


To: UC Programme Board
From: 
Sponsor: Ian Wright
Date: 21st February 2023

Scaling Universal Credit Managed Migration Entry Criteria update

This paper provides a readiness status report for scaling Tax Credit only Managed Migration from April based on previously agreed Readiness Criteria.

Recommendation / Decisions Required: Programme Board to note the status of the criteria as discussed at both the Move to UC Sub Group (6th February) and Programme Delivery Executive (15th February).

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. Following Programme Board agreement to focus on the migration of Tax Credit claimants through 2023 the criteria have been reviewed with HMRC and across the Programme to ensure they are fit for purpose.
3. In assessing readiness, we have employed the IPA rating standards appended to the paper for information. Discovery commenced with testing of the Earliest Testable Service in Bolton and Medway 9th May 2022 and subsequently extended to Cornwall, Harrow and Northumberland with learning continuing to be harnessed through ongoing testing.
4. Following agreement of the revised volume profile at Programme Board 20th December, alongside the high level readiness assessments undertaken to date, we have now commenced more detailed readiness assessments for commencing Tax Credits only scaling from April.
5. This is the process that we employed successfully in the national roll out of Universal Credit.
6. Approvals to proceed with scaling will be scheduled for PDE and Programme Board during March.

Summary

7. The Programme Board are asked to note the current readiness assessment and overall Amber rating noting that:
- a. Areas relating to capacity planning have improved following agreement to the high-level operating model design and the Implementation Approach, with resourcing of Q1 move to UC activity now agreed with Operations Directors. This has enabled an initial expansion schedule for Q1 to be developed and agreed through governance enabling further preparations for April to commence. Furthermore, publication of the early learning from Discovery which also included our high-level intentions for 2023 will further support stakeholder engagement and implementation efforts as we approach scaling from April.
 - b. We successfully expanded into a second move to UC service centre based in Bristol as planned on 24th January. From 13th February we began to expand our discovery into the wider Cornwall district and plan to rollout to the remaining 11 Jobcentres. This will help to support continued testing and learning, increasing the flow of migrations as we prepare to commence scaling from April.
 - c. Integration work with HMRC to support terminating tax credits, provide data for the Transitional Element calculation, and automate supply of data to support claimant selection continues at pace with HMRC releases delivered on time. Detailed integration test and deployment plans are now being jointly developed to ensure that these integrations will work as required once successfully deployed.

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 **appears 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

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	<ul style="list-style-type: none"> We can correctly identify and notify people to move and are ready to do this at increasing scale. 	<ul style="list-style-type: none"> We have the right data, processes and tools to identify people in and out of scope to be notified. 	Amber	<p>This learning continues to be informed through ongoing testing. Testing of the earliest testable service commenced as planned in Bolton and Medway 09th May and expanded to Cornwall on 25th July, Harrow on 16th August and Northumberland 13th Sept. Since November further Migration Notices have been issued on a weekly basis with expansion into Bristol Service Centre from 24th January and from 13th February we began to expand our discovery phase into the wider Cornwall district and rollout to the remaining 11 Jobcentres there.</p> <p>Deferral and exclusions have been agreed. Claimants who are part of a couple are currently being excluded and therefore have descoped Housing Benefit only claimants from the earliest testable service to ensure couples are not brought into the test.</p> <p>Approach established and guidance completed to manage the selection of claimants across legacy benefit combinations.</p>
			<ul style="list-style-type: none"> The processes and tools are in place to notify people to move. 	Green	<p>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. Tests to date have included using a different Migration Notice, updated in-line with insights gathered through Discovery and is now specific to Tax Credit claimants.</p>

