

Overall Programme status remains AMBER. Phase 4 Transition remains on track incorporating the roll out to 29 sites in July. Readiness status for scaling in October, remains AMBER following the recent Mid Stage Scaling Assessment.

**Universal Credit Full Service (UCFS) Highlights:**

Implementation continues in line with our planned roll out schedule. Phase 4 of Transition remains on track with Pontypool, Devizes, Cwmbran, Bexhill, Trowbridge, Eastleigh, Clevedon and York Monkgate (50%) going live on 12 July. The total number of sites now delivering the UCFS is 93 with a further 8 offices scheduled to go live on 19 July. The July sites represent the most concentrated Full Service rollout to date with initial feedback from an implementation perspective very positive. Plans are in place to learn lessons ahead of scaling in October. Live Service Transfers continues, with transfer activity now completed in 21 sites and progressing in a further 27 sites. Operational colleagues continue to work through the 2017/18 Service Centre expansion plans, enabling preparation activity to commence in specific sites with recent expansions in Middlesbrough and Grimsby. Full site Case Management is now live and embedded in all current Service Centres with performance indicators continuing to show an improving trend with Claimant Contact now at 28% (was just under 40% in March) and the total Head of Work (HowW) reduced for the fifth week to 3.5 days. Migration of the UCFS platform to Amazon Web Services utilising connectivity through the Public Services Network (PSN) took place successfully over the weekend of June 25. This provides a more stable and secure platform to support rollout with planning underway to establish agent connectivity to the application through the strategic solution (Secure Cloud Exchange Boundary Service - SCEBS) later in the year. Latest functional releases deployed enabling claims with ineligible partners to be included in automatically trusted calculations; streamlining various new claim processes for ineligible partners; support for the exemption of certain claimants from the spare room subsidy and various problem fixes and technical improvements. Latest metrics for Autocalc (56%) and Autopay (86%) continue to show a good performance, both now exceeding their May targets of 40% and 85% respectively.

