

Move to UC Operations Update

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For Discussion and Information

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Summary

This paper is for information only

The paper provides an operational delivery update on:

- Operational Delivery as we prepared to scale
 - Data to show outcomes for 22/23 Q4
- Delivering at scale in Q1
 - Data and narrative around emerging April outcomes
 - Preparation for May and June
 - Resourcing position and implementation activity
- Emerging risks / issues

Operational Delivery Outcomes - Q4

Activity	Jan 23	Feb 23	Mar 23	Total
Total Migration Notices issued	539	991	1023	2553
Customers yet to apply following MN Issue	43	563	837	1443
Contact made by customer yet to apply	6	31	16	53
Total Claimed or Closed	496 (92%)	428 (43%)	186 (18%)	1110
Transitional Payment calcs from claims made in that month cohort	265 (49%)	250 (25%)	103 (10%)	618
Transitional Protection Awards made	216	203	83	502

- Data shown is up to 30 April 2023.
- As the early cohorts mature we are seeing some consistency in the data in terms of customer behaviour. Across the cohorts, between 76% and 77% have required a reminder to be sent. This supports planning; it also provides a baseline where we try and change customer behaviour through changes to the Migration Notice and external campaigns.
- 118 Tax Credit claims have been terminated from the January cohort following the 'No Claim' process; of which 22 claimants have then gone on to make a UC claim within a month, thereby securing the automatic backdating and Transitional Protection.
- The dedicated telephone numbers received 367 calls in February and March, ranging from 29 to 73 calls per week and averaging 52 calls per week. The call handling times averaged around 11 minutes.

Delivering at Scale in Q1

Activity	Apr 23
Total Migration Notices issued	5,135
Customers yet to apply following MN Issue	4,686
Contact made by customer yet to apply	58
Total Claimed or Closed	449 (9%)
Transitional Payment calcs from claims made in that month cohort	99 (2%)
Transitional Protection Awards made	35

April headlines

- Profile of 5000 exceeded
- Inbound telephony peaked at 183 calls w/c 17 April, dropping slightly to 164 w/c 24 April. We're gather insight from Agents around what drives inbound calls – but the early indication is that calls peaked at the time of uprating and are now returning to a stable level.

May & June planning

- Detailed plans provide assurance that we can scale against our profile for Q1 delivering the increase to 13k Migration Notices in May, followed by 22k in June. Plans take into consideration multiple Bank Holidays and assume no further automation during this period.
- Data from the first week of May shows 2716 Migration Notices sent in that 4 day week; an average of 679 per day against a required run rate of 650.
- We continue to manage a caseload of approx 3.5k and we will retain this until the 2nd AP after uprating (about July), when it will be transitioned to the owning Service Centre

HMRC UC Update – May 2023

All Tax Credit Migrations	May 22 – Apr 23
Total Migration Notices issued	9,534
UC Claims Made (and completed)	2,428
TC Claims Terminated (with no subsequent UC claim made)	368
T/P Calculations Made	1,695
Former TC Claims receiving T/P	1,189
%age of Awards getting T/P	70%
Average TP amount	£171

Last month this section only included figures for Migration Notices sent in the Discovery period; while this table includes all cases where the migration notice has been issued up to the end of April 2023. While it's hard to draw too many conclusions from this as only 20% of these cases have had the time to complete their full migration journey, this reflects the 'Live' position which we will be reporting on going forward.

The number of cases where the tax credits customer has not made a claim for UC (thereby leaving welfare provision) remains high, but we discussed the possible reasons for this last month. Ongoing analysis is being undertaken, but there remains no over-riding reason for this or any level of contact/complaint. Once we have started the Discovery on Couple Claims it will be interesting to compare the termination rates.

HMRC Update

- All HMRC automation has been developed, implemented and is now in full use, so we are receiving Migration Stop Notices, notification of MGNs being issued, transferring T/P data to DWP electronically and have been transferring the selection data file since 5th May.
- A scan containing 20k additional contingency cases was sent and is being used to support the May Expansion profile. A further scan has been completed to identify the 1k 'Couple' cases which will be used to start their Discovery activity later this month.
- We are still not seeing anything out of the ordinary in customer behaviour and/or contact at present but will keep an eye on this as the volumes increase, but there are no issues at present.
- We have just completed a full month of Pre-Migration TP Checks and will create a monthly report from the end of May onwards. Our early findings are that there is value in undertaking this risk-based review of potential migrations. Following the risk review around 10% of cases are being selected for intervention and of those 50% are having their awards (and therefore the T/P rate) re-assessed (so the T/P is being changed in 5% of all migrations checked so far). The average rate of change across the 5% is just over £1k pa.
- We are working with DWP on the Pension Credit Feasibility Study and considering how we can collaborate to ensure the migration of the 30k+ State Pension Aged customers is completed within the existing timeline (by end of December 2024).

Resource position and implementation activity

Resourcing

- April resource remains broadly in line with demand with a slight deficit linked to SIP v FTE plus some attrition. May plans will rectify this deficit and any risk linked to that in the meantime is negated by lower than expected inbound call volumes and support from the Discover Team in BAU Move activity.
- Nottingham recruitment has resulted in 79 offers against a demand of 84. The first induction of 12 new recruits takes place on 15 May with intakes most weeks throughout May and June as pre-employment checks are cleared. The checking process, particularly around ID, is proving lengthy and poses the greatest delay and risk.
- Stockport have secured 77 successful candidates against their demand of 84.
- Options are being considered for Q2 onwards to recover any shortfall against the demand line.

Implementation activity

- The new Operating Model will be in place week commencing 15 May. New Claim teams are trained and in place in each Service Centre linked to live Move to UC postcode areas.
- These are Preston, Blackpool, Basildon, St Austell and Bristol.
- Move to UC New Claims will be identified and allocated to those linked teams, who will support claimants for their first 2 Assessment Period before sending them onto BAU. We will work closely with Service Centre colleagues to review the added value and need for these teams over the next couple of months.
- The Q2 onwards scaling plan was approved at UC PDE on 26th April.
- East London and Cheshire postcodes have been included from w/c 1 May.
- Implementation activity began from 8 May to introduce postcodes in North London, Kent, East Anglia and Durham & Tees Valley.
- Planning is underway to start looking at optimum sequence and timing for Working Age benefits and Housing Benefits.

Emerging risks and issues

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.

As more people receive the L&D, feedback is emerging that content needs to be reviewed. We are working closely with the team to address this quickly.

Until the data integration embeds, there is a risk that data flow may not be sufficient for Operations to maintain the daily/monthly flow of MNs to be issued. This is critical to understanding if the predicated head of work can be created to maintain pace against the profile.