

To: UC Programme Board Members**From: Stuart Ison****Sponsor: Ian Wright****Date: 14/11/2023**

Move to UC 2024/25 Migration Plan

Purpose: The purpose of the paper is to provide the 2024/25 Plan for the completion of the Move to Universal Credit migration of the DWP legacy cases that are in scope to be migrated. The paper sets out the planned volumes for migration notices and moves together with the underpinning rationale for the plan and associated risks.

Recommendations/Decisions required:

For Agreement – Programme Board are asked to agree the minor adjustment to the 2023 plan for TC and the 2024/25 Move to UC Plan for the legacy cases that are in scope to be migrated and note the associated risks.

Timing: Routine

Introduction

1. As part of the agreement of the 2023/24 Plan that focussed on the migration of Tax Credit only cases, we explained that further work would be required to fully develop the 2024/25 plan. This was to ensure that we could take account of learning from the Tax Credit Migration and further Discovery activity to look at the legacy claims that remained in scope to be migrated. Additionally in planning for 2024/25 we wanted to ensure we considered the most up to date assessment of risk including operational demand, both for ourselves and our delivery partners, to ensure that we can safely migrate claimants to Universal Credit. Following detailed discussion with colleagues from across the Department, HMRC and Delivery Partners, we now have a plan which subject to your agreement provides an optimum planning approach as we move forward into 2024/25.

Planning Challenges, Constraints and Parameters

2. In developing the plan, we prepared a set of planning parameters that we needed to take account of in agreeing the optimum plan. These can be summarised as follows:
 - As far as possible we should protect the 3-month contingency period following the final planned migration moves in December 2024 to deal with any remedial / outstanding issues prior to the closure of Tax Credit systems by the end of March 2025.

- We need to ensure sufficient time to develop, test and assure the required automations and integrations along with any implementation of the Discovery learning for these cohorts.
- We should avoid undertaking HB Migrations at scale until after March '24 to ensure the enabling automations are in place, Local Authorities (LAs) have adequate preparation time, and we avoid the highly demanding LA End of Year activity period (January to March).
- We should avoid undertaking migrations of Employment and Support Allowance (ESA) + Child Tax Credit (CTC) cohort until the ESA Severe Disability Premium (SDP) correction activity has been completed (currently forecast for June 2024). This will ensure that payment amounts on ESA are accurate at the point of migration.
- The existing 80k limit for monthly migrations should not be breached as far as is reasonably possible.
- To support the smoothing of demand levels for Working Age (WA) migration an ideal timeline should be between 9 to 12 months (notifications through to migrations) and the migration of the cohorts should be sequenced to enable the most effective transition of staff between service lines.
- The end date for the issue of final migration notifications will be September 2024.
- We should establish robust closure activity on all claims to ensure the migration activity can be effectively managed / contained.

Proposed Plan Summary

3 Annex 1 attached to this paper provides the detailed volumes for the 2024/25 Notices and Moves. In summary the plan proposes:

- We complete issuing all TC (only) migration notices by end March '24 (increasing volumes slightly Dec-March to enable finishing this cohort a month earlier than the current plan (April).
- We then issue migration notices to Working Age cohorts sequentially as follows.
 - i. Income Support: April – June '24
 - ii. Employment Support Allowance with Child Tax Credits: July – September '24
 - iii. Jobseekers Allowance – September '24
- We smooth demand through the period from April, keeping within the c80k Migration notices per month ceiling, initially with Tax Credits (with Housing Benefit) and then Housing Benefit (only).

- Also factored into the plan is the most up to date 'Actual' volume of delivery to date, revised Autumn 2023 volume forecasts, and updated assumptions for TC only non-claimant rates based on learning from the migrations undertaken to date. Research has identified a number of reasons as to why claimants are not following up with a UC Claim after we have notified them – examples include: some felt that the amounts they would receive were considered so small it was not viewed as worthwhile compared to the admin involved; some claimants didn't feel they needed to claim as they had sufficient money from their work and that benefits were really for people who needed it; others felt that in making a claim had a mistaken belief that their benefits would be stopped or that the process would happen automatically.

