

Hello

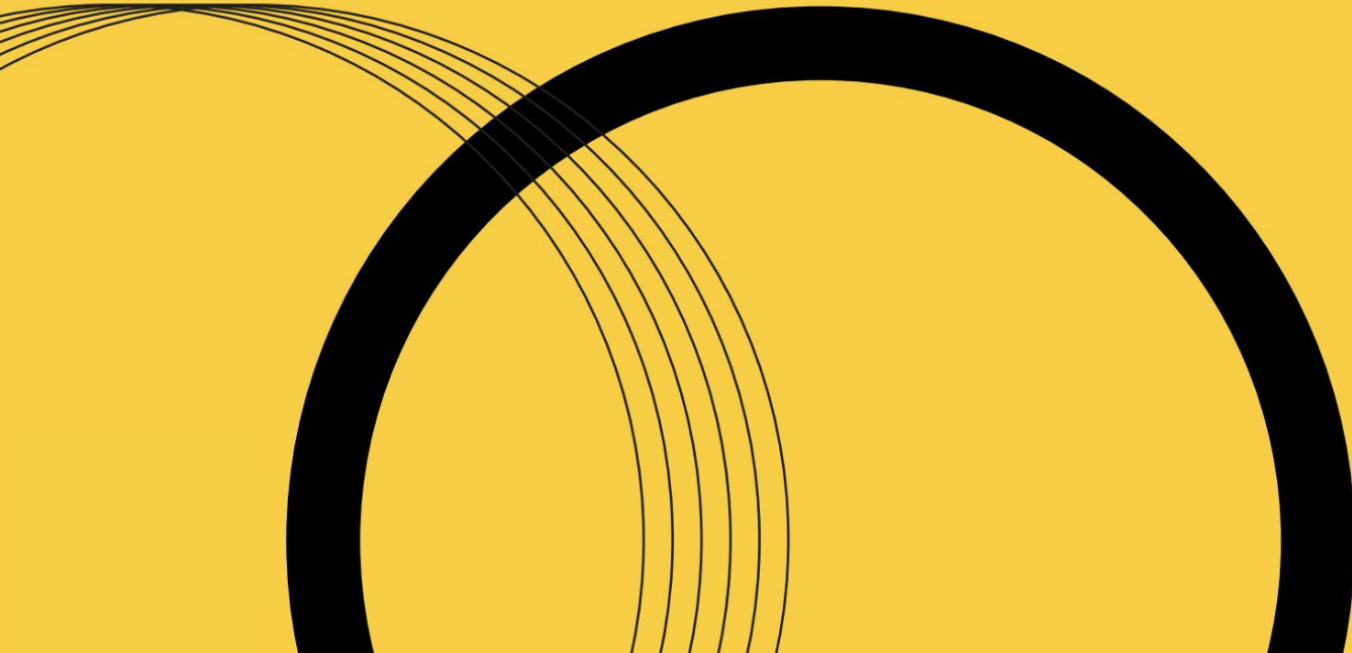


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Universal Credit

Whole service transformation



Universal Credit 2010 - 2020

Benefits

Job Seekers Allowance
Income support
Employment Support Allowance

Working Tax Credit
Child Tax Credit

Housing Benefit

Delivered by