**Programme Updates:**

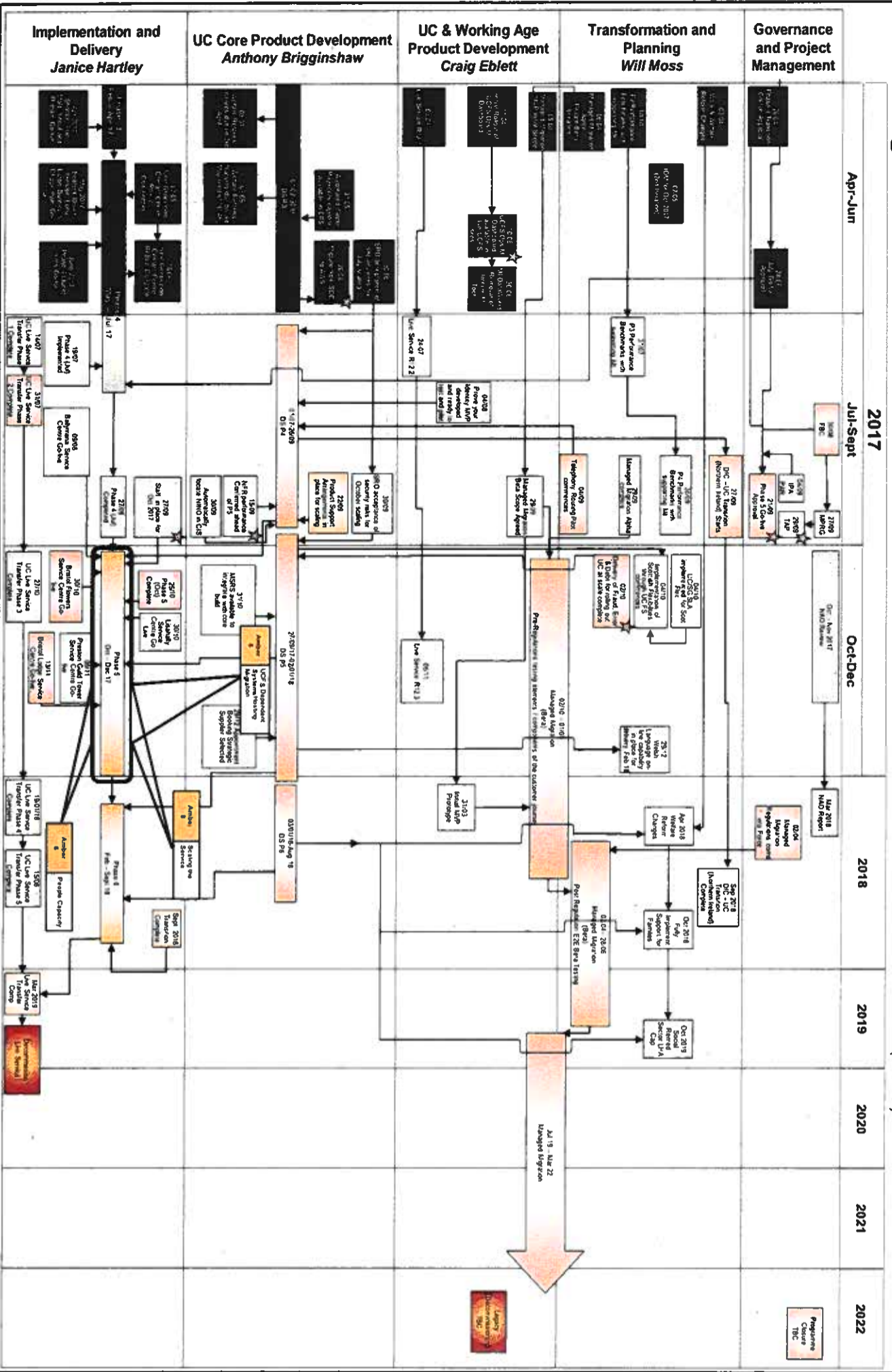
The Programme undertook a Mid Stage Assessment of readiness to proceed at scale in October on 21 June. The meeting, involving key stakeholders including delivery partners and Second and Third line of assurance, assessed progress against agreed Critical Entry Criteria/Critical Outcomes and concluded an AMBER rating. Close engagement with the People and Locations Programme continues, as they finalise their detailed delivery plans to complete the rationalisation of the DWP estate, with changes to the UC rollout schedule managed through the agreed change control process. Discussions continue with HMRC to finalise plans for future people and site transfers. Development of the Full Business Case continues with the first version due to be completed early August ahead of stakeholder review on 18 August. The Major Programme Review Group (MPRG) has now been confirmed for 27 September. Planning for the NAO review continues including early scoping meetings with the approach to be agreed by end of July. Field work is expected to take place between late September and November with the report published in March 2018 followed by a Public Account Committee (PAC) session in April 2018.

**UC Programme E2E Critical Path**

Official - Sensitive

Key ☆ Critical for Commencing Phase 5 (October)

V0.197



**UC Full Service Product Development Phase 3 (end of June 2017) & Phase 4 (end of September 2017) Outcomes**

Category	Outcome	Status	Target Date
Security	SRO acceptance of security risks for July scaling	Completed	
	Service supported by DWP Security Risk Assurance Forum (SRAF) for migration to Amazon Web Services (AWS) Hosting	Phase 4	
Fraud and Error	Housing composition transaction risking rules	Phase 4	
	Increased access management controls and separation of duties	Phase 4	
Service Stability	Performance testing confirmed ahead of Phase 4 Go-Live	Completed	
	Migration from SCC to Amazon Web Services (AWS)	Completed	
Capacity & Capability	Performance testing confirmed ahead of Phase 5 Go-Live	Phase 5	
	Guidance & improvements to feature updates process	Phase 5	
Affordability	Autopay for awards with DMS debts	Completed	
	Automated faster payments	Completed	
	Ability to process third party deductions	Phase 4	
	Self-reported earning capability for claimants (remove the need for telephone intervention)	Phase 4	
	Case Progression	RAG	
	GCloud renewal for BookingBng agreed and in pace	Completed	
	Feature team embedded in Canterbury to identify user needs and rapidly prototype functionality	Completed	
	Functionality to support agents in identifying outstanding work, specifically that require urgent intervention	Completed	
	MVP of a scalable interim appointment booking solution	Phase 4	
	A housing improvement plan is in place that will support scaling	Phase 4	
	Improved view of actionability for agents so they can easily identify what to work on	Phase 4	
	Build to allow for agents to know when work has been completed on their case	Phase 4	