Remaining risks and mitigations

- 4 Whilst the proposed profile is considered optimum at this time, and we continue to make good progress and learn lessons from the Tax Credit only Migration, which is proceeding at pace and on profile, we remain vigilant as to potential risks that may emerge. The Department faces significant challenges in delivering requirements for the Autumn statement and with that having to deliver in an environment of an increasingly challenging resource settlement. But again, based on best practice and learning from the wider UC national implementation, and most recently the implementation of TC only migration, the requisite control frameworks are in place through the Readiness Assessment and Implementation Control Centre processes. Formal readiness reviews for the 2024/25 plan will commence from January 2024.
- 5 The plan acknowledges the operational resource challenges particularly for Working Age product lines. Work and Health colleagues have carefully considered these challenges and undertook detailed work to ensure the right level of resource has been built into demand plans to support delivery. Whilst confirming resource demand is sufficiently funded with the capacity available to deliver through quarter 1 for 2024/25, the Programme will continue to carefully monitor the deliverability challenges including:
 - **Recruiting:** to the required demand given current constraints, challenges and competing demands.
 - **Capability and training:** especially for completing MGP1 activity given the inherent complexities associated with this work.
 - **Learning:** from Discovery which could impact Demand assumptions (claimant contact, timings etc).
 - **Required Automation and service enablers:** not being delivered on time or do not support planned demand assumptions.
 - **Maintaining:** WA Business as Usual in view of competing operational demands.

Next Steps

6. Next Steps include:

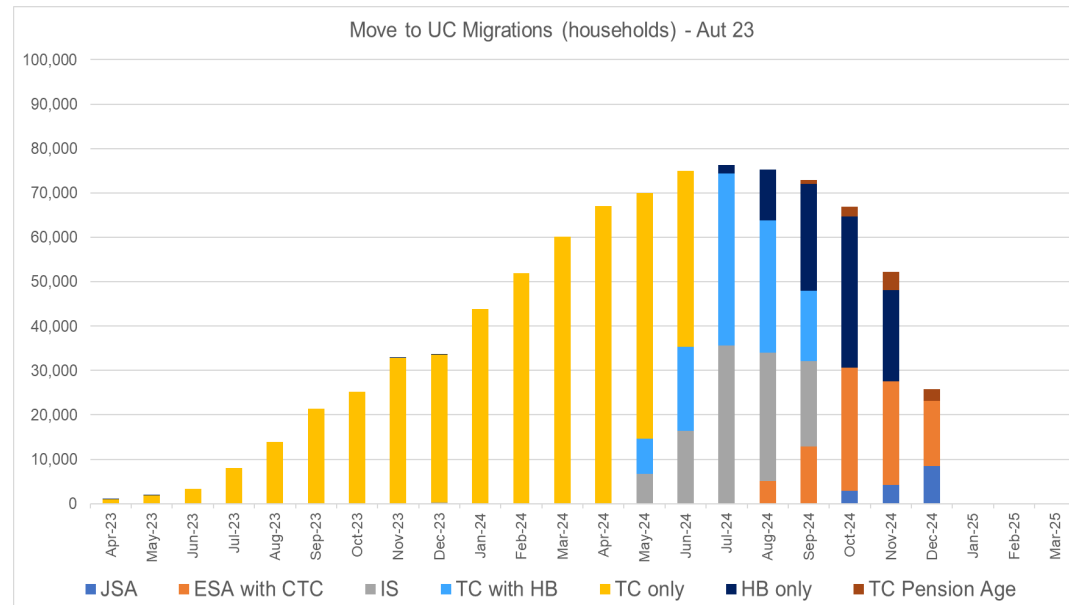
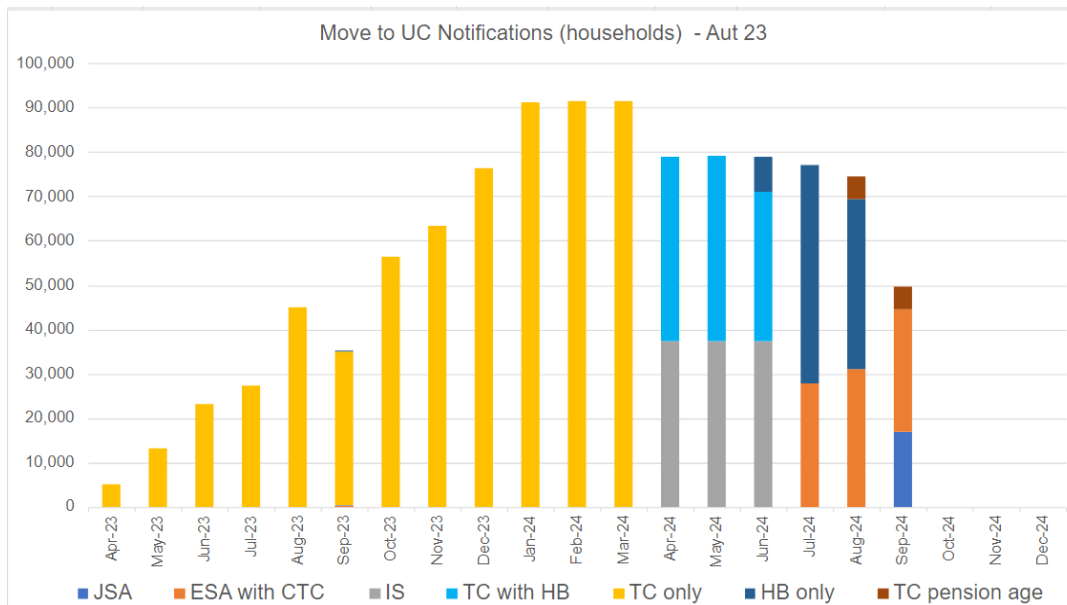
- Impacting the plan against Autumn Statement outcomes once known.

