



MtUC Operations Update

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OFFICIAL-SENSITIVE

Summary

This paper is for information only

The paper provides an operational delivery update on:

- Progress with preparing to scale
 - Data to show Operational Delivery in Q4
 - Telephony contact – inbound and outbound
- Forward look to delivery at scale in Q1 and Q2
 - Including the transition to a new operating model
- Emerging risks / issues

Preparing to scale

Activity	Jan 23	Feb 23	Mar 23	Total
Total Migration Notices issued	540	993	1025	2558
Customers yet to apply following MN Issue	284	759	912	1955
Contact made by customer yet to apply	15	23	9	47
Total Claimed or Closed	256 (47%)	234 (24%)	113 (11%)	603 (24%)
Claims made prior to MN issue	5	5	13	23
Transitional Payment calcs from claims made in that month cohort	166	166	41	373
Transitional Protection Awards made	145	149	37	331

March activity

- Data mismatches at 18% - 183 cases mismatched in month
- 814 Reminder Letters issued, 598 at week 7 and 216 at week 10
- 56 Tax Credit claims terminated due to no claim made, all of which had MNs sent at end of 2022
- Agents took 284 inbound calls with an average handling time of circa 10 minutes

Since January 603 Customers have made a claim for UC; of which 15 of which have since closed their claim. 416 Tax Credit claims have been terminated with no claim to UC made, of which 160 then made a UC claim in the following month.

47% of the January cohort have made a UC claim or closed their Tax Credit claim. Termination action will be required throughout April as cases reach 3 months +1 day from the MN being sent – likely to be around 32 terminations per day.

We anticipate that this could drive up contact and we could see a spike in claims as people claim UC within the 1 month period where TP is still payable. Productivity levels feeding into future plans will be informed by actual data as we see how cohorts behave at volume.

Claimant Contact and Insight – inbound contact

Week commencing	Calls taken	Average call handling time
27 Mar	72	10 mins 23 secs
20 Mar	66	10 mins 18 secs
13 Mar	52	11 mins 4 secs
6 Mar	55	11 mins 44 secs
27 Feb	61	12 mins 55 secs
20 Feb	48	10 mins 42 secs
13 Feb	26	13 mins 12 secs
6 Feb	37	10 mins 37 secs

Top 5 reasons for inbound calls
(multiple reasons recorded for some calls)

- Payments 50%
- Children 26%
- Advances 19.5%
- Journal 15%
- Appointments 14%
- Housing 12%

Analysis from a sample of 141 inbound calls showed

- 95% were Move to UC related; the remaining 5% related to other benefits and existing UC claims.
- 8.5%, 12 claimants, were unable to make their claim on-line and required Agent support.
- 5 claimants reported an informed decision not to progress a UC claim due to high earnings/capital and a partner moving in. One claimant didn't want to attend Jobcentre appointments.
- 89 calls were identified as pre claim, the majority of which required support in making the claim or were mid way through creating an account and needed help.
- 5 claimants requested an extension. Some claimants asked to delay making the claim until after the April uplift – some of whom had been advised by Citizens Advice or had used calculators that didn't show TP eligibility.
- 35 were identified as post claim, including requests to rebook Jobcentre appointments due to work and/or childcare. Others required support with claim maintenance actions.

Agents are still supporting customers from the Discovery Phase and are reporting that around 30% of calls are from that cohort.

Claimant Contact and Insight – outbound contact

(M2UC Call Listening Pack) 30th January 2023 – 24th February 2023

Week commencing	Calls made
20 Feb	98
13 Feb	52
6 Feb	75
30 Jan	70

Analysis from a sample of outbound calls showed:

126 of them were under 3 mins; of which only 31 were answered, 24.6%

The main reason for making outbound calls was to remind customers to log into their accounts due to clear outstanding actions, mainly relating to

- Housing - mismatches/incomplete landlord details/ not verified and mortgages
- Earnings
- Claimant Commitment
- Childcare costs
- Appointment reminders
- Call backs in response to Journal messages to avoid length or complicated written responses

Where customers were unable to take a call due to work or other commitments the Agents requested call backs or left instructions in the Journal.