**Critical / Key Milestones - Next 6 Months**

Task	Target Date	Status
Full Business Case	30/08/17	Forecast
Telephone Routing Pilot commenced	04/09/17	
Infrastructure and Projects Authority (IPA) Programme Assessment Review (PAR)	04/09/17	
Phase 5 (Scaling) Go Live Approval	21/09/17	
Department for Communities UC Transition (Northern Ireland) Starts	27/09/17	
Phase 4 - Performance Benchmarks with supporting MI	29/09/17	
Strategic Design of all Passport Benefits Agreed	29/09/17	
Treasury Approval Point	29/09/17	
Managed Migration Beta Start	02/10/17	
Delivery of Fraud, Error and Debt for rolling out UC at scale complete	02/10/17	
External Relations & Orientation	Forecast	
All Local Authority (LA) grant agreements signed	31/08/17	
Scottish Flexibilities in Full Service	04/10/17	
UC Core Product Development	Forecast	
Migrate from SCC to AWS (Amazon Web Service)	25/06/17	
NFR Performance Confirmed ahead of Phase 5 Go-Live	15/09/17	
Product Support Arrangements in place for Scaling	22/09/17	
Senior Responsible Owner acceptance of security risks for October scaling	30/09/17	
Automatically locate NINO in CIS	30/09/17	
Medical Services Referral System (MSRS) available to integrate with core build	31/09/17	
Appointment Booking strategic supplier selected	29/12/17	
UC and Working Age Product Development	Forecast	
Release 12.2 Go-Live	24/07/17	
Prove Your Identity (Complimentary) Service: MVP developed and ready to test and pilot	04/08/17	
Release 12.3 Go-Live	06/11/17	
Implementation and Delivery	Forecast	
Phase 4 (June sites) Complete	28/06/17	
Live Service Transfer Work for Phase 1 Sites Complete	14/07/17	
Phase 4 (July Sites) implemented	19/07/17	
Ballymena Service Centre Go Live	09/08/17	
Staff in place and trained for October 2017	27/09/17	
Phase 4 (July Sites) Complete	29/09/17	
Start of Transition Phase 5	04/10/17	
Bristol Flowers Service Centre Go Live	30/10/17	
Preston Guild Tower Service Centre Go Live	06/11/17	
Bristol Lodge Service Centre Go Live	13/11/17	



**Programme Risks**

**Risk Details**

**Risk Owners: Will Moss/ Susan Parks**

**P40 - People Capacity**  
Operations do not have the right number of people in the right locations to deliver a service that enables the business case outcomes to be achieved by the end of March 18

**Risk Raised - Jul 16**  
**Current Risk Rating - A8**  
**Target Risk Rating - AG4**  
**Target Date - Mar 18**



**Expected Flight Path**

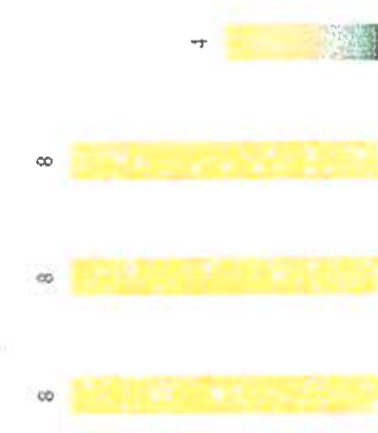
**Flight Path Narrative**

- Jun 17** - As the programme is continuing on the current trajectory this risk remains at Amber 8 (Impact 4, Likelihood 2) as the following planned mitigations are on track
  - Delivering required resources against demand on trajectory
  - Sufficient LDO is secured - on track
  - Utilising current DWP staff and estate from other parts of the business to deliver UC
  - Forecast Volumes: Assumptions Assurance activity - on track
  - Required estate secured - on track
- By Mar 18** - If the programme continues on the current trajectory we anticipate reducing this risk to Amber Green 4 (Impact 4, Likelihood 1) if the following planned mitigations have been delivered on track
  - Delivering required resources against demand on trajectory
  - Sufficient LDO is secured
  - Forecast Volumes: Assumptions Assurance activity - on track
  - Required estate secured - on track

**Risk Owner: Janice Hartley**

**P04 - Scaling the Service - Readiness for Oct 2017**  
The programme may be unable to deliver Transition at the speed and scale set out in our plans for October 2017