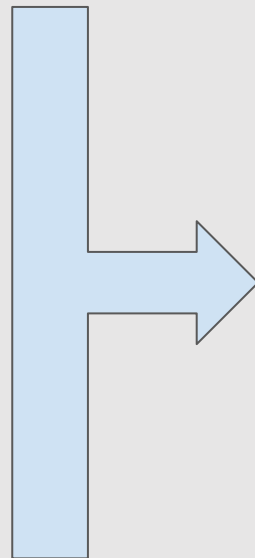


Department
for Work &
Pensions

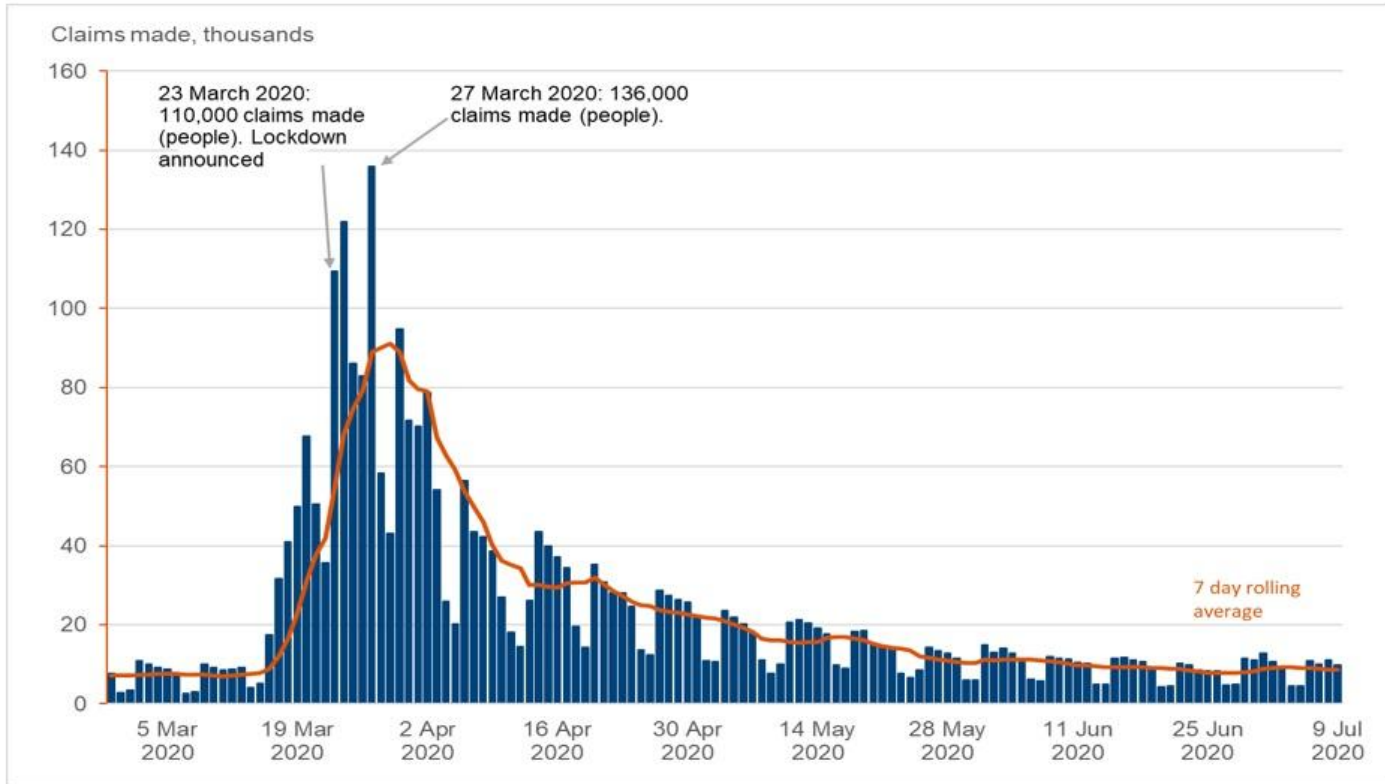


HM Revenue
& Customs

435 Local
Authorities



UC *Universal
Credit*



- ❑ First attempt at UC
- ❑ Reset
- ❑ Scaling the team
- ❑ Decision making in the room
- ❑ A new approach for Operations and DWP
- ❑ Lessons to consider

