

Move to UC: Operations Model and Rollout Strategy

Sponsor: Deb Boore / Lesley Woodruff

Author: [REDACTED]

Work and Health, Operational Delivery

Date: 19 January 2023

This paper is for information

OFFICIAL SENSITIVE

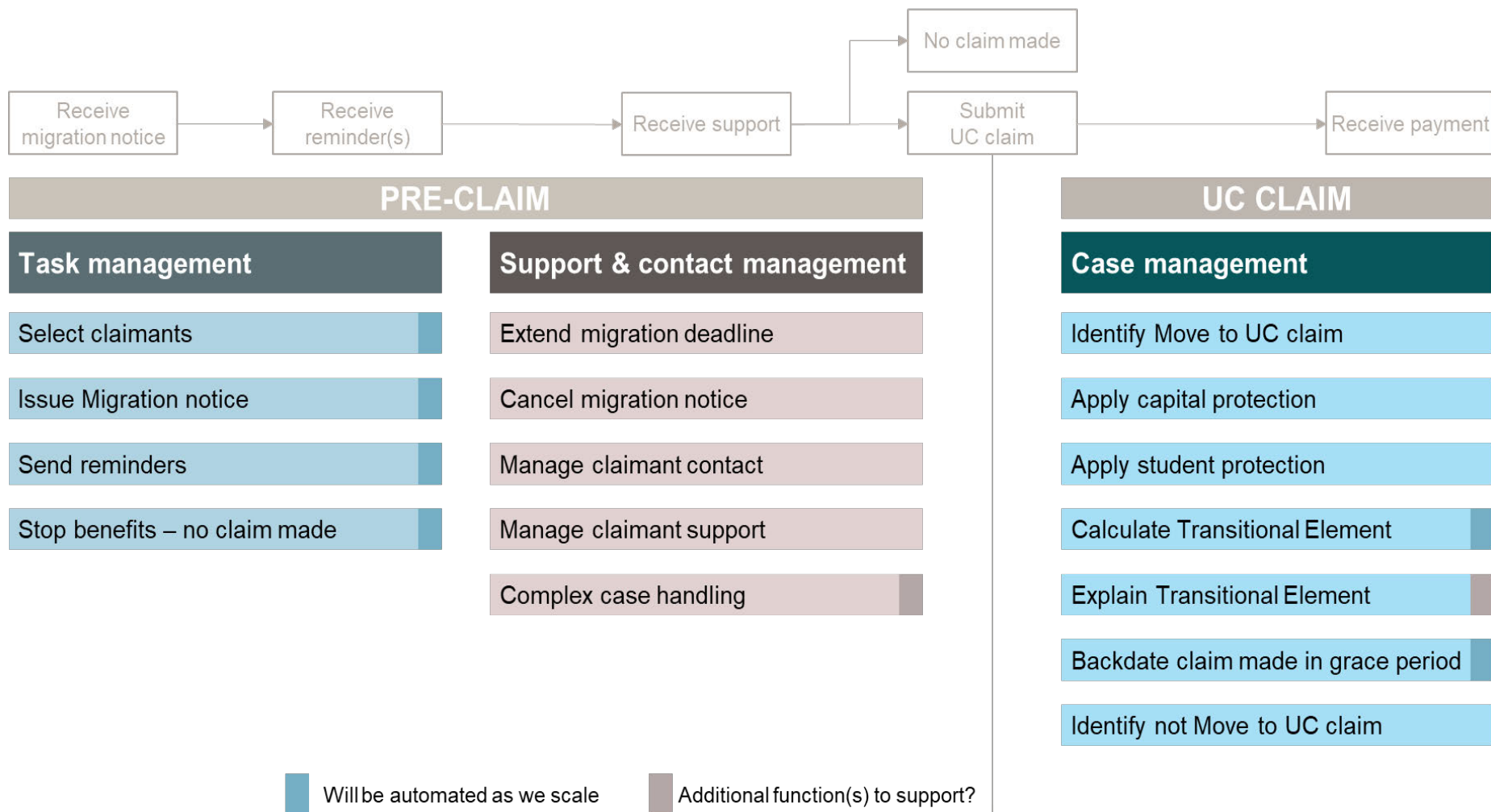
Introduction

- At Programme Board in July 2022 it was agreed that the focus of the Move to UC scaling phase in 2023 would be to scale the service to Tax Credit only claimants. This paper outlines the approach for organising people to support delivery of the service and for rolling out the service in preparation to start scaling to more Tax Credit claimants per the scaling plans and migration volumes profile as previously shared with Programme Board in November and December 2022 respectively.
- The operating model plans cover the organisation of UC Work & Health Service Delivery people to support the sending of migration notices to Tax Credit customers, supporting those customers to make their claim to UC, delivering the 'no claims' journey for Tax Credit claimants, and calculating and explaining Transitional Protection.
- The rollout strategy describes the approach that is being taken when planning the schedule to expand delivery of the service across Great Britain to support scaling plans, and is closely aligned to the operating model to support capacity planning for UC agents to support expansion and delivery of the service.

Programme Board are asked to note the information provided in this update.