**Risk Raised - Feb 16**  
**Current Risk Rating - A8**  
**Target Risk Rating - AG1**  
**Target Date - Sep 17**



- Jun 17** - As the programme is continuing on the current trajectory this risk remains at Amber 8 (Impact 4, Likelihood 2) as the following planned mitigations have been delivered on track
  - Critical Outcomes on track
  - Case management embedded - 12/03/17 (Complete)
  - Delivering required resource against demand on trajectory (1605 SC FTE/ 1339 WSD FTE in Jun 17)
  - Migrated to AWS - end of Jun 17 (Complete)
  - Operational IM dashboard established
  - Postcode phasing agreed for July sites
- By Sep 17** - If the programme continues on the current trajectory we anticipate this risk will reach its target rating of Amber Green 4 (Impact 4, Likelihood 1) if the planned mitigations have been delivered
  - Critical Outcomes met
  - Landlord Portal expanded to 14 - 16 additional Trusted Partners - 31/08/17
  - Unit costs at £633 - Sep 17
  - 2408 SC FTE/1777 WSD FTE in place - Sep 17
  - Prove Your Identity MVP established and pilot effective - Oct 17
  - Performance improvements (Housing & Vulnerable Claimants)
  - IGCC Cutover complete and telephony roadmap in place
  - Postcode phasing agreed for Phase 5 sites

**Risk Owner: Anthony Briggshaw**

**Draft - UCFS Dependent Systems Hosting Migration**  
The migration of key UC Dependent systems (CPS DI/IS ATAS CIS) to Crown Hosting led by the Standard Service Business Allocation (SSBA) Hosting Refresh Programme and the CIS Remediation Programme may result in unplanned outages or sub-optimal performance of those systems adversely affecting UCFS Operations at a time that the programme embarks on increasing operational scale from October 17



**Risk Raised - Jul 17**  
**Current Risk Rating - A8**  
**Target Risk Rating - AG4**  
**Target Date - Nov 17**

**Programme Overall Forecast**

2017-18 Range Risks £63.29m Opps £17m	2016/17 Outturn £403m		2017/18 Forecast		2018/19 Forecast		Key
	Period 2 Forecast	Period 3 Forecast	Period 2 Forecast	Period 3 Forecast	Period 2 Forecast	Period 3 Forecast	
<b>Implementations &amp; Delivery</b>							
<b>Total - Janice Hartley</b>	287,892	297,351	74,701	121,298	(9,459)	(46,597)	
<b>UC Product Development</b>	41,967	41,774	48,733	48,496	199	237	
<b>UC Working Age Product Development</b>	104,810	103,520	73,367	73,289	1,290	78	
<b>Total - Craig Eblett</b>	267,763	267,993	250,538	249,812	(229)	726	
<b>Strategic Design &amp; Planning</b>	17,428	28,926	26,210	26,313	(11,498)	(103)	
<b>External Relations &amp; Orientation</b>	6,771	5,306	52,435	53,194	1,465	(759)	
<b>Rest of Programme</b>	503	-482	15,266	12,216	985	3,050	
<b>Total - Ian Wright</b>	10,137	10,257	7,034	7,491	(119)	(457)	
<b>Central Overlay</b>	737,271	754,643	548,284	592,109	(17,372)	(43,825)	
<b>Total Financial Costs</b>							
<b>Total UC - Excluding Budget Transfers</b>							
<b>Rest of Programme - ext Budget Holder</b>							
<b>Total External Budget Holders</b>							
<b>UC TOTAL</b>	-226,540	520,346	498,047	541,872	7,757	(43,825)	
	510,731				(9,615)		

**Funding Forward Look**

	2016/17	2017/18	2018/19	2019/20
Forecast Requirement	403	520	542	452
Funding				
SR15 net of HMRC savings	401	447	365	233