Delivering at Scale

Activity	Apr 23
Total Migration Notices issued	
Customers yet to apply following MN Issue	
Contact made by customer yet to apply	
Total Claimed or Closed	
Claims made prior to MN issue	
Transitional Payment calcs from claims made in that month cohort	
Transitional Protection Awards made	

A drop of 7044 was received for April selection.

Narrative on April data to be added prior to the meeting

- **46 MNs issued on Day 1 due to a delay in available cases.**
- **322 Migration Notices issues on day 2 against a daily profile of 309 - early indications give confidence for the month ahead.**

Updated April data will be added prior to the meeting

Transitioning to the Move to UC Operating Model from 15 May 2023

- All new Move to UC new claims will be managed in a single Move to UC New Claim Team (12 FTE) in an aligned UC service centre
- Case Mangers will support Move to UC New Claims alongside an existing UC caseload. L&D being delivered over 1.5 days.
- The requirement for Move to UC New Claim Teams to be reviewed by Oct 23 Bolton and Bristol teams to retain existing Move to UC caseloads until July 23, at which time all cases will be post AP2 and we will have learned what support is required for customers in understanding the impact of uprating on Transitional Protection.

Bolton and Bristol continue to identify Agents to transition to Move to UC in line with the demand line. Nottingham external recruitment is complete with sufficient candidates for the full 84 demand plus a reserve list. Stockport have secured 9 MoD colleagues and the external campaign closed 6 Apr with interviews taking place from 20 April.

HMRC MIS & Update

Tax Credit Only Migrations	Discovery Cohorts
Total Migration Notices issued	1059
UC Claims Made (and completed)	786
UC Claims Made (in part)	77
TC Claims Terminated (no UC claim)	195
Former TC Claims receiving T/P	471
%age of Awards getting T/P	62%
Average TP amount	£152

These figures are for Migration Notices sent before Xmas, so they have all fully completed their migration journey. 50 notices per day have been sent since early January and the early signs are that the behaviour/response is similar.

The most surprising aspects of these figures are the number of cases where the tax credits customer has not made a claim for UC; thereby leaving welfare provision. While further analysis has been completed there is no over-riding reason for this. The level of positive T/P payments being made is also higher than expected, however the Discovery Cohorts contained single person claims only and this is likely to be a factor in both the level of Terminations and T/P payments. Once we have started the Discovery on Couple Claims it will be interesting to compare the figures.

HMRC Update and Customer Insight

- All HMRC automation has not been developed, implemented and tested so we are receiving Migration Stop Notices, notification of MGNs being issued, transferring T/P data to DWP electronically and are ready to switch on the transfer of selection data later in April.
- A scan containing April contingency cases has been sent and is being used to commence the Expansion Phase. A further contingency scan will be completed to cover the May profile in case the automation of selection is not ready in time.
- We are not seeing anything out of the ordinary in customer behaviour and/or contact at present. The response of tax credits customers to the Migration Notices is similar to how they respond to the Annual TC Renewals process and most of the contact HMRC receives is seeking clarity on what they are required to do. We will keep an eye on this as the volumes increase, but there are no issues at present.
- We have started the Discovery on the Pre-Migration TP Checks and will have a monthly report of the findings from May onwards. Early signs show there is value in undertaking a risk-based review of potential migrations, with around 10% of cases being reviewed and 30% of those being re-assessed (so the T/P is being changed in 3% of all migrations checked so far).
- We have just completed the 2023 Nil Awards Bulk Withdrawal exercise and removed 88k live TC cases. This is far fewer than expected due to the impact of the 10% uprating which has brought 50k tax credit cases back into payment.

Emerging risks

- Recruitment remains the key dependency within the operational delivery space. The ability to keep the momentum going and to maintain a buffer as a contingency for attrition is a key priority.
- In May 23, 30% of the Pre-Claim Agents will have been in the business less than a 3 months; by June that increases to 44%. Capability within these teams is a risk. We're mitigating that risk through coaching and consolidation – but a finite Move to UC resource pool means balancing that investment against delivery priorities.
- Maintaining quality in our delivery and not compromising that quality as we expand month on month against the profile is also key. We're currently designing the quality framework and putting a quality checking regime in place, which we can report against at future Programme Boards.
- Maintaining the profile ambition for sending of Migration Notices, and handling other MtUC work those generate is dependant on further removal of manual effort in the process through further automation. We are working closely with the Design and Delivery teams to ensure this is in place during May.