Operating Model

CUSTOMER JOURNEY AND SPECIFIC MOVE TO UC TASKS



Operating Model

- Currently, Move to UC is delivered from a dedicated team in Bolton Service Centre, with Bristol Service Centre coming online in February. Move to UC Agents deliver the end to end journey including all pre and post claim, and ongoing case management.
 - Capability to deliver a scalable operating model will be in place from May 2023 – this high-level operating model splits service delivery into two parts:
 - “Pre-claim to UC activity” which is that required to select people and send migration notices, support people to make a claim, and support the “no claims” process.
 - “Post-claim activity” which is that required to support people that have made their claim to UC, applying transitional protection and support claimants that have questions concerning their transitional protection.
1. The “pre-claim” part of the operating model will be delivered by Move to UC agents, working from dedicated service centres. These agents will have the necessary knowledge and tools to support claimants in making their move to UC.
 2. The “post-claim” part of the operating model will be delivered by dedicated UC case managers in each UC service centre. These teams will support move to UC claimants for the first few assessment periods to ensure they understand the transitional protection aspects of their claim, and respond to specific issues relating to the claim. Claims will return to the wider UC case management network after they have been supported by the dedicated team.
- The future operating model is dependent on the development of sufficient maturity within the UC Service to enable delivery at scale.
 - Decisions will be taken on the appropriate time to realign existing Move to UC claims back into BAU within their geographically linked Service Centre.

Rollout Approach

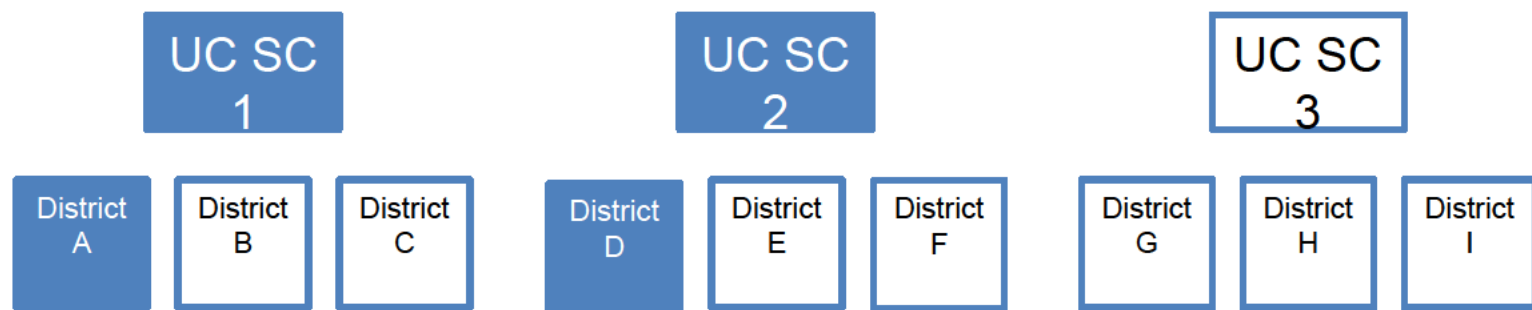
At a previous Programme Board we presented the requirement for an agreed Rollout Approach.

PDE have signed off an approach to select groups of claimants at a District level – to be identified and driven by capacity, network impact and sizing aligned to the Move to UC profile. This will give us a gradual build across all Service Centres.

This option provides the greatest level of flexibility whilst ensuring that any impact to the quality of delivery was minimised:

- With this model learning is delivered at point of need, reducing learning decay that may occur with an alternative widely spread rollout due to lower volumes of claimants being notified per district.
- There is a reduced need to retrofit learning and communications as the Move to UC service matures. This is especially relevant at the start of scaling when we expect to continue to test and learn and iterate the service in response to learning from scaling.

Detailed plans showing selection at a district level are currently being discussed and agreed with Area Directors to develop a site level roll-out schedule.



Profile of Volumes & FTE Demand

At PDE in Dec 22 agreement was given to a revised volume profile for 2023, focusing on Tax Credit claimants only (including Self Employed). The table below sets out this agreed profile which sees a slower and smoothed ramp up.

	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
Monthly Migration Notices	1,000	1,000	1,000	5,000	13,000	22,000	30,000	38,000	46,000	55,000	63,000	71,000

The Demand driven by this profile is split out into two elements; Pre-Claim activity, delivered as a National Function; and Post-Claim activity, delivered by dedicated teams in each UC Service Centre.

The Cost Model supporting this Demand is being iterated as and when we learn more through testing phases and will continue to do so as we move into operational state. The next version of this model will be taken through governance later in Jan-23.

Based upon current profile and cost model calculations, this translates into a resource requirement growing to c500 FTE by Dec-23.

Move to UC roles will be filled through a combination of existing Service Centre supply and Recruitment.

Next Steps

- Aligning the operating model and the rollout schedule we will design the means for controlling the flow of new migration notices, including responsibility for managing flow, decision making for expansion according to forecast profile, process and mechanisms.
- Discussions with Area Directors will shape and agree the detailed rollout schedule in readiness for agreement through governance at the end of January.
- Readiness Criteria will continue to be refined and reviewed to ensure the business can support planned activities and achieve in line with profiles.