To: UC Programme Board

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Scaling Universal Credit Managed Migration Entry Criteria update

This paper provides a readiness status report for scaling Universal Credit Managed Migration based on previously agreed Readiness Criteria.

Recommendation / Decisions Required: Programme Board to note the status of the criteria

Timing: Routine – for information

Background

1. Programme Board have requested that we provide a monthly update on the status of our readiness to scale the Managed Migration service based on previously agreed Entry Criteria. For your information we have attached to this paper the latest status assessment.

2. In assessing readiness, we have employed the IPA rating standards - appended to the paper for information. We remain in the early stages of Discovery having commenced testing of the Earliest Testable Service in Bolton and Medway 9thMay and therefore these assessments should be seen in that context with some criteria not considered applicable at this early stage.

3. We have made clear which elements we have started to work towards readiness and which we have not yet started yet and therefore not rated. As we learn and progress through Discovery we will be able to undertake a complete readiness assessment iterating and expanding the criteria as we unearth issues and risks and drive the delivery through go to green planning to keep us on track.

4. This is the process that we employed successfully in the national roll out of Universals credit

Summary

5. The Programme Board are asked to note the current readiness assessment.

Appendix – IPA Ratings

Successful delivery **appears to be unachievable**. There are major issues on definition, schedule, budget required quality or benefits delivery, which at this stage do not appear to be manageable or resolvable. There may need re-baselining and/or overall viability re-assessed

Successful delivery **is in doubt** with major risks or issues apparent in a number of key areas. Urgent action is needed to ensure these are addressed, and whether resolution is feasible

Successful delivery **appears feasible** but significant issues already exist requiring management attention. These appear resolvable at this stage and if addressed promptly, should not present a cost/schedule overrun

Successful delivery a**ppears probable** however constant attention will be needed to ensure risks do not materialise into major issues threatening delivery

Successful delivery **appears highly likely** and there are no major outstanding issues that at this stage appear to threaten delivery significantly\

Move to UC programme monitoring

Discovery Ethos

The focus of the discovery with controlled volumes phase is to learn how to successfully move people to UC. Although we refer to this process as 'managed migration', each successful move requires an individual to make a claim. Whilst we have the legislative framework to mandate people to move, we do not know whether this alone will be enough to compel people to move, what additional support we need to provide to help people make a successful claim to UC, and what impact the process of moving to UC may have on people's circumstances.

Unlike typical digital Discovery phases, this phase will involve operating a live Move to UC service with legacy claimants responding to a Migration Notice. Our approach to discovery will be to test different aspects of the service with a wide variety of legacy claimants to give us depth and breadth of learning as rapidly as possible. Our goal is to learn what the service will need to look like in order to move people to UC safely and at scale. We will learn this by starting with the simplest end-to-end service in place and moving some people to UC. Through this approach we will learn what works, what doesn't work and what we need in place to move more people.

Specifically, we will focus on learning:

- What will motivate people to move and to what degree will different groups of claimants need support in order to successfully make their claim and safely move to UC.
- How successful we can be at identifying different groups of people to move to UC, and how accurately we can calculate and pay their award including the transitional element.
- What we would need to have in place in order to safely scale our ability to identify people, deliver support and calculate and pay the UC award including the transitional element.

In order to get the breadth of learning required to understand and complete Move, through Discovery we will not select claimants through benefit type, but will aim to encounter as many different circumstances as possible – starting initially in select areas and widening out as we stand to learn more.

This learning will inform the shape and direction of the scaling phase. The entry criteria below are designed to enable the UC Programme Board and others to understand progress against these learning objectives and to review and take decisions around our readiness to enter a scaling phase.

Draft Entry Criteria to commence scaling

Test Theme	Outcome	Readiness Criteria	Assessment Criteria/Measures/Evidence	RAG	Status
1. End to end service maturity	We can confidently and safely operate an end to end service to migrate legacy claimants to UC	• We have learnt how we can correctly identify people to move and are ready to do this at increasing scale.	• We have learnt how we can identify the people to move to UC and are ready to prove that we can do this at increasing scale, ensuring we have the right data and processes to do this. (DN the processes and supporting data needs will be defined during Discovery.) • The mechanisms and processes by which we will identify claimants to move (or not to move at a given time) are sufficiently scalable for the anticipated volumes at the beginning of the scaling Phase. • Criteria for postponements or exclusions are agreed	Amber/Green	In scope – this learning will be informed through Discovery testing. Testing of the earliest testable service commenced as planned in Bolton and Medway 09/05. • Approach established and guidance completed to manage the selection of claimants across legacy benefit combinations. Learning is being harnessed regarding data quality and the streamlining of processes for the selection of claimants to support learning, identifying improvements and risks, and prioritising work to deliver these processes at increasing scale. Discussions have also commenced with HMRC to begin work toward automating the supply of the required data. • Deferral and exclusions have been agreed. Claimants who are part of a couple will be excluded until the amended regulations are laid and therefore have descoped Housing Benefit only claimants from the earliest testable service to ensure couples are not brought into the test.