Test Theme	Outcome	Readiness Criteria	Assessment Criteria/Measures/Evidence	RAG	Status
			<ul style="list-style-type: none"> Criteria for postponements or exclusions are agreed. 	Green	<p>Work has been undertaken to improve the data mis-match rate between data sources to make selection simpler for agents.</p> <p>We have over 2900 claimants in the journey with current focus on stabilising the service and increasing efficiency ahead of commencing scaling in April. This will enable us to simultaneously bring more people into the journey and reduce error rates and is the first step in being able to scale.</p>
			<ul style="list-style-type: none"> We have processes for handling failed contact and where migration notices are not delivered or have not been received. 	Amber /Green	<p>The focus through the first quarter of 2023 will support increasing the percentage of notified people that claim by their deadline date in preparation for scaling the service to more people from April.</p>
		<ul style="list-style-type: none"> Claimants can self-serve to make their claim on time, or receive the support they need to make their claim. 	<ul style="list-style-type: none"> We understand and can monitor response rates to migration notices. 	Amber /Green	<p>This learning continues to be informed through ongoing testing with claimants.</p>
			<ul style="list-style-type: none"> We can identify and support those who require additional help to make their claim. 	Green	<p>Testing of the Earliest Testable Service (ETS) commenced as planned which initially uses clerical processes to identify where claimants are in the journey. Over 2900 single claimants have been notified with 1783 having made a claim across all cohorts.</p> <p>Whilst the response rate for the ETS is positive and encouraging the rate for tax credit only claimants is lower and we have yet to test with claimants who are part of a couple.</p>
			<ul style="list-style-type: none"> We can identify and support those who may need additional help throughout their UC journey. 	Amber /Green	<p>We are conducting research with people that have received their migration notice and are contacting claimants who have not claimed to understand their barriers and help them make a claim. Ipsos Mori have also provided insight to claimant attitudes.</p>

Test Theme	Outcome	Readiness Criteria	Assessment Criteria/Measures/Evidence	RAG	Status
			<ul style="list-style-type: none"> We have the capacity needed to support those that cannot make their claim online. 	Amber /Green	Significant design and planning work has taken place to ensure claimants, particularly those with identified support requirements, are afforded all relevant assistance to make a claim including arranging home visits where appropriate.
			<ul style="list-style-type: none"> We have processes in place and the ability to extend and cancel migration notices where required. 	Amber /Green	Telephony helpline themes consistently about how to make a claim (including following termination of their legacy benefit entitlement), assistance with making a non-digital claim and from people who have circumstances that require additional support. Claim by phone rate for move to UC claimants is currently higher than UC average.
		<ul style="list-style-type: none"> Claimants are awarded Transitional Protection and being paid the right amount on time. 	<ul style="list-style-type: none"> Processes exist to assess and apply Transitional Protection to claims appropriately. 	Amber	Learning continues to be informed through testing with claimants to identify payment timeliness and accuracy for claimants who have been migrated.
			<ul style="list-style-type: none"> We can calculate the award correctly for all legacy claimants. 	Amber /Green	Processes exist to assess and apply Transitional Protection to claims appropriately however there is a requirement to design processes where there are exceptions to fully automated calculations. This requires significant effort to ensure manual intervention is minimised and there are clear exception processes for agents to follow.
			<ul style="list-style-type: none"> Products exist to explain Transitional Protection to claimants. 	Amber	Approaches for data gather from HMRC, DWP Legacy and LAs agreed. HMRC IT release to enable HMRC transfer of Transitional Element data has been delivered with joint test and deployment plans being developed to ensure this capability will work as required once successfully deployed.
			<ul style="list-style-type: none"> Quality checking processes are in place and we are able to calculate the Transitional Element (TE) within agreed service measure tolerances. 	Amber /Green	Products exist to explain Transitional Protection to claimants: The impact of moving to UC on passported benefits and local council tax reduction support has identified complexities over certain claimants actually being the same or better off on UC. This requires attention to understand the potential scale and

