set up each new JC site to work with their SC to track in detail their first 100 UC full service claims. The rationale for this is twofold – firstly it helps to cement the right activities and learn quickly from the close monitoring of these cases in the first AP, especially on aspects and complexities that can prevent payment or progress. Secondly, in preparing to work across the JC and SC boundary to track these cases, the relationship building, communications interchange and understanding of roles and activities of Work Coaches, Case Managers and Decision Makers, is developed and matured. A recent lessons learned workshop of sites who have used the tracker as part of their implementation activities to date confirmed the value of this approach – underscoring that sites who put effort and preparation into working relationships were better prepared for operating the UC service.

3.4 Implementation Control Centre Monitoring and Control

As we have matured our understanding of how best to monitor and address issues within the UC service, the development of the Implementation Control Centre has been key. It provides an ongoing focus for the multi-disciplinary team to be able to report any issues arising which prevent smooth operation of the service, performance benchmarks which allow trending of performance, continuous improvement opportunities which feed into product development and prioritisation. This is operating really well, and continues to identify each week those things we can refine and fix to drive up service performance. In parallel, the service management model has matured, both technical routes to fix IT issues and incidents, business continuity arrangements and the network of Service Innovation Leads working across all UCFS sites to help drive familiarisation and use of the service, and behavioural and cultural leadership change to deliver our UC service vision. These aspects are being regularly stressed tested to ensure that they are robust enough for our scaling ambitions, and we are confident of their ability to deal with the volumes ahead.

4. Challenges

4.1 Telephony Retrofit into Full Case Management

Currently, telephone calls are centralised to 2 SCs, Grimsby and Belfast, with plans to bring Ballymena onto this virtualised telephony handling in August. This was done to free up other SCs to mature and embed case management principles, and mainly to deal with higher than anticipated volumes of calls. To realise our full case management vision, we need to re-integrate calls to the correct Case Manager who has responsibility for the case. DWP's telephony platform is currently being upgraded, and UC telephony services will be fully moved to this new platform, Next Generation Contact Centre (NGCC), within June. Following this, we are developing the technical capabilities to enable routing of calls directly to the correct Case Manager, and expect to have tested this within Canterbury SC by late summer. If successful, this allows us scope to retrofit all calls to the correct Case Manager and SC, moving us away from our current tactical arrangements. We are working through detailed plans which will re-integrate telephony for existing sites in staggered phases throughout October to December, and switch on new sites as we rollout directly into this model. Although this is challenging, we are confident that retrofitting the 102 already live sites is achievable, and further delay simply complicates this further, and continuation of the tactical model will not ultimately support scaling. We will retain a national call routing where there is no case manager assigned, and for contingency.

5. Summary

This paper sets out the activities, functions and approach that we have collectively developed across the UC Programme, UC Operations, OED, HR, OPP and partners with key elements we have matured to deal with our plans for increased scaling and rollout ahead. We have experience too of pausing and re-ordering rollout activity as we pace rollout alongside operational capabilities and performance. And the finalisation of the People and Locations Programme of estates rationalisation across DWP will mean we will have to deal with changes and refinements to our plans as they stand – and we have a well-developed approach to do so. This combination of activities, experience and capabilities will underpin our ability to successfully implement at scale.

Annex 1

Implementation Lifecycle Overview

- Week - 38 to week -26 = OED pre-offer
- Week - 26 to week +1 = Programme Implementation
- Week + 1 onward = OED post go live offer

Programme Implementation Lifecycle Week -26 to week +1

- Week - 28 to week -26 Kit with UC Expansion Lead/District Manager to agree site specific requirements
- Week - 26 Deliver Start Up meeting
- Week - 26 to week -25 Book Leadership Events
- Week - 25 conduct planning meeting
- Week - 25 Start LA Engagement activities
- Week - 25 start site preparation
- Week - 19 start L & D activities
- Week - 15 complete L & D Plan
- Week - 8 start IT system access activities
- Week - 6 start on site support activities
- Week - 6 start Booking Bug diary management activities
- Week - 5 start Closer Working with Service Centre activities
- Week - 1 complete Assurance Certificate activities
- Week - 1 complete site readiness activities
- Go Live to Week +1 Implementation team support
- Week +1 onward OED offer