**To transform the UK benefits
system we needed to transform
the whole - not just the website
and tech**

First attempt at Universal Credit

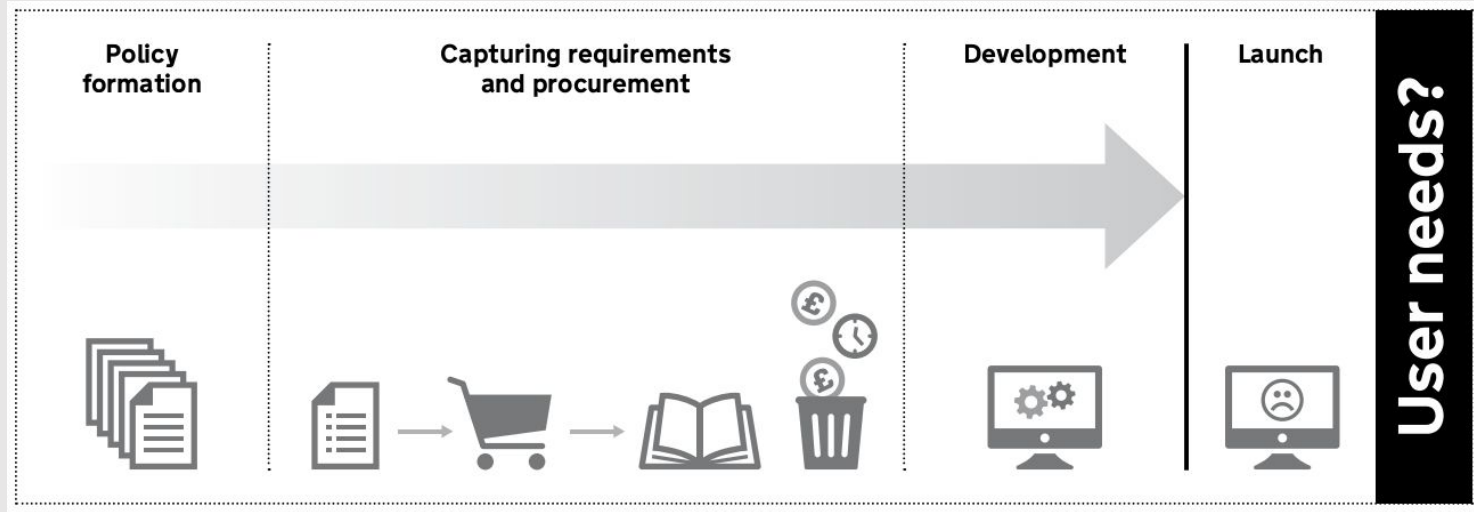
■ Public Accounts Committee

The Rt Hon Margaret Hodge MP, Chair of the Committee of Public Accounts, today said:

"Universal Credit is the DWP's single biggest programme and enjoys cross-party support, yet its implementation has been extraordinarily poor.

April 2013: 3 years. 5 SROs. £425m. 0 users.
“Black” rating from Major Projects Authority