Test Theme	Outcome	Readiness Criteria	Assessment Criteria/Measures/Evidence	RAG	Status
			<ul style="list-style-type: none"> We can recalculate the transitional element when notified of changes to legacy details. 	Green	<p>impact with this being analysed and advice submitted to Ministers.</p> <p>Capability to erode the transitional element in place along with UC statement changes to include transitional element.</p> <p>Current quality checking processes have identified improvements that are required to stabilise the service and reduce the level of clerical activity prior to scaling. These are now underway.</p>
		<ul style="list-style-type: none"> Operational capability in place to deliver move to UC at increasing scale. 	<ul style="list-style-type: none"> We have guidance and learning products in place and delivered to people. We have support in place for staff to raise issues where they arise and mechanisms to address them. 	Green	<p>This learning has been informed through discovery with testing of the earliest testable service commencing as planned in Bolton and Medway 09/05 and successfully expanded to further JCPs in Truro & Falmouth 26/07, Harrow 16/08 and Northumberland 13/09 with successful expansion into a second service centre in Bristol as planned on 24th January to test replication of the service, including learning products needed for new agents to understand move to UC processes and explaining Transitional Protection.</p> <p>From 13th February we began to expand our discovery phase into the wider Cornwall district and plan to rollout to the remaining 11 Jobcentres to provide us with the required volumes up to April 2023 enabling us to continue to learn as we invite further claimants to move.</p> <p>Move to UC Operating Model options were discussed at PDE 07/12. Agreement to the key Operating Model principles has helped inform the Implementation approach which was subsequently agreed at W&HET 20/12 and UC PDE 11/01.</p> <p>HMRC communications have been issued to HMRC colleagues and lines to take in place to support contact.</p> <p>Data is being gathered as part of the process to identify the activities and knowledge needed and identify needs for</p>

Test Theme	Outcome	Readiness Criteria	Assessment Criteria/Measures/Evidence	RAG	Status
					<p>agents supporting the service, such as being able to identify move to UC work and prioritise against other case management activity.</p> <p>We are receiving call analysis now from calls to the helpline to help identify learning needs / skills for Move to UC case managers.</p> <p>The current focus is to stabilise the service and improve efficiency through the targeted improvement and simplification of complex processes which will support staff and reduce errors and key to being able to scale.</p>
		<ul style="list-style-type: none"> Processes in place to terminate legacy benefits when appropriate. 	<ul style="list-style-type: none"> We can terminate legacy benefits when claims are made to UC. 	Amber /Green	<p>In scope to ensure this continues to work as now as we test managed moves with claimants at increasing volumes including:</p> <ul style="list-style-type: none"> Utilising existing stop notice functionality for claimants who successfully claim UC. Design for automated notification of a termination when no claim made between DWP & HMRC agreed. HMRC updated stop notice functionality delivered on schedule 21st December with joint test and deployment plans being developed to ensure this capability will be available at the point it is needed to support scaling. We are contacting people that have not claimed to identify why they have not claimed and to provide support back onto the journey. We have terminated some legacy claims where claimants have contacted us and confirmed they will not be claiming UC.
			<ul style="list-style-type: none"> We have controls, processes, and the ability to terminate legacy benefits when claims are not made by the deadline date, where appropriate. 	Amber /Green	
			<ul style="list-style-type: none"> We have a process for backdating claims and providing transitional protection where eligible. 	Amber /Green	
		<ul style="list-style-type: none"> The mechanisms and processes by which we will deliver the end to end service are 	<ul style="list-style-type: none"> We have the ability to manage service demand by controlling the flow of new migration notices. 	Amber /Green	

Test Theme	Outcome	Readiness Criteria	Assessment Criteria/Measures/Evidence	RAG	Status
		<ul style="list-style-type: none"> sufficiently scalable for the anticipated volumes at the beginning of the scaling Phase. Existing UC processes are ready for move to UC claimants. 	<ul style="list-style-type: none"> We have a set of service measures and tolerances for delivering the service and are measuring them. We have identified those parts of the UC claimant journey that will be impacted by move to UC and have prioritised work to address this. 	<p>Amber /Green</p> <p>Green</p>	<ul style="list-style-type: none"> 218 claimants who have not made a claim to UC have now had their legacy benefit entitlement terminated. Enhanced support processes are in place as part of the no claim journey for those claimants with identified additional support requirements including arranging home visits for them. 327 Termination Letters have been sent of which 109 claimants have subsequently applied for UC. Work is ongoing to identify claimants in UC earlier in the lifecycle and provide support before IDV with analysis of experience in UC also ongoing. Development of the backdating process automation is in delivery roadmap ahead of scaling in April.
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.	<ul style="list-style-type: none"> The existing UC service can withstand the increased demand that the Scaling Phase will bring. 	<ul style="list-style-type: none"> Existing UC service is able to withstand the anticipated increased volumes (adequate capacity and IT resilience) and maintain acceptable service levels incl. Payment Timeliness and 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). 	Amber /Green	<p>A robust approach to scaling and performance testing on UC means we can be confident in supporting the increase in volumes MtUC will bring. Monitoring and alerting is thorough and we can rely upon it to report on system health.</p> <ul style="list-style-type: none"> Current predictions show a ~44% increase in volumes due to M2UC, which can be more than accommodated, based on recent performance tests. We believe any unforeseen bottlenecks should be easily resolvable due to our extensive use of Amazon Web Services, which allows a great deal of scalability. UC service measures monitoring in place, with thresholds and alarms, including payment timeliness & accuracy (per existing process). Ops MI is mature and available to the programme through weekly Buzz sessions (delivered by UC Planning and Optimisation) and access to dashboards. This will be

