Managed Migration Progress Update

Issue:
We previously agreed to return to Programme Board in July to provide visibility of progress made in the first months of Alpha and seek views on a range of questions. However, the Managed Migration phase has been rescheduled to align with the revised UC plan as a result of contention decisions. This update reflects the impact of revised plans on Managed Migration.

Key progress headlines:
- As requested by Programme Board, we have further assessed the migration options and impacted with DWP, HMRC and LA stakeholders. As a result, we identified a number of key features which will inform migration proposals including: a make scalable phase, firebreaks, aligning geographic rollout to Full Service roll out, and migrating JSA first from July 2019.
- Worked with Strategic Planning to agree the rescheduling of migration with the contention plan and plan further work to conduct research, analysis and engage stakeholders. The revised UC plan includes the recommended option for smooth migration (cross reference UC Planning Update paper).
- Built up a better understanding of internal and external stakeholder views on the impact of managed migration from their perspective.
- Undertaken a significant amount of user research to gain a greater knowledge of user needs through interviews and observations with DWP, HMRC and LA staff, and claimants, through Jobcentre visits, home visits and call listening.
- Continued to develop the claimant journey to support multiple categories of claimants while accounting for the combination of benefit types, and continue to iterate the journey with user research and stakeholders.
- Developed the first iteration of the Managed Migration Operating Model in consultation with stakeholders and will continue to iterate as design progresses.
- Technical architect colleagues have made good progress and have developed a high level technical option with assumptions which have been shared with the Technical Design Authority (TDA).
- Informed and developed an understanding of Transitional Protection policy and explored the timetable for policy resolution and the options for implementation.

For information / below the line paper:
Programme Board are asked to:
- Note progress to date.
- Agree the project phasing.
- Note proposed criteria for Alpha testing and exit to Private Beta.
- Note we will return to Programme Board in 2017 with a substantive agenda item.

Timing: Programme Board meeting 22nd September 2016
1. Introduction
We previously agreed to return to Programme Board in July to provide visibility of progress made in the first months of Alpha and seek views on a range of questions. However, this update was deferred to this meeting to allow us to update the migration plan in the light of contention decisions. That work is now complete and this update reflects the impact of the revised plan on our project.

2. Contention Plan Impact

We have worked closely with colleagues across the Programme as part of the contention planning discussions and have impacted our plans to reschedule the Managed Migration phase to the revised UC plan (reflected in the UC Planning Update paper). This has provided an additional 12 months to invest in our Private Beta phase (previously only 3 months) to test and learn across the broad spectrum of claimant groups. The delineation between Alpha and Private Beta will be reviewed as detailed planning is developed.

3. Managed Migration Phasing

To align with the revised UC plan the Managed Migration project phases are now:

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<tr>
<th>Alpha</th>
<th>Private Beta</th>
<th>Public Beta</th>
<th>Live</th>
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<tbody>
<tr>
<td>Apr 16 to Sept 17</td>
<td>Oct 17 to Dec 18</td>
<td>Jan 19 to Jun 19</td>
<td>Jul 19 to Mar 22</td>
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<tr>
<td>Early development phase</td>
<td>Test the service to inform Managed Migration build</td>
<td>Make scalable by migrating up to 5k households per month</td>
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<tr>
<td>April to September 2016</td>
<td>October 2016 onwards introduce laboratory and contextual testing to inform development</td>
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- Moving from Alpha to Private Beta is dependent on regulations being in force
- Moving from Private Beta to Public Beta is dependent on UCFS build to support managed migration being in place
- Moving from Public Beta to Live is dependent on UCFS build can support increased volumes

We have also revised our forward sprint planning to break down the design into major epics. This builds upon the progress we have made to date through gaining a greater knowledge of user and stakeholder needs, and provides flexibility to undertake further user research, test, learn, and engage stakeholders to inform design and the migration approach.

**Provisional exit criteria for development phase to testing in Alpha phase**

Entering into the laboratory testing phase (previously called the micro test) represents the project's first opportunity to bring together learning from user research and to begin testing draft products and provisional processes developed during the initial Alpha phase.

There are a number of pre-requisites that need to be determined prior to commencing testing to provide enough certainty from a design perspective that –
at the macro level – we can proceed with a degree of confidence in the materials and processes we are seeking to test.

The proposed criteria to move from development to testing in Alpha are:
- **The scope** of managed migration must be agreed (in particular with reference to the UCFS boundary);
- **User needs** and scenarios must be agreed and prioritised;
- A high level **end-to-end process** design for testing must be completed, focusing on a prioritised claimant journey;
- A User Research-driven / informed **product set** to support the process must be established;
- **The cost model** for migration will be validated against test findings;
- **Transitional Protection policy** (including its operation) must be stable with firm assumptions in place for the majority of claimants;
- All requisite and appropriate project and supporting **resources** must be identified and secured (including HMRC and LA staff);
- A **delivery plan** for the testing must be agreed.