Same old ways of delivering benefits



Not one service - Complexity

CAM-Lite

JSAPS

Work Services Platform

District Provision Tool

DRS

CIS

DMS

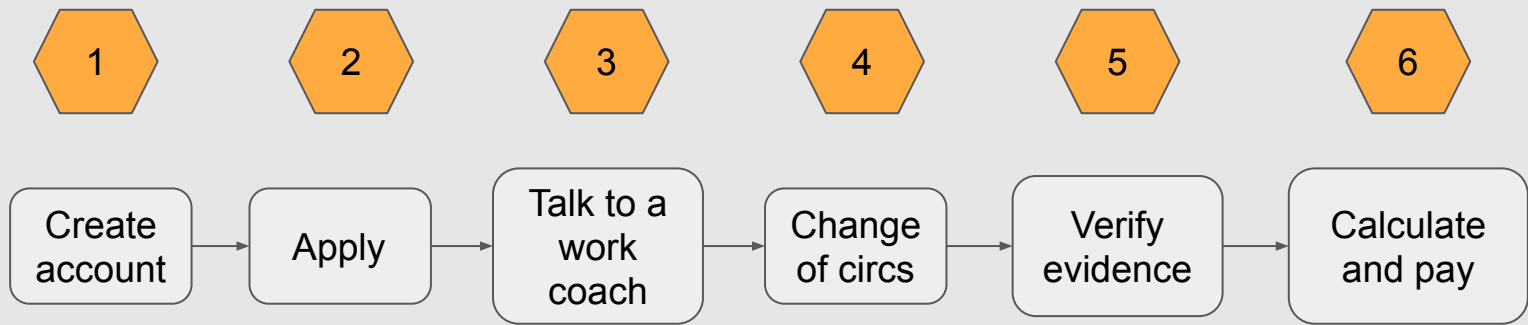
CPS

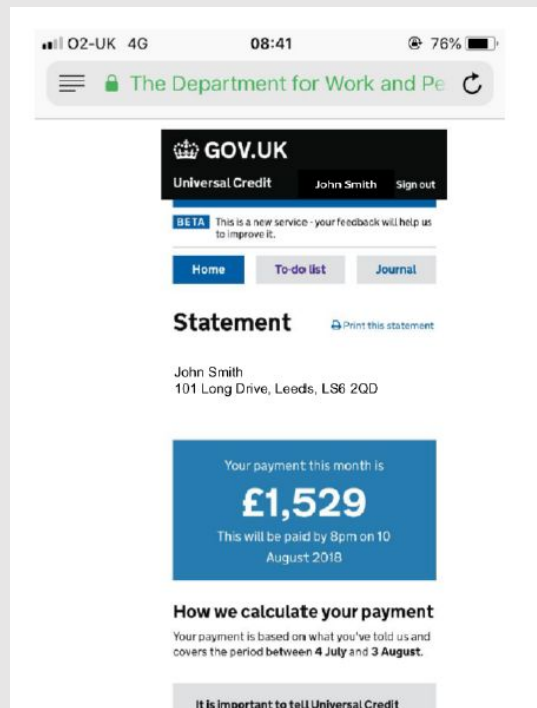
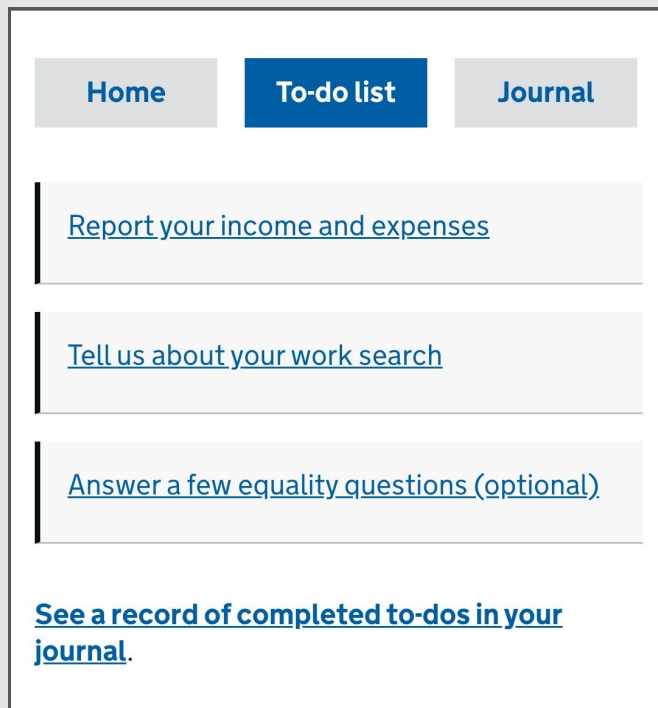


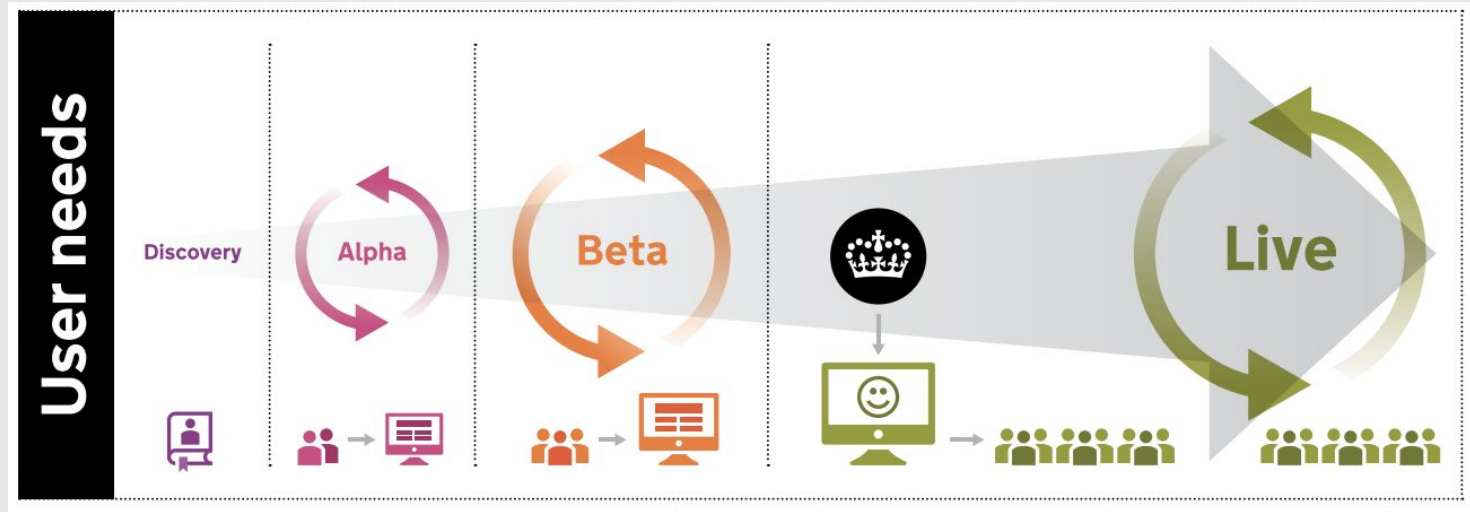
Reset 2013

Proof of concept (July 2013)