Test Theme	Outcome	Readiness Criteria	Assessment Criteria/Measures/Evidence	RAG	Status
			<ul style="list-style-type: none"> 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. 		<p>reviewed by the ICC team and any concerns or deviation from KPI targets will be highlighted in case this is due to programme activity.</p> <ul style="list-style-type: none"> UC service level monitoring is available through a range of data sources and assurance is provided into the ICC from digital teams. <p>The addition of the new functionality to support MtUC will continue to evolve over coming months. Despite thorough testing, regular change will always come with a small risk of instability, hence we are not reporting as green until service development is complete and proven out in a live situation at scale.</p>
		<ul style="list-style-type: none"> The Move to UC service design and associated products can withstand the increased demand as we increase claimant volumes. 	<ul style="list-style-type: none"> 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. Performance and availability of dependent systems as assured and ready to withstand the forecast volumes. We have the required product development staff in place to support delivery at increased scale. Structures are in place to monitor Move to UC service measures and respond to them. 	Amber /Green	<p>Move to UC service is by design architected to be horizontally scalable with the capability to scale service sub-components independently if required;</p> <ul style="list-style-type: none"> Performance testing infrastructure is in place. There is a high level of confidence that performance testing can prove the system's ability to withstand the anticipated peak data volumes and peak load as these are well understood. Anticipated peak load does not represent a difficult target for the underlying technology and technical design.

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.	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> UC Service delivery 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). 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	<p>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, Medway, Truro & Falmouth, Harrow and Northumberland Local Authorities and will continue to work with impacted delivery units and partners, in particular HMRC, in preparation for the scaling of Tax Credit migrations in 2023.</p> <p>Successful expansion into a second service centre in Bristol was completed as planned on 24th January. Alongside this from 13th February we began to expand our discovery phase into the wider Cornwall district and plan to rollout to the remaining 11 Jobcentres to provide us with the required volumes up to April 2023 enabling us to continue to learn as we invite further claimants to move.</p> <p>Move to UC Operating Model options were discussed at PDE 07/12. Agreement to the key Operating Model principles has helped inform the Implementation approach which was subsequently agreed at W&HET 20/12 and UC PDE 11/01.</p> <p>Following agreement to the high-level operating model design and the Implementation Approach resourcing of Q1 move to UC activity has been agreed with operations Directors. This has enabled an initial expansion schedule for Q1 to be developed and agreed through governance enabling further preparations for April to commence.</p> <p>Q2 Supply Plans for both Pre & Post claim activity are subject to Capacity Board approvals in order to secure the required resources to support scaling for Q2. Resource requirements are based on assumptions relating to levels of automation in the service and will be kept under review to ensure that we can sustain scaling once underway.</p> <p>HMRC preparation incl. case cleanse, nil awards removal, notification of customers in scope.</p>
--------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Test Theme	Outcome	Readiness Criteria	Assessment Criteria/Measures/Evidence	RAG	Status
			<ul style="list-style-type: none"> Appropriate communications are developed and ready to be employed to support the expansion of testing with increased claimant volumes. 	Amber	<p>Communications products are developed to support any increase in volumes in existing sites.</p> <p>Communication strategy is being developed to ensure internal and external products are available to appropriate audiences at the right time. Operational Transformation Leads will be ensuring local communications are effective and timely. This will include;</p> <ul style="list-style-type: none"> development of a UC Hub page where all latest comms / products can 'live'. utilise the local office communications networks to assure communications are landing in live areas. support with Service Innovation Leads surgeries where needed.
			<ul style="list-style-type: none"> Leadership products and support are in place to support the increase in claimant volumes. 	Amber	At Service Delivery site level, the Move to UC Plan for Change includes actions for Service Delivery and site level implementation plans to support Local leaders in preparation for Move to UC.
			<ul style="list-style-type: none"> 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. 	Amber /Green	<p>Initial guidance and learning products developed and signed off 21st December with robust systems in place to identify changes required as the Move Service iterates, working closely with Universal Learning & Feature Teams to understand what amendments will be required for each release of new functionality.</p> <p>Work has begun to develop Learning Routeways for new entrants and the ring-fenced new claims teams in aligned Service Centres working with L&D Design to ensure these are in place for mid-February to ensure there is sufficient time to upskill new agents.</p>
			<ul style="list-style-type: none"> Any required Risk Assessment have been reviewed to ensure 	Amber /Green	At Service Delivery site level, the Move to UC Plan for Change includes actions for Service Delivery to impact site-level risk assessments and the 6-Point Plan as part of the