		• Claimants who trust online channels and can self-serve to make their claim on time	• We understand and can monitor response rates to migration notices • We have processes for handling failed contact and where migration notices are not delivered or have not been received. • We can identify and support those who require additional help to make their claim and throughout their UC journey	**Amber/Green**	In scope – this learning will be informed through testing with claimants during Discovery. • Testing of the earliest testable service commenced as planned which will initially use clerical processes to identify where claimants are in the journey. We have 93 claims so far from the first 500 Migration Notices issued and are designing a reminder to send to claimants seven weeks after their migration notice was sent - we expect this to drive up claims. • Data being gathered to identify support that is provided and whether claims are made by the deadline date and are planning to research with people that have received their migration notice. • Telephony helpline to support claimants went live on 11/05. We have received 125 calls to the helpline and are starting to analyse content to identify the support needs. Some early calls have led to specific support needs resulting in claims being made by phone. • Processes in place to support and guide claimants who turn up at the jobcentre. • Initial version of learning framework available to support recording hypotheses, details of the tests being run and the data to support learning from the tests. We have a plan to test different migration notice content and different reminders as a way of increasing claims.

		• Claimants being paid the right amount on time	• We can calculate the award correctly for all legacy claimants • Quality checking processes are in place and we are able to calculate the Transitional Element to a known level of quality	**Amber/Green**	In scope - learning will be informed through testing with claimants to identify payment timeliness and accuracy for claimants who have been migrated. • Earliest Testable Service processes for identifying whether a claimant is eligible for transitional protection in place. Initial testing will be supported by largely clerical based processes with supporting agent instruction. • Calculation of the transitional element is automated with manual data gather and manual assurance processes in place. Transitional Element calculations for the first claims have been completed by the end of first AP. • Capability to erode the transitional element in place along with UC statement changes to include transitional element. • Approaches for data gather from HMRC, DWP Legacy and LAs agreed. Path to automation of HMRC data transfer for TE data is understood with workshops taking place week commencing 20th June to agree roadmap.

		• Operational capability in place	• We have staff in the right locations trained and confident to deliver the service • We have support functions in place for staff to raise issues where they arise and mechanisms to address them	**Amber/Green**	In scope – this learning will be informed through discovery with testing of the earliest testable service commencing as planned 09/05. • Implementation activities complete across Bolton service centre, Bolton and Chatham Jobcentres and partners to support testing with a plan in place to expand to more places to test the delivery and repeatability of implementation approaches and operational processes. • Internal communications issued to DWP colleagues to confirm the restart of move to UC with communication plan being delivered and products being shared with Ministers. • HMRC communications issued to HMRC colleagues and lines to take in place to support contact. • Earliest Testable Service solutions walkthrough confirmed processes and approach with incident process in place per UC usual incident process. • Data being gathered as part of the process to identify the activities and knowledge needed and identify needs for agents supporting the service, such as being able to identify move to UC work and prioritise against other case management activity. As a result we have identified further training needs from the first claims and contact to the helpline, both for case managers and jobcentres.

		• Processes in place to terminate legacy benefits when appropriate	• We can terminate legacy benefits when claims are made to UC • We have processes in place and the ability to extend and cancel migration notices where required. • We have controls, processes, and the ability to terminate legacy benefits when claims are not made by the deadline date, where appropriate. • We have a process for backdating claims and providing transitional protection where eligible	**Amber/Green**	In scope to ensure this continues to work as now as we test managed moves with claimants at increasing volumes including: • Utilising existing stop notice functionality for claimants who successfully claim UC with one month extension for all claimants that do not claim by deadline date agreed by SofS. • Proposed approach identified for notified people that do not claim UC by their deadline date with Submission being prepared on options for supporting people that do not make a claim beyond the one month extension – Agreed process needs to be in place 3 months after the first migration notices have been issued (9 August) • A key element of the Discovery Phase learning framework is understanding the number of people that need support and the type of support required. • Design for automating the terminating of Tax Credits claims when claims are made to UC is underway and included in the workshop with HMRC week commencing 20th June.

| 2. Stability | We can be assured that the existing live service can continue to operate satisfactorily at increased volumes as we test and iterate the Move to UC service design at increased volumes. | • The existing UC service can withstand the increased demand that the Scaling Phase will bring. | • Existing UC service is able to withstand the anticipated increased volumes (adequate delivery capacity/resources and IT resilience) and maintain acceptable service levels incl.
  o Payment Timeliness
  o Payment Accuracy
• Monitoring of the UC service against key metrics and measures is in place to ensure that we can reduce or slow Migration should service levels begin to deteriorate (either through actions taken in Move to UC or as a result of changes in the wider operational environment).
• We have command and control arrangements in place to support the increasing scale of Move to UC enabling the Programme to respond effectively to any impacts on the UC Service.
• UC has adequate product support in place as we increase demand on the service through increasing Migration volumes.
• System level monitoring remains in place and any recent outages and number of O/S incidents or defects are understood to inform scaling decisions. | Amber/Green | Analysis in progress of areas of the UC service that may be impacted by the volume of claims from Move to UC. Outcome of analysis will be prioritised work for future UC phases (P13, P14). |

