

Annex: UC Service Goals and Measures

Sponsor: Will Garner

Author: [REDACTED] S40, [REDACTED] S40

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1. DWP can manage and iterate the Universal Credit service post-programme

Why we have it:

This goal represents the need to ensure the UC service continues to be able to deliver a useful capability to users and DWP up to, and beyond the end of programme governance and organisation.

This is subdivided into 5 areas:

- 1. A governance model:** What are the big levers and powers that steer UC, and who controls them?
- 2. Organisation structure:** How do Policy, Ops, Product development, the rest of dept, the rest of HMG, third sector, etc. work together to deliver and evolve the service?
- 3. Product team structure and ways of working:** Our structure of multidisciplinary teams, empowered teams, user centered, design led, product led.
- 4. Capabilities:** e.g. use of data and insights to prioritise and guide decisions and policy, service design with the third sector, ability to experiment safely.
- 5. Platform sustainability and support:** Uptime, security, support overhead, scalability, developer experience, ease of deployment, efficient use of engineering capability.

How measured: We are going to measure whether the capabilities are fit for purpose by audit.

2. Universal Credit claimants have the same opportunity to reach outcomes regardless of potential barriers

Why we have it:

We recognise that there are barriers to the service for some claimants (due to our design & delivery choices) and this goal represents our need to have confidence that we are lowering the barriers to the service.

How measured:

- We will measure the difference in key service outcomes for cohorts of claimants who encounter a range of chosen barriers, and compare them to the outcomes in other cohorts.
- We will choose an initial list to test with that we can already measure, and develop over time, eventually with a "basket" of measures at the overall service level.

Measures:

Barriers we can measure now:

Claimants who can't independently use the digital service (so use the phone to claim) ✓

Barriers we could measure next include:

No/limited access to Job Centre
Third party support to use the service
Difficulty reading, writing or understanding communication
Changed or expired evidence or ID docs
Assistive technology - access to correct channels
No bank account / control of bank account

Outcomes:

Overpayment/underpayment levels ✓
Repeated failed appointments ✓
Being paid in full/on time ✓
Debt being recovered ✓

3. Fraud, error and the associated monetary loss are minimised and we have the capability to continue to design it out

Why we have it:

There is a clear outcome in relation to fraud and error in the DWP outcome delivery plan and the UC full business case with explicit attached targets, and all teams will need to contribute to delivering this.

How measured:

- We're going to use MVFE as well as AME loss due to fraud and error, because MVFE is a public commitment, but AME encompasses some things not captured in MVFE (e.g. advances)
- Because these measures lag, or do not completely capture the scope, we're going to use data from two exercises. AME loss found through Targeted Case Review (measured more often), and AME loss found through GIAA data (captures internal error not generally found through TCR)

Measures:

Top level:

MVFE

Baseline 2020-21: 14.5% UC
benefits expenditure (MVFE)
Target 2027-28: 6.5% UC
benefits expenditure (MVFE)

Reduction in AME losses due to fraud and error

More leading measures:

AME loss from Targeted Case Review outcomes *month on month* (Note: learning & improvements to detection may initially lead to an initial increase in the values of this measure)

AME loss from regular GIAA data on internal fraud incidents on UC

4. Agents focus more of their time on supporting claimants, and not on unnecessary and wasteful tasks

Why we have it:

This is an internal continual improvement goal, focusing on maximising the value of skilled, empowered agents. Removing friction in the service and reducing failure demand supports the empowered case management model, improves the service for claimants and reduces unnecessary cost.

How measured:

- We will create a measure of “effective minutes” to represent the time that agents have available to directly support claimants and achieve an outcome or complete a task, **for workcoaches** and **case managers**. We will then work to reduce any agent activities that do not contribute to “effective minutes”.
- We will identify activities which do not contribute to “effective minutes” as those where time is spent performing activities which do not directly benefit a case, working with wrong or missing input, or dealing with failure in the service. This may change as more becomes instrumented (e.g. where offline trackers are replaced, or process steps removed)
- We will also measure the staff cost of processing a case, starting by measuring the ratio of cases per case manager (AO).