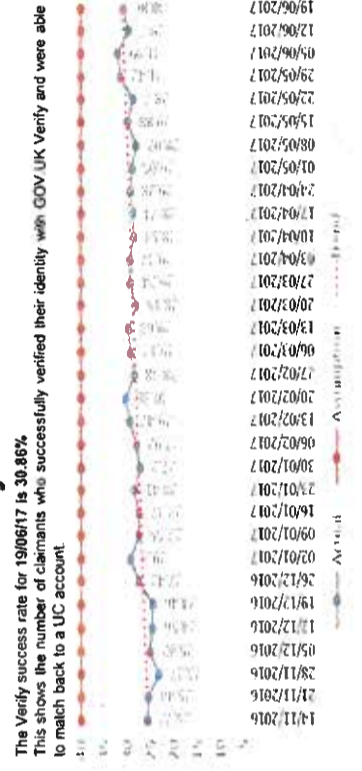
**Summary**

**2017/18**  
The Programme's forecast remains in a balanced budget position - the forecast and funding has increased by £9m in the month to reflect the inclusion of Youth Obligation estimates  
The Programme is holding net risks with a most likely value of £46m

**2018/19**  
The forecast and funding has increased by £44m in month to reflect the inclusion of Youth Obligation estimates - all other elements have been maintained in line with the previous forecast pending a comprehensive update following completion of the Full Business Case

HMT approval of £746.6m has been given to cover the period from January 2016 to September 2017. The Department has secured separate funding for the impacts of the Employee Deal as part of the SR settlement - this funding is currently held centrally within the Department.

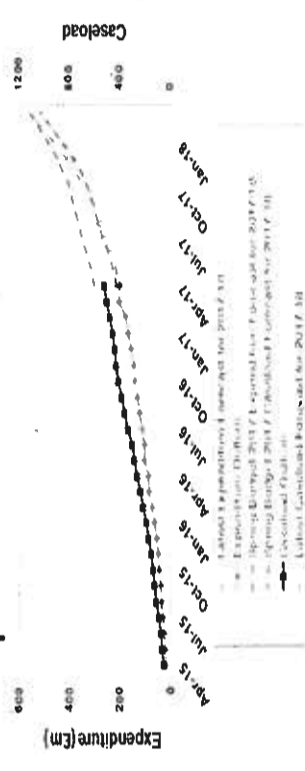
**Full Service Verify Performance**



**540 thousand claimants**

The number of people on Universal Credit rose to 540 thousand in June 2017. This is a 2 per cent increase from last month.

**AME Expenditure**



**Live Service MI Data**

Volumetric Summary for 24th June - 30th June 2017	Channel		Total
	Online	Telephone	
Previous volumes	1,097,360	159,066	1,256,426
Current period's volumes	9,351	1,278	10,629
Cumulative total	1,106,711	160,344	1,267,055

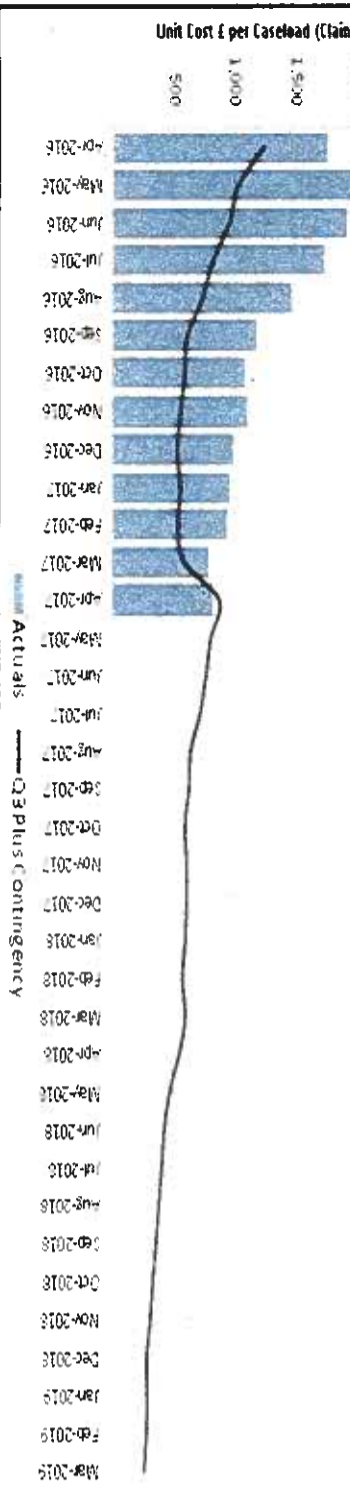


October 2017 Scaling - Progress Against Critical Outcomes

**Affordability** Service can be effectively delivered within agreed tolerance of funds

• Unit Costs (forecast v actual)  
Target for Oct 17 £603 per caseload  
Actual for Apr 2017 is £823 against target of £882 - May data not available due to change over to Single Operating Platform (SOP)