- Monthly assessment of readiness to start scaling the legacy cohorts from April 2024, commencing in January 2024 in line with the volume profile.
- Return to Programme Board in March 2024 with the readiness assessment to commence scaling in April 2024 with advice to the SRO on the state of readiness to proceed.

Decision/Recommendations

7. **Programme Board are asked to:** Agree the minor adjustment to the 2023/24 TC plan and the 2024/25 Move to UC Plan for the legacy cases that are in scope to be migrated and note the associated risks.

Annex 1 2023/2025 Move to UC Migration profile



Proposed Migration Profile

	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Total
Notices*	5,000	13,000	23,000	28,000	45,000	35,000	56,000	63,000	76,000	91,000	91,000	91,000	79,000	79,000	79,000	77,000	74,000	50,000	0	0	0	0	0	0	1,057,000
Moves*	1,000	2,000	3,000	8,000	14,000	21,000	25,000	33,000	34,000	44,000	52,000	60,000	67,000	70,000	75,000	76,000	75,000	73,000	67,000	52,000	26,000	0	0	0	878,000

*All numbers are based on Autumn 2023 volumes refresh with actual notification up to October, relate to Households and are rounded to the nearest 1K. Totals may not sum due to rounding. 'Moves' assumes 19% claimants move in Month 1, 27% in month 2 and 54% in month 3. We assume around of 26% of TC only households do not claim UC and around 4% for other groups.

2023/2025 Move to UC Migration profile

Proposed Profile – Migration Notices (Households)*

Notices*	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Total
JSA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17,000	0	0	0	0	0	0	17,000
ESA + CTC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	28,000	31,000	28,000	0	0	0	0	0	0	87,000
IS	0	0	0	0	0	0	0	0	0	0	0	0	37,000	37,000	37,000	0	0	0	0	0	0	0	0	0	113,000
TC with HB	0	0	0	0	0	0	0	0	0	0	0	0	42,000	42,000	34,000	0	0	0	0	0	0	0	0	0	117,000
TC only	5,000	13,000	23,000	28,000	45,000	34,000	56,000	63,000	76,000	91,000	91,000	91,000	0	0	0	0	0	0	0	0	0	0	0	0	619,000
HB only	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,000	49,000	38,000	0	0	0	0	0	0	0	95,000
Pensioners	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,000	5,000	0	0	0	0	0	0	10,000
Total	5,000	13,000	23,000	28,000	45,000	35,000	56,000	63,000	76,000	91,000	91,000	91,000	79,000	79,000	79,000	77,000	74,000	50,000	0	0	0	0	0	0	1,057,000

Proposed Profile - Moves (Households)*

Migrations*	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Total
JSA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,000	4,000	9,000	0	0	0	16,000
ESA + CTC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,000	13,000	28,000	23,000	15,000	0	0	0	84,000
IS	0	0	0	0	0	0	0	0	0	0	0	0	0	7,000	16,000	36,000	29,000	19,000	0	0	0	0	0	0	107,000
TC with HB	0	0	0	0	0	0	0	0	0	0	0	0	0	8,000	19,000	39,000	30,000	16,000	0	0	0	0	0	0	111,000
TC only	1,000	2,000	3,000	8,000	14,000	21,000	25,000	33,000	33,000	44,000	52,000	60,000	67,000	55,000	40,000	0	0	0	0	0	0	0	0	0	459,000
HB only	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,000	11,000	24,000	34,000	21,000	0	0	0	0	92,000
Pensioners	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,000	2,000	4,000	3,000	0	0	0	10,000
Total	1,000	2,000	3,000	8,000	14,000	21,000	25,000	33,000	34,000	44,000	52,000	60,000	67,000	70,000	75,000	76,000	75,000	73,000	67,000	52,000	26,000	0	0	0	878,000

*All numbers are based on Autumn 2023 volumes refresh with actual notification up to October, relate to Households and are rounded to the nearest 1K. Totals may not sum due to rounding. 'Moves' assumes 19% claimants move in Month 1, 27% in month 2 and 54% in month 3. We assume around of 26% of TC only households do not claim UC and around 4% for other groups.

