

To: UC Programme Board Members **From:** Will Garner
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cc:

Paper Title: Readiness to start the Discovery with Controlled Volumes phase of UC

Issue: *This paper describes the readiness to start the Discovery with Controlled Volumes phase of UC in January 2022.*

Recommendations/Decisions required:

- **This paper is for information**
- *Programme Board members acknowledge the readiness to start.*

Timing: December 2021 for Discovery start January 2022

Introduction

1. The Discovery with Controlled Volumes phase of the programme is planned to commence in January 2022. We will be ready to start this phase as planned, as identified across four areas:
 - We have clear goals for the discovery phase.
 - We have the people and organisation in place and have plans to start the work to design the minimum viable journey for moving people to UC.
 - Location selection criteria are agreed and we have support across Work & Health service delivery for this activity to start in January.
 - We have existing programme structures and governance in place to support the discovery phase.

Readiness to start discovery

2. The goal for the discovery phase is to learn how to move people to UC safely and what will be needed to do this at scale. We will identify our readiness criteria to start to move people to UC against the following framework which we will continue to iterate throughout discovery as we learn.
 - We can identify which people to move to UC, including identifying where it may not be the right time for some people to move.
 - We can contact people and issue a migration notice.

- People successfully make a claim to UC before their deadline date.
 - The UC award is paid in full and on time for people that have moved.
 - The necessary support is available to meet people's needs. This includes Work & Health service delivery readiness in terms of locations, people and processes, as well as partner and third-party support where relevant to support people moving to UC.
3. We have the product team roles necessary to start in January, including UCT&D and HMRC people. During January we will be running an inception activity in London and Manchester, where our product teams are based, to bring the product people together to explore the problem space and start design. The outcome of this event will be a backlog of work required to deliver a minimum journey to start moving people.
 4. HMRC have re-established their UC programme and are building the necessary resourcing model to support discovery. We are working collaboratively with HMRC on the preparation to start discovery and will co-design the service for moving people from January.
 5. Stakeholder engagement has ramped up with third-party organisations. Initially focused on the Voluntary phase, engagement is now expanding to include the Discovery phase and subsequent phases. A recent stakeholder event on the 25th November introduced our intentions and off the back of this a series of regular sessions are now scheduled to work with stakeholders.
 6. We have location selection criteria agreed, and have gathered data from UCAD and other sources to begin identifying a short list of geographic locations in which to start discovery. Work & Health service delivery have been informed that we will be starting this work and are ready to support location selection. We will identify the exact locations in which we will start, and our initial choice of locations to which we will expand discovery in step with learning, in January.
 7. Our existing programme governance structures will be used for move to UC and the underpinning products to support governance have been developed including; a high-level plan, Discovery goals, funding draw down plans, delivery risks & assumptions. These products are owned by PDE.
 8. Funding for this phase of the programme to move people to UC is included in the Spending Review 21 settlement.

Summary

9. In summary, we are ready to start the discovery phase and deliver a service to learn how to move people to UC.

10. Decision / Recommendation

- This paper is provided for information only

Appendix: Summary of entry criteria

Criteria	Target date	Rating	Commentary
Product team in place ready to start	Jan-2022	Amber/Green	Roles in place for Discovery start. Recruitment for sufficient java development capacity for Discovery remains at risk. Mitigation plans in progress.
Discovery goal established	Dec 2021	Amber/Green	Small amount of product / analyst resource working on framing discovery. Goals for discovery will be reviewed at first PDE in 2022.
Funding confirmed	Nov 2021	Green	Move to UC funding confirmed as part of SR settlement.
HMRC programme team re-established	Dec 2021	Green	Key roles in place to re-establish UC
Location criteria agreed	Dec 2021	Green	Location criteria agreed by PB. Decisions on areas to be taken at PDE in January.
Governance in place	Dec 2021	Green	UC programme governance established
Stakeholder engagement plans in place	Dec 2021	Green	Has been ramped up as part of voluntary campaign. Stakeholders keen to be involved in Move.