Test Theme	Outcome	Readiness Criteria	Assessment Criteria/Measures/Evidence	RAG	Status
			that these remain appropriate as we increase scale.		site level implementation plan. Assurance with and from sites that this action has been completed is included in site-level checkpoints and managed through the Plan For Change site web-based plans.
			<ul style="list-style-type: none"> 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. 	Amber /Green	Design and Implementation efforts continue to make use of a number of sources of insight including; <ul style="list-style-type: none"> UR UCAD Social Research Telephony call analysis Insight management Data & Analytics Stakeholder Input to prioritisation Product support improvements process SIL External stakeholder sessions
			<ul style="list-style-type: none"> We can harness staff and stakeholder feedback to support continuous improvement and backlog prioritisation. 	Amber	As above
		<ul style="list-style-type: none"> We have implementation plans and a rollout schedule in place 	<ul style="list-style-type: none"> We have an agreed schedule for rollout. 	Amber/ Green	Following agreement to the high-level operating model design and the Implementation Approach resourcing of Q1 move to UC activity has been agreed with operations Directors. This has enabled an initial expansion schedule for Q1 to be developed and agreed through governance enabling further preparations for April to commence. Successful expansion into a second service centre in Bristol was completed as planned on 24 th January. From 13 th February we also began to expand our discovery phase into the wider Cornwall district and plan to rollout to the remaining
			<ul style="list-style-type: none"> 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. 	Amber	
			<ul style="list-style-type: none"> Staff are trained and confident to deliver the service. 	Amber	

Test Theme	Outcome	Readiness Criteria	Assessment Criteria/Measures/Evidence	RAG	Status
			<ul style="list-style-type: none"> Move to UC service centres are established to support increasing scale. 	Amber	11 Jobcentres to provide us with the required volumes up to April 2023 enabling us to continue to learn as we invite further claimants to move.
			<ul style="list-style-type: none"> Job centres are prepared for increasing scale (capacity vs. capability). We have capacity in the job centre network to support increasing scale. We have the capability in job centres to support move to UC demand. 	Amber	Q2 Supply Plans for both Pre & Post claim activity are subject to Capacity Board approvals in order to secure the required resources to support scaling for Q2. Resource requirements are based on assumptions relating to levels of automation in the service and will be kept under review to ensure that we can sustain scaling once underway.
			<ul style="list-style-type: none"> Local Authorities are prepared for the impact of claimants moving to UC (LCTR). 	Amber	<p>Based on early learning, lead in times for implementation activity has been shaped to allow for leadership team and site engagement as well as formal learning with Districts / Jobcentres requiring a six week lead in time. This include a window of 2 weeks so that learning for Work Coaches and Front of House staff can be staggered to minimise service disruption.</p> <p>Initial guidance and learning products developed and signed off 21st December. Work has begun to develop Learning Routeways for new entrants and the ring-fenced new claims teams in aligned Service Centres working with L&D Design to ensure these are in place for mid-February to ensure there is sufficient time to upskill new agents.</p> <p>Engagement continues regarding the impact of changes to LCTR entitlement on LAs.</p>