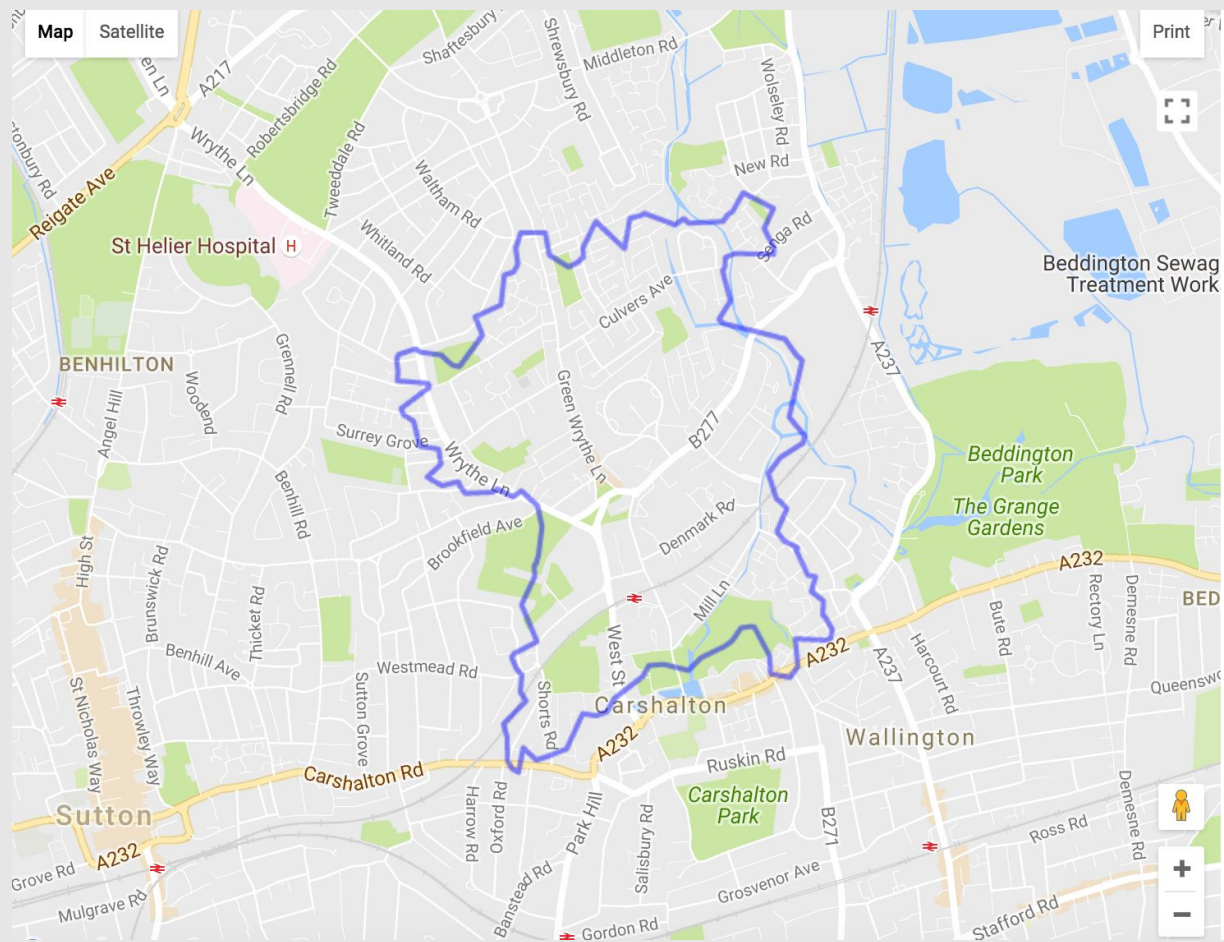








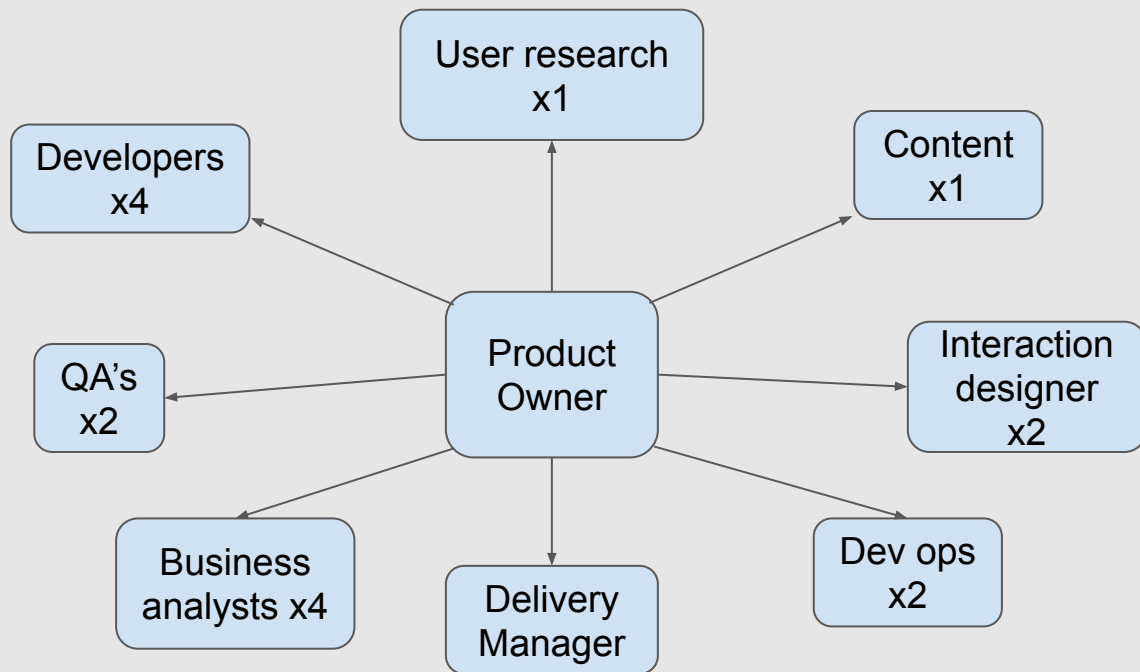
Start small



Scaling the team