Full Service Unit Cost £ per Caseload (Claims)



**Capacity & Capability** We have the right number of people in the right locations, trained and UC confident to deliver a service that enables the Business Case Outcomes to be achieved

• FTE forecast v actual - following Quarter 3 including contingency  
Service Centre demand for Oct 17 is 2684 FTE  
FS Work Coach demand for Oct 17 is 2058 FTE

Measures	Trend Analysis									
	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17	Nov '17	Dec '17	Jan '18
Average FTE - Service Centres - (Forecast v Actual - demand being met in line with rollout plan)	Demand Forecast Inc contingency	1368	1530	1605	1738	2020	2408	2684		
	Supply	1402 (+4%)	1490 (+4%)	1778 (+17%)	1339	1514	1670	1777	2058	
Average FTE - FS Work Coach - (Forecast v Actual - demand being met in line with rollout plan)	Demand Forecast Inc contingency									
	Supply									

**Fraud & Error** We can identify and prevent Fraud & Error and manage risk effectively

• Percentage Claimants paid accurately - % TBC  
• Levels of MVFE (TBC)

Measures	Trend Analysis									
	Oct '16	Nov '16	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17
Levels of Monetary Value of Fraud & Error (MVFE) - Piloting approach across 2017 (Informal & not statistically valid). Will continue to review 30 randomly sampled cases each month	Formal MVFE for Full Service not being reported in 2017. Numbers from a small-scale trial to be reported, but will not be statistically valid. Due to be reported from Autumn 2017.									
Percentage Claimants paid accurately (where calculated through Autocalc and Autopay)	PDE agreed the key measure 01/03. Confirming detailed definition. Formal Due to be reported from Autumn 2017.									

**Case Progression** An effective and end-to-end service is delivered which allows agents to adopt a case progression approach to their caseload, resulting in:

- Building trust with the claimants by paying accurately and on time and by allowing agents to support additional needs by understanding the whole claim.
- Reducing inefficiency by supporting agents to understand how work is linked and what work needs to progress.

• % claimants paid on time (including the first Assessment Period) - not by Faster Electronic Payments (FEP) - 85%

Measures	Trend Analysis									
	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17
Percentage of payments made on time	Target T 85%	T 85%	T 85%	T 85%	T 85%	T 85%	T 85%	T 85%	T 85%	T 85%
Actual (all Assessment Periods, some payment) inc FEP	84% (-1%)	85%	87%	88%	89%	90%	91%	92%	93%	94%
Actual (1st Assessment Period, some payment) inc FEP	70%	71%	76%	75%	82%	80%	89%	indicative		

**Security** Service is secure with appropriate accreditations and agents & claimants are assured this is the case

UC Full Service Risk Assessment is completed  
SRO acceptance of security risks for October scaling

Measures	Delivery Date	Status
UC Full Service Risk Assessment is completed	19/05/17	Complete
SRO acceptance of security risks for October scaling	30/09/17	On track

**Risks**  
All red risks are being tracked through the D-SRAF (Operational Security Risk Assurance Forum) as well as Programme Governance Mitigation for those risks are being progressed in accordance to the agreed risk treatment plans. There are a total of five red risks, two of these are UCFS specific whilst three are part of the reference scope (Enterprise DWP risks). These will be presented to D-SRAF on 5th of July 2017 for further scrutiny and independent assurance.