Test Theme	Outcome	Readiness Criteria	Assessment Criteria/Measures/Evidence	RAG	Status
		<ul style="list-style-type: none"> Wider departmental capacity: We have the capacity to handle increases in demand that the Scaling Phase may create. 	<ul style="list-style-type: none"> 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. We have the capacity to handle increases in demand that the Scaling Phase may create: National Telephony We have the capacity to handle increases in demand that the Scaling Phase may create: National inbox We have the capacity to handle increases in demand that the Scaling Phase may create: Decision making We have the capacity to handle increases in demand that the Scaling Phase may create: Visiting 	Amber	<p>Operating Model development is continuing and impacting with wider DWP Teams underway through February. This will then shape the requirements for awareness products and guidance/learning needed for roles outside of UC.</p> <p>Additionally Debt SLT has capacity/demand on their roadmap to ensure this is reviewed in every quarter.</p> <p>Impacting of Move activity on National Telephony underway including call routing options post May 2023 when case management activity will be in linked BAU Service Centres.</p> <p>Impacting underway by UC Product Strategy & Design Team to understand capacity & stability of National In Box functionality beyond the start of scaling.</p> <p>Impacting on Decision Making & potential learning product requirements underway.</p> <p>During 2023 Move will scale to TC only customers with the current assumption built into the Discovery Model that there is no impact on Visiting Officers during 2023. As roll out scales up from Apr 23 we will monitor and refine the Discovery Model and re-visit decisions around Visiting Officers if required.</p>
		<ul style="list-style-type: none"> We have consulted with Delivery Partners and stakeholders and understand the impacts our anticipated scaling will have on them and their people. 	<ul style="list-style-type: none"> Our delivery partners have confirmed they are ready and able to discharge any duties they may have at increasing scale. 	Amber /Green	<p>Our delivery partners, and in particular HMRC are involved in design & delivery of the Discovery phase and we will learn and plan together the impacts of future scaling plans.</p> <p>Transformation Leads in all AD areas in place. These G7 leaders will ensure local engagement activity takes place, working with sites & Partnership Managers to ensure smooth landing for internal & external engagement when Move to UC goes to new places.</p>

Test Theme	Outcome	Readiness Criteria	Assessment Criteria/Measures/Evidence	RAG	Status
			<ul style="list-style-type: none"> We know what work is needed with local partners in a given location to create good conditions for success. 	Amber	<p>Communications products are developed to support the increase in volumes in existing sites, working closely with our delivery partners including HMRC to do this.</p> <p>There are a number of angles to our communications and engagement approach to consider – key aspects include: internal stakeholders (including senior leaders, jobcentres, partnership managers etc.), trade unions, external stakeholders (charities, welfare rights advisers, Local Authorities), the media and the public.</p> <p>We are developing our plans for engagement and comms activity to support scaling from April 2023. We now have the relevant detail on scaling plans (e.g. numbers/timing, geographic approach), as agreed by PDE, which will inform the development of our plans for engagement and comms activity. Discussions are ongoing across the Programme to develop the proposed approach which will be shared with Programme governance before discussion with Ministers in February/March.</p> <p>In addition to the different stakeholder groups outlined above, as part of our communications and engagement approach we are also considering how and when to ensure Parliament and MPs have the information needed to support scaling in April. Specific plans are currently in development and this will be incorporated with the wider comms / engagement plan as outlined above with this area of our communications planning likely to have greater Ministerial interest and input.</p>
		<ul style="list-style-type: none"> We have consulted with DTUS and have steps in place to respond to concerns they may have. 	<ul style="list-style-type: none"> DTUS engagement plan is in place and all outstanding actions have been discharged. 	Green	<p>All required DTUS engagements at both national and local level are in place and/or planned to support scaling.</p>

Test Theme	Outcome	Readiness Criteria	Assessment Criteria/Measures/Evidence	RAG	Status
4. Secure	The processes developed to Move Claimants are sufficiently secure as we increase volumes.	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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 any organised Fraud attack on the service/Move to UC process 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 	Amber /Green	<p>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.</p> <p>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.</p> <p>UC RAC processes are being followed to identify and manage security risk alongside evolution of the service;</p> <ul style="list-style-type: none"> UC Secure Design team are engaged for new/adhoc processes and data transfer requirements. Technical Design Authority Working Group and Technical Design Authority provides governance for architectural design and standards assurance. Secure Design are embedded as part of the product development teams for M2UC, offering risk identification, security by design advice and guidance on relevant DWP security standards. The current use of spreadsheets and level of manual processing creates risks around access to personal data, claim integrity and data loss/corruption. Secure scaling is dependent on migration away from the current spreadsheet solution. We are confident the spreadsheet will not be required for April scaling but if it were used it would place the project above DWP security risk tolerance. There is no claimant facing services specific to M2UC so the attack surface and exposure to external threats is reduced.