**Provisional Alpha exit criteria**
In addition to identifying exit criteria prior to moving into the Alpha testing phase, we have also begun to consider the criteria that might need to be satisfied prior to moving into Private Beta, currently planned for October 2017 (our ‘test the service’ phase).

It is important to note that we will still be very much in learning mode during Private Beta (and indeed during Public Beta); as such the Alpha criteria are designed to give us enough of a foundation to progress, whilst retaining enough flexibility to adapt and amend our approach.

The proposed exit criteria for Alpha are:
- The **service design** must be **sufficiently flexible** to allow for adaptation;
- The **service design** must have been developed **based on user needs**;
- The **service design** must be mature enough to be **readily understood by staff and claimants**;
- **Customer journeys / cohorts** must be prioritised to inform approach;
- **Roll out approach** (sequencing, geography) must be determined and approved;
- Any **essential technology provision** must be built and sufficiently tested to support moving to Private Beta;
- **Organisational readiness** activities must be complete;
- A method for calculating **transitional protection** must be available;
- A **delivery plan** for Private Beta must be agreed.

We will return to Programme Board in 2017 with a firm proposal for Alpha exit criteria for consideration and decision.

4. **Stakeholder Engagement**
We have built up a better understanding of internal and external stakeholder views on the impact of managed migration from their perspective and have put in place a multi layered stakeholder engagement plan including:

- A multi disciplinary team providing “in the room” stakeholder views including DWP Operations, LA, HMRC, Analysis Division, User Research, Technology, and OED;
- Advisory subject matter expert networks including Security, Finance, HR, Labour Market, Policy, UCFS;
- Working with External Relations and Orientation colleagues to connect into UC engagement channels, stakeholder groups, events and communication products;
- Bespoke smaller working groups focusing currently on Technology, User Research and Communication products.

An illustration which provides more detail of the multi layered engagement approach, including details of stakeholder events undertaken and planned can be found at annex 1.

5. **Policy**

We are continuing to develop our approach to transitional protection through discussions with strategy, design colleagues and the SRO. Our current assumption is that we will maintain the current Policy/Legislative timeline with regulations coming in to force October 2017 which would enable progress to Private Beta. This timeline is under review and if this changes any consequential impact on the project timeline will be discussed at TPG and BDA in the coming weeks.

UC Policy colleagues are developing delivery assumptions with a view to a submission being prepared for Ministers regarding Transitional Protection (TP) for claimants with capital over £16,000 which could provide some simplification.

TP policy is still to be resolved on a number of issues including treatment of overseas workers, frontier workers and the circumstances where TP would cease. Instructions to lawyers will be prepared on the high level migration process and progressed as the process is developed.

6. **Design**

Design sprints continue to make good progress drawing in stakeholder views and user research to enrich the claimant journey which is supported by a technology overlay and iteration of the Operating Model. Key activities include:

- User research undertaken with claimants and staff which has provided a set of user need themes to explore within the design;
- Presentation to the Customer Journey Transformation Board in May with a follow up session in November 2016;
OFFICIAL SENSITIVE  UCPB220916 Paper No. BTL06

- Senior intelligent challenge event on 12 July with colleagues specifically experienced in other migration projects;
- Input to design through Show and Tell sessions, engaging subject matter experts and the Managed Migration Steering Group members.

We have developed the first iteration of the Managed Migration Operating Model in consultation with stakeholders and will continue to iterate as design progresses. A high level view of the first iteration of the Operating Model has been included at annex 2 for information.

7. **Technology**

Technical architect colleagues have made good progress and have developed a high level technical option with assumptions which has been shared with the Technical Design Authority (TDA) Working Group and TDA.

Engagement with DWP wide Technology stakeholders including DWP Corporate Technical Authority will continue in the coming months to inform development and assumptions. We are starting work with Business Case colleagues to ensure a better understanding of technology costs is included.

8. **Testing**

We will continue to iterate the design throughout Alpha informed by testing which will commence October 2016. Testing in this pre-regulation stage will be a combination of laboratory and contextual tests with claimants and staff. The first test will focus on the communications and messages underpinning the first stage of the customer journey leading to further testing throughout Alpha as the design builds informed by user research.

9. **Managed Migration Options**

Whilst the contention plan still reflects the Managed Migration baseline option, work continues to develop migration options and refine AME impacts as we work toward the Autumn Statement, and look at alternative options which smooth the high peaks that were present at the back end of the baseline option in order to reduce resource capacity issues.