The team only scaled when it made
sense to the team

At the start (Proof of concept)



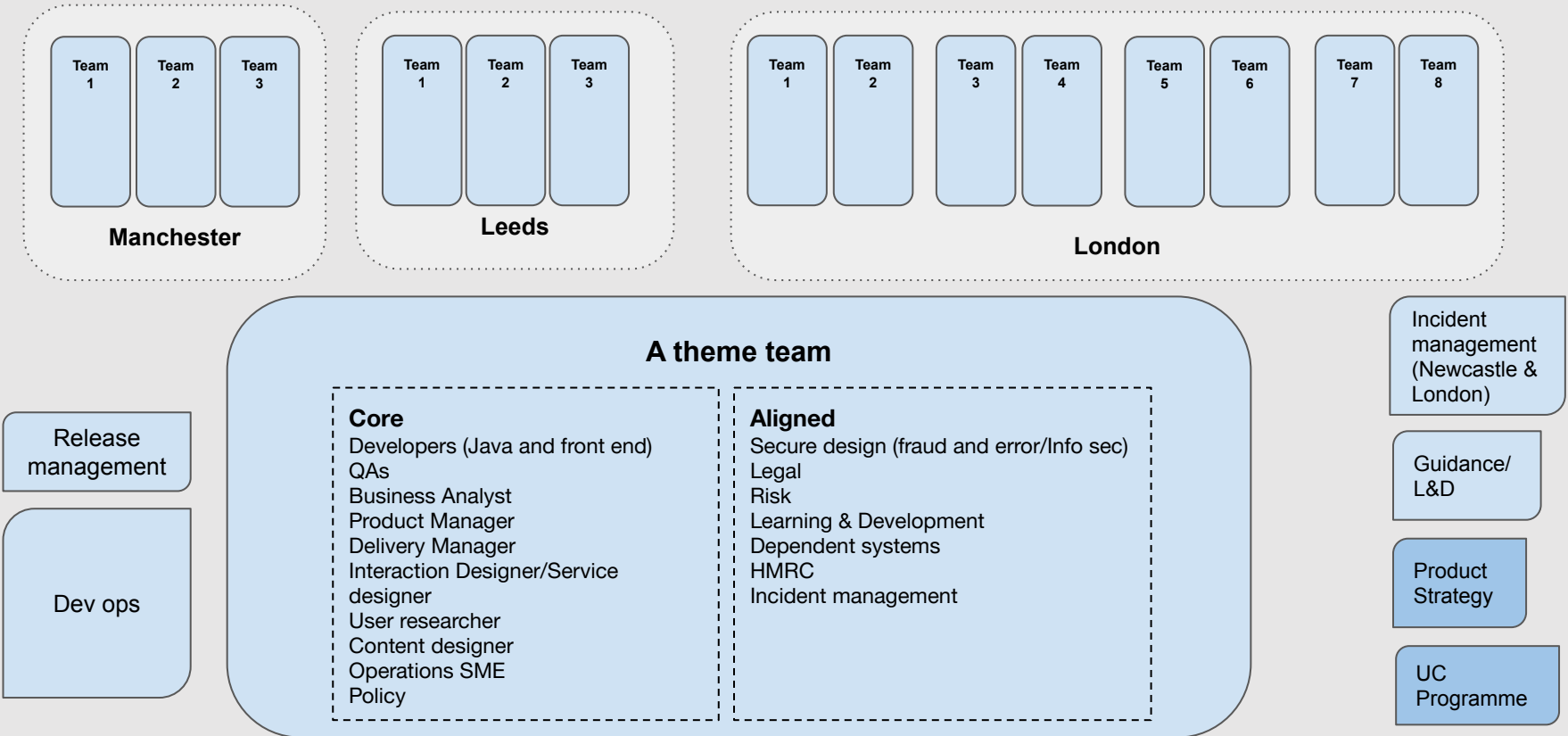
in the room everyday:

Operations x2
Policy x1
Security x2
Fraud and error x1
HMRC x1
Legal x1





Scaling across multiple sites (approx 1m claimants)



Roadmapping

Creating more team autonomy over
time



Decisions are made in the room

The solution sits with the team:

- Aligned team members with delegated authority
- Assurance rhythm for new features (Intelligent Challenge & Design Assurance)
- Roadmap based on outcomes not features/epics - i.e. the solution sat with the team

Can this policy/service work at all?

100 claimants, 1 team, 1 location

How might we operate it?

1,000+ claimants, 3-6 teams, 3 locations

How might we scale it?

10,000+ claimants, multiple archetypes

How might we transition to it?

500k+ claimants, turning old stuff off

A new approach for operations

- One service
- Colleagues can see everything a claimant can
- Part of the multidisciplinary team
- Digital, manual and physical delivery of the service are considered together

Use this form to:

- close the UCFS claim if applicable
- issue the application form
- arrange an initial appointment
- gather any supporting evidence
- set up a claimant record on LMS

[ALP Content](#)

- Section 1 - Booking the initial appointment and issuing the claim forms
- Section 2 - Verify the claimant's identity
- Section 3 - Bio questions
- Section 4 - Gather information and confirm
- Section 5 - Know and recognise
- Section 6 - Creating an LMS record
- Section 7 - Claimant commitment
- Section 8 - Sending to the service centre
- Section 9 - Sending SOFFW to the Service Centre

Section 1 - Booking the initial appointment and issuing the claim forms

Important: Please consider if a dual claim is more appropriate

- 1.1 Discuss with the claimant that if they are considering closing their Universal Credit claim, they will not be able to go back and claim the following benefits:

Child Tax Credit
Housing Benefit
Income Support
Income-based Jobseeker's Allowance (JSA)
Income-related Employment and Support Allowance (ESA)
Working Tax Credit

More information can be found on Gov.UK

Claimant may be claiming New Style ESA for a number of reasons ie: partner's earnings exceed

Take claim closure action if the claimant no longer wants to claim UC

- 1.2 Explain to claimant:

- that we will email the necessary forms.
- they will have to attend an appointment to verify their ID, provide medical evidence, and have their claimant commitment interview.
- the evidence required will be confirmed on the forms e-mailed to the claimant.
- remind the claimant what they need to bring to the appointment
- inform the claimant "Failure to attend this appointment could affect your New Style ESA start date and payment"

- 1.10 Action:

- using your office generic e-mail box, e-mail the following to the claimant

UCESA1 form (Record the initial date of contact)
Confirming your identity
DPGen

Record within the email

For information - You could get New Style ESA if your health affects your ability to work and you have paid enough National Insurance in the last 2 to 3 years. Any earnings you get from employment or pensions might affect how much New Style ESA you are paid. Other household income or savings will not affect your payment.

- end of booking process, please destroy ALP as it contains personal details

The date of claim can vary and depend on:

- when they attend the initial appointment to submit the claim and evidence

You may need to post the forms if the claimant has complex needs or does not have an email address

Section 2 - Verify the claimant's identity

At the Face to Face Interview -

- 2.1 Explain the purpose of the interview to the claimant

"The purpose of this interview is to verify your identity for your New Style ESA claim"

Ask the claimant for their full name and date of birth to ensure you have the correct claimant as per the interview details?

- 2.2 Has the claimant provided ONE piece of Primary Evidence and TWO pieces of Secondary Evidence?

- ☐ Yes - continue to 2.3
☐ No - go to 2.5

This can be current or expired. If using expired evidence it must be photographic and show a likeness of the claimant.