Test Theme	Outcome	Readiness Criteria	Assessment Criteria/Measures/Evidence	RAG	Status
					<ul style="list-style-type: none"> The hosting environment (HCL2) is undergoing security assessment against Digital Group's adopted industry controls standard ("The 18 CIS Critical Security Controls"). The assessment is being undertaken by DWP Enterprise Security and Risk Management team to provide an independent view on the extent to which the underlying platform is sufficiently secure for M2UC scaling.
5. Affordable	The necessary controls and oversight are in place to assess the affordability of the MtUC Service, and controls are established to assure that we are safe and secure to commence and continue scaling.	<ul style="list-style-type: none"> We are able to establish the costs and the resources needed to complete Move to UC. 	<ul style="list-style-type: none"> 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 unit costs. 	Amber	<p>Digital cost model was previously based on Harrogate for financial forecasting (safe option), and a discovery migration model used for planning and resourcing purposes. The Digital Cost Model has been updated and is now based on the Earliest Testable Service. The model has matured significantly however is only based on discovery to date with the current design and version shared with programme and design colleagues to sign-off assumptions and timings within the model. This is now being socialised through Programme governance and the model will continue to iterate and be refined as we continue to learn.</p> <p>FBC Numbers refresh completed and approved at PB in November based on the DCM model, spring 22 demand volume forecasts. Whilst costs in the business case have increased, the same cost drivers also increase savings providing an increased level of savings and an improved value for money position.</p> <p>Expenditure closely monitored with financial forecasts monthly and reported to the Programme Board.</p>

Test Theme	Outcome	Readiness Criteria	Assessment Criteria/Measures/Evidence	RAG	Status
			<ul style="list-style-type: none"> The required funding drawdown is available to the programme. 	Green	<p>Treasury Approval Point (TAP) held 15/12 following IPA Gate '0' Review (which provided a delivery confidence rating of Amber).</p> <p>HMT have subsequently provided funding approval for the calendar year (with some associated minor conditions).</p>
		<ul style="list-style-type: none"> We have prepared Delivery Partners and stakeholders at a national level for our anticipated scaling plans. 	<ul style="list-style-type: none"> Appropriate national level and strategic communications and engagement plans are developed and ready to be employed to support the expansion of Move to UC. Parliamentary engagement is prepared for and discharged to support the expansion of Move to UC. 	Amber	<p>Work underway, working with all key players responsible for delivering communications, to develop a high-level plan detailing all required communications for various audiences, both internal and external, as we prepare for scaling</p> <p>This work includes working closely with Operational Transformation Leads to ensure that we are sighted on both national and local communication needs, as well as sequencing and dependencies.</p> <p>In addition, as part of our communications and engagement approach we are also considering how and when to ensure Parliament and MPs have the information needed to support scaling from April. An engagement plan with Ministers is in development and once agreed with Ministers this will be incorporated with the wider comms / engagement plan as outlined above.</p> <p>The recent publication of initial learning from the Discovery Phase provides us with a firm basis for partnership working and stakeholder engagement in the coming months.</p>
		<ul style="list-style-type: none"> We have command and control arrangements in place to support the increasing scale of Move to UC enabling 	<ul style="list-style-type: none"> We have command and control arrangements in place to support the increasing scale of Move to UC enabling the Programme to respond effectively. 	Amber /Green	<p>The Implementation Control Centre (ICC) now in place and will constantly review progress against digital cost model, migration model and Programme Plan to ensure that the right level of resourcing is in place.</p>

Test Theme	Outcome	Readiness Criteria	Assessment Criteria/Measures/Evidence	RAG	Status
		the Programme to respond effectively.			