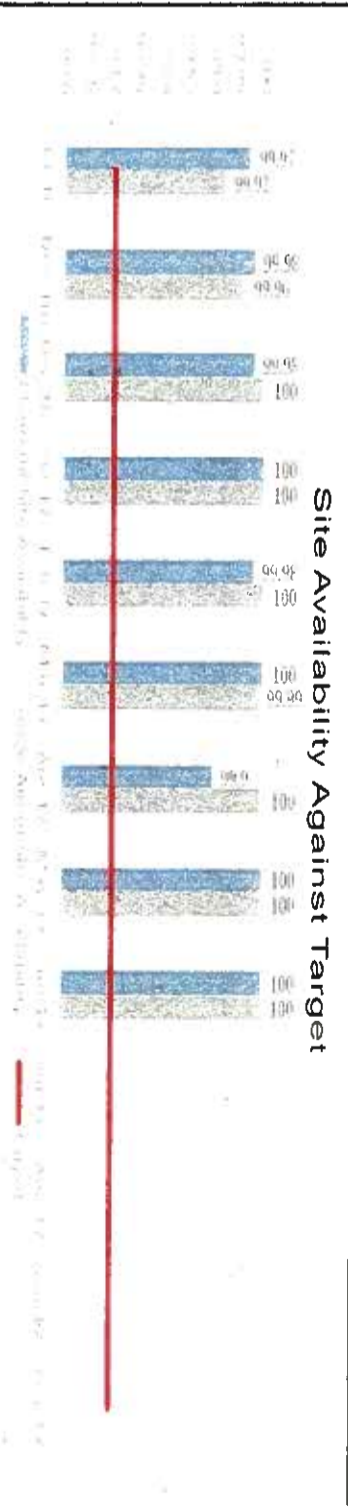
- UCDS-022 - RFP (Risk Treatment Plan) - Provide education and awareness training for claimants via Call Site On Line and
- UCDS-159 - [Redacted]
- UCDS-093 (Reference) - [Redacted]
- RIP - Tracked through SRAF (Security Risk Assurance Forum) by ESRM (Enterprise Security Risk Management) and accountable SRO
- UCDS-138 (Reference) - [Redacted]
- RIP - Tracked through SRAF with further review to take place
- UCDS-193 (Reference) - There is a risk that Protective Monitoring controls will be ineffective during UCFS Scaling and alerting of unusual events will go un-actioned
- RIP - Tracked through SRAF by ESRM and accountable SRO

**Vulnerabilities**  
UCFS Production has remediated all red vulnerabilities  
UCFS Development and Support environment has four red vulnerabilities, two of which are in advance remediation whilst two are in analysis and detailed design  
ESRM UC Risk team are continuing to validate remediation activities

**Service Stability** End-to-end service is resilient, robust and can handle throughput with assured Business Continuity procedures

• 99.90% Claimant and Agent site availability  
• 99% of common actions completed within 2.5 seconds - claimant and agent site page response times

Measures	Trend Analysis									
	Oct '16	Nov '16	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17
99.90% Claimant Site Availability (end-to-end) - October Target	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%
99.97% Claimant Site Availability (end to end) - Pre-October Target	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
99.90% Agent Site Availability (end-to-end) - October Target	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%	99.7%
99.97% Agent Site Availability (end to end) - Pre-October Target	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
Claimant site page end-to-end response times (Pre - Oct) 99.95% essential actions completed within 4.5 seconds	A99.8%	A99.9%	A99.7%	A99.8%	A99.8%	A99.8%	A99.8%	A99.8%	A99.8%	A99.8%
October - 99.00% essential actions completed within 2.5 seconds	T99.95%	T99.95%	T99.95%	T99.95%	T99.95%	T99.95%	T99.95%	T99.95%	T99.95%	T99.95%
Agent site page UCFS response times (Pre Oct) - 99.95% essential actions completed within 4.5 seconds	A91.2%	A95.0%	A99.5%	A99.7%	A99.7%	A99.8%	A99.8%	A99.8%	A99.8%	A99.8%
October - 99.00% essential actions completed within 2.5 seconds	T99.95%	T99.95%	T99.95%	T99.95%	T99.95%	T99.95%	T99.95%	T99.95%	T99.95%	T99.95%
Service Hours Lost 12/06/17 to 09/07/17	Service Hours Available		Service Hours Lost - UCFS		Service Hours Lost - DWP Network & Desktop		Total Service Hours Lost		Service Hours Lost as %	
	434,511		0		0		0		0.00%	



Benchmarks - Further benchmarks to follow

Measures	Trend Analysis									
	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17
Claimant ID verified by day 10	63%	61%	52%	48%	90%	87%	88%			
Claimant commitment accepted by day 10	44%	55%	63%	62%	71%	62%	70%			
Claim evidence verified (including non-DM decisions) by day 20	43%	57%	62%	60%	72%	71%	65%			
Payment blocking To-Dos cleared by day 20	85%	81%	81%	78%	87%	83%	82%			
Decisions made by DM (where required) by day 25	66%	62%	70%	76%	75%	73%	52%			