- 2.3 Check the evidence is genuine

Are you satisfied the documents are genuine?

- ☐ Yes - continue to the next question
☐ No - contact the identity fraud team who will advise of further action to take

The identity fraud team can be contacted on 0141 6368124

Are you satisfied the documents relate to the claimant with you?

- ☐ Yes - continue
☐ No - seek advice from your local SIL

Record the evidence provided by the claimant.

Important: If the claimant is using the bank card as the primary ID then the 2 forms of secondary evidence cannot be related to this bank account

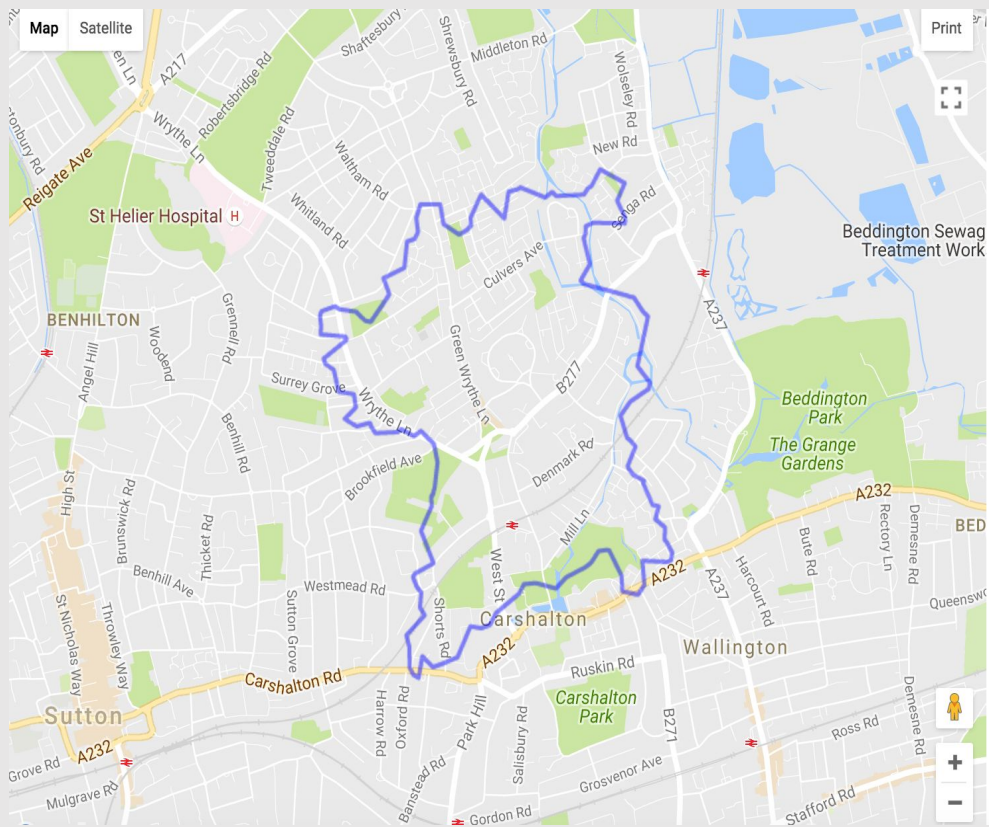
Learning and development

10,000's staff who were used to big six monthly releases and lots of time to adjust - now moving to a weekly/bi-weekly release cycle:

- Intuitive design
- Training demo environment
- The FUN! Newsletter setting out major changes in the next release, and trailing upcoming releases
- Policy wiki

Running a live service

- Sutton JobCentre
- First 100 claimants
- Multidisciplinary team based in the Jobcentre
 - User researcher
 - Designer
 - Product Manager
 - Policy experts
 - Operations experts
 - Security experts
 - Developers
 - Testers
- Watching, learning and fixing things on the spot (process not just code)



Running a live service

As the service scaled our approach had to scale too

- User research - with claimants, staff, third parties
- Continuous iteration of the service
- A prioritisation process that was flexible enough to meet urgent as well as long term needs
- Agent feedback - form at the bottom of every page where staff could provide feedback
- Product Improvement tickets - using Jira (agile project management tool) to collect feedback and gaps in our minimum viable products

Lessons to consider

- ❑ Digital, manual and physical delivery of the service should all be in scope
- ❑ Operations, policy and others need to be embedded in the team
- ❑ Delegated authority is essential to maintain pace
- ❑ Scale the team when the team is ready to scale

Questions?