		• The Move to UC service design and associated products can withstand the increased demand as we increase claimant volumes.	• As we enter the Scaling Phase the Move to UC service design and associated products will be able to withstand the anticipated increase in claimant volumes. • The team has the required resources and capabilities to continue to iterate the service design and associated products based on learning that will be gained throughout the Scaling Phase. • We have the required staff in place (Day 1 Scaling) with a plan for the identification and readying of increasing numbers of staff as our volumes grow.		**No Update to report**
3. Legacy & People	We understand the impacts undertaking Move to UC at scale through to completion will have on UC Service Delivery, Legacy Service Lines and Delivery Partners.	• We have consulted with UC Service Delivery and Legacy Service Lines and understand the impacts our anticipated scaling will have on them and their people.	• Both UC Service delivery and Legacy service lines have been consulted and the impacts of the continued increase in migration volumes are understood/prepared for (including any impacts on network and infrastructure such as face to face capacity in Job Centres).	AMBER/GREEN	Implementation activity has been undertaken at the locations and with the business units impacted by the commencement of testing. Local communications have been issued and we have continued engagement with Bolton and Medway Local Authorities. We will continue to work with impacted delivery units and partners including those that we will be expanding the testing to in coming weeks during the Discovery Phase ahead of any increase in volumes. Analysis in progress of areas of legacy service lines and partners that may be impacted by the volume of claims from move to UC.

			• Appropriate communications are developed and ready to be employed to support the expansion of testing with increased claimant volumes.		**No Update to report**
			• Leadership products and support are in place to support the increase in claimant volumes.		**No Update to report**
			• The early guidance and Universal Learning developed during the Discovery Phase are ready as we begin to increase volumes and we are prepared to iterate these as we continue.		**No Update to report**
			• Any required Risk Assessment and Equality Impacts Assessments have been reviewed to ensure that these remain appropriate as we increase scale.		**No Update to report**
			• We can harness the learning from customer experience of moving to UC, serving as an additional feedback loop into the service design to support continuous improvement and backlog prioritisation.		**No Update to report**
			• We can harness staff and stakeholder feedback to support continuous improvement and backlog prioritisation		**No Update to report**

				We know what work is needed within a given area to create good conditions for success.		**No Update to report**
			• Debt Management has the capacity to handle increases in demand that the Scaling Phase may create.	• Debt Management has confirmed they have the capacity (or plans in place to increase capacity) to support any further demand that the Scaling Phase may create.		**No Update to report**
			• We have consulted with Delivery Partners and stakeholders and understand the impacts our anticipated scaling will have on them and their people.	• Our delivery partners have confirmed they are ready and able to discharge any duties they may have at increasing scale.	AMBER/ GREEN	Our delivery partners are involved in design & delivery of the Discovery phase and we will learn and plan together the impacts of future scaling plans.
				• Appropriate communications are developed and ready to be employed to support the expansion of testing with increased claimant volumes.		**No Update to report**
				• There are appropriate external stakeholder and delivery partner engagement and management arrangements in place to support the continued expansion of testing in the scaling phase.		**No Update to report**
				• We know what work is needed with local partners in a given location to create good conditions for success.		**No Update to report**

| 4. Secure | The processes developed to Move Claimants are sufficiently secure as we increase volumes. | • Move to UC service design, products and processes and the wider UC service will remain secure in line with Departmental Security Policies as we increase volume. | • The service design and associated products, as well as the UC service will remain secure in line with Departmental Security Policies as we increase volume
• We have reviewed service designs, processes and supporting products to ensure we remain compliant with GDPR/UK Data Protection Act regulations.
• We are able to monitor/evaluate the instances of F&E on migrated claims as we increase volume to understand the reasons for this (e.g if it is higher than the UC baseline).
• Any required cyber security measures are in place to protect the service and mitigate the impact of external attacks (DN – may not be required as maybe no new claimant facing on-line service design elements outside of existing live service – Discovery will tell us this) | Amber/Green | Secure design is an embedded part of the product development teams for Universal Credit, supporting a secure by design approach to adherence to good practice and necessary DWP standards.

The necessary compliance products have been provided for the ETS and will continue to be reviewed and updated throughout Discovery as the service iterates towards being ready to start scaling.

UC RAC processes are being followed to identify and manage security risk alongside evolution of the service. |
| 5. Affordable | The processes and service components developed are considered affordable at increasing volumes | • We are ready to test the affordability of the Move to UC service design at increasing scale. | • We have learnt which elements of the Move to UC service design are not affordable at increasing scale and these are in the scaling phase development backlog to be addressed. | A/G | Work being planned to reset the MtUC cost Model to enable affordability analysis to be undertaken on an ongoing basis as we continue testing. |

				We have monitoring and an evaluation plan in place to assess affordability as we increase claimant volumes, enabling us to identify the key cost burners including consequential impacts on the existing UC service. We are able to monitor/measure unit costs per transaction/migration.		**No Update to report**
			We will be able establish the resources needed to complete Move to UC by the end of the scaling Phase	We have an evaluation plan ready to employ to establish the costs of moving claimants together with any impacts on wider UC service unit costs. The required funding drawdown is available to the programme.		**No Update to report**