Measures:

- Effective minutes for a workcoach
- Effective minutes for a service centre AO
- Cases per case manager (AO).

5. Claimants progress towards finding work or getting better paid work

Why we have it:

It is a key intent of UC policy to incentivise and support claimants to find work, find more work or find better paid work.

How measured:

- We'll measure how many people are finding work, finding better work and getting closer to finding sustainable work.
- Note: measurements of labour market activity are affected by economic factors, UC policy and targeted job support given by through delivery of the service. It is not easy to single out single causes of changes to labour market measures.

Measures:

These measures exist, or can be derived from the Into Work Monitoring Information:

- Number of people getting jobs measured by starting / stopping earnings. ✓
- Progression in work measured by increases in earnings over a given period. ✓
- Sustained work, as a measure of effective support, measured as regular earnings over a given period. ✓

These measures require development using UC data:

- Next: Aggregated “distance travelled closer to the labour market” score.
- Future: Aspiration to measure effectiveness of our various LM interventions (vs. external factors).

6. Claimants have an excellent end-to-end experience of the Universal Credit service

Why we have it:

Good government services are simple to use, effective in meeting citizens needs and avoid wasting citizens time. This goal is about continuously meeting that obligation to existing and future claimants of UC. A good claimant experience will also reduce the costs of service delivery and reduce error.

How measured:

- When measuring claimant experience for UC we need to separate experience of the service from experience of the policy. We will focus on a basket of measures across different aspects of the service that drive claimant experience.
- We will use the DWP customer experience survey, and will expand on this measure at points that drive the experience, using survey and specific quantitative measures about claimant interactions with the service. (e.g. time taken to make a claim)
- We will establish a benchmark of the existing experience and use this to identify areas to improve, and then continually identify variance against the most recent experience measures.

Measures:

Now:

- DWP Claimant Satisfaction & Experience Survey ✓

CSES 2018/19: 79%
satisfied with UC service
(81% DWP as a whole)

Next: Leading measures to be agreed but expect to focus on:

- Claimant satisfaction at specific points (e.g. making a claim, updating a claim, being paid, getting support).
- Usability: availability, performance, response times, effort to achieve an outcome.
- Confidence: accuracy of decisions, timeliness of events, effectiveness of support.

7. Claimants are getting the correct payment at the right time

Why we have it:

- Paying claimants the correct amount on time is a core capability of UC and reflects both accurate delivery of the UC policy and accurate delivery of the service.
- We think this goal may evolve towards a wider focus on enabling claimants to be better able to manage their money (e.g. including debt, understanding of award etc).

How measured:

- Use the existing established and claimant focused measures of whether claimants get their money on time, and whether payment is accurate against the policy.

Measures:

We have these measures now:

- Payment Timeliness in the first AP and subsequent AP. ✓
- Payment Accuracy (including claims with over/under payments as a proportion of total claims). ✓

All claims:
•99% some payment on time
•97% full payment on time
New claims:
•93% some payment on time
•89% full payment on time (8 April 2021)

We will work to develop the following measure, as part of development of the goal:

- A measure of whether claimants are able to manage their money.

8. All former legacy claimants entitled to Universal Credit are claiming it

Why we have it:

- If everyone on legacy benefits moves to UC, most of the benefits outlined in the original UC business case will be met. The department's current plan is to have issued migration notices by end 2024.

How measured:

- We will measure the number people remaining on legacy benefits, and those successfully moved.

Measures:

- Number of claimants on legacy benefits ✓
- Number of claimants moved to UC ✓

Current baseline:
Sept 2021: 2.8 million claimants on legacy benefits.
Target:
Dec 2024: 0 claimants on legacy benefits.
Baseline forecast as of July 2021