Engagement with DWP, HMRC and LA stakeholders has identified a number of key features which will inform migration proposals going forward. These include:

- A geographic rollout which is aligned to the Full Service roll out schedule;
- During Public Beta, up to 5k cases per month covering the full range of legacy benefits to be selected in order to fully test the service;
- A gradual ramp up at the start of migration with volumes stepping up month on month to ensure opportunities to test and learn;
- Firebreaks are built into the schedule to support operational delivery across DWP, HMRC and LAs and to provide contingency (currently proposed in January and August 2020/21, and January 2022 for illustration);
The migration of the JSA caseload first to allow the early closedown of JSA (IR) services, which is advantageous to DWP Operations and supported by all stakeholder groups. (The forecast JSA caseload at the end of June 2019 is c 50k cases). This will be followed by the migration of all other benefits together.

Based on the parameters of the above proposal early analysis indicates there will be approximately 2.1 million cases¹ (= 3.0 million legacy claims to closedown) to manage migrate, which equates to 80k cases per month based on a flat profile.

Following feedback from senior stakeholders we have begun work to develop a tool to assess an optimal approach with a view to sharing with senior stakeholders including the Customer Journey Transformation Board in November 2016.

Going forward we will continue to shape the optimal migration options and refine our proposal in line with learning from user research and the developing design of the claimant journey.

10. **Next Steps**

Programme Board are asked to:
- Note progress to date.
- Agree the project phasing.
- Note proposed criteria for Alpha testing and exit to Private Beta.

We will return to Programme Board in 2017 with a substantive agenda item.

**Decision / Recommendation**
- This paper is for information only

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¹ Cases = households=number of UC claims
Annex 1 – Managed Migration Stakeholder Engagement Overview

**External Stakeholders**
- Local Authorities:
  - Partnership Forum
  - Steering Group
  - Engagement workshops
- Devolved Administrations
- Northern Ireland
- Utilities companies
- Landlords
- Advice Agencies
- Employers
- Claimant Groups
- National and Local Partnership / Employer Engagement Managers

**Managed Migration Team:**
- Multi-disciplinary team including:
  - UC, Technology, Ops, User Research, Analysts, HMRC, LA

**Subject Matter Experts including:**
- Policy, HR, Security, F&E, LM, GES, UCFS

**Working Groups:**
- User Research
- Communications
- Technology

**Managed Migration Steering Group**
- Customer Journey Transformation Board
  - BDA
  - CET
  - HMRC Programme Board

**Governance**

**Show and Tell**
- Senior Intelligent Challenge Groups:
  - Previous Migration Expertise
  - LA
  - DWP Operations
  - Wider stakeholders

**6DA**
- TPG
- TDA

**Programme Board**
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<th>Stakeholder Engagement Timeline April – December 2016</th>
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<tr>
<td>- UC - PB, BDA, TPG, PDE*</td>
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<td>[<em>PDE takes place every Wednesday]</em></td>
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<td>- Customer Journey Transformation Board</td>
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<td>- Technology Design Authority (TDA) &amp; Working Group</td>
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<td><strong>Managed Migration Steering Group</strong></td>
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<td><strong>Intelligent Challenges</strong></td>
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<td><strong>LA Steering Group/Partnership Forum</strong></td>
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<td><strong>SSAC</strong></td>
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<td><strong>External Stakeholder Fora - Utilities, CRGs etc</strong></td>
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The migration operating model (MOM) will supplement the UC operating model to support Managed Migration.

**UC as-is**
- UC Operating Model

**During migration**
- UC Operating Model
- Migration Operating Model
  - An iteration of the MOM should be in place before Managed Migration begins.
  - Some activities will need to happen before Managed Migration begins:
    - "Warm up" communications
    - Data cleanse (tbc)
  - The MOM will act as a temporary bolt on to the UC Operating Model during migration.
  - It will highlight the capabilities that need to be in place during migration and assess the impact of migration against the 11 operating model layers

**Post migration**
- UC Operating Model
  - Retained activities from migration
  - Post migration the MOM will no longer be required, however some migration related activities will continue:
    - TP payments (tbc)
    - Debt
The Impact of migration has been assessed against the 11 layers detailed in the interim operating model (IOM)

- **Customers**: What services do our customers need? If we don't deliver them all, then who does?
- **Products & Services**: How should customers be able to interact with us? What do we need to do to provide those services?
- **Processes**: Which roles will delivery partners interface with? How many people do we need to deliver our processes?
- **Technology**: What technology is needed to deliver effective security?
- **Channels**: Do we want to share any space with these other organisations? How are we organised to deliver each channel effectively?
- **Delivery partners**: Where are we going to locate all our people? What information do we need to manage the organisation?
- **Organisation**: What skills do people need to effectively manage security & fraud?
- **People**: What skills do people need to deliver our processes?
- **Information**: What technology needs to underpin our processes?