

Programme status remains AMBER, Phase 4 Transition commenced as planned on 3 May and the Programme assessment of readiness for scaling in October remains AMBER.

Universal Credit Full Service (UCFS) Highlights:

Implementation continues in line with our plan. Transition Phase 4 commenced as planned on 3 May with Bedford and Dover successfully going live followed by Ilkerton and Long Eaton on 10 May. The total number of sites now delivering UCFS is 63 with Burnley scheduled to go live on 17 May.

The latest UC Delivery Readiness Group (DRG) readiness assessment held on 18 April confirmed readiness for commencing Transition Phase 4 with assessment for readiness to scale from October rated AMBER. The AMBER assessment has been endorsed by the UC Transformation and Planning Group (TPG) and Programme Delivery Executive (PDE) governance. Eight of the July sites which are either large or complex will go live as scheduled with 50% of their postcodes and the remaining postcodes implemented in September. Live Service Transfers remain on plan with transfer activity now completed in 9 sites, and progressing to plan in a further 28 sites.

The Case Management campaign continues to progress positively with the continued roll-out towards full site case management across all Service Centres. Five Service Centres are fully rolled out, with the remaining two Service Centres on track to be rolled out by 15th May. Key customer performance metrics are showing an improvement including levels of telephone calls reducing and improvements with Payment timeliness.

Service Centre Capacity continues to grow, with April expansions in Walsall, Canterbury, Bangor and Blackpool providing an additional 93 staff, with increases in May scheduled for Blackpool and St Austell providing a further 114 staff. Service Centre plans for 17/18 are due to be confirmed later in May. Latest performance metrics for Percentage Calls Answered (94%) and Average Speed of Answer (1.5 minutes) continue to show an upward trend.

Recent functional releases deployed include: a number of improvements to the case progression dashboard; functionality to support the various Welfare Reform changes and automation of DMS deductions calculations, enabling claims with one Debt Management Services (DMS) debt to be put through trusted autocalc and removing the need for agent intervention. In addition the new 'landlord portal' pilot commenced in the London Borough of Southwark, allowing landlords to verify claimants' housing costs enabling the Programme to test the impact on agent intervention and improve timeliness of housing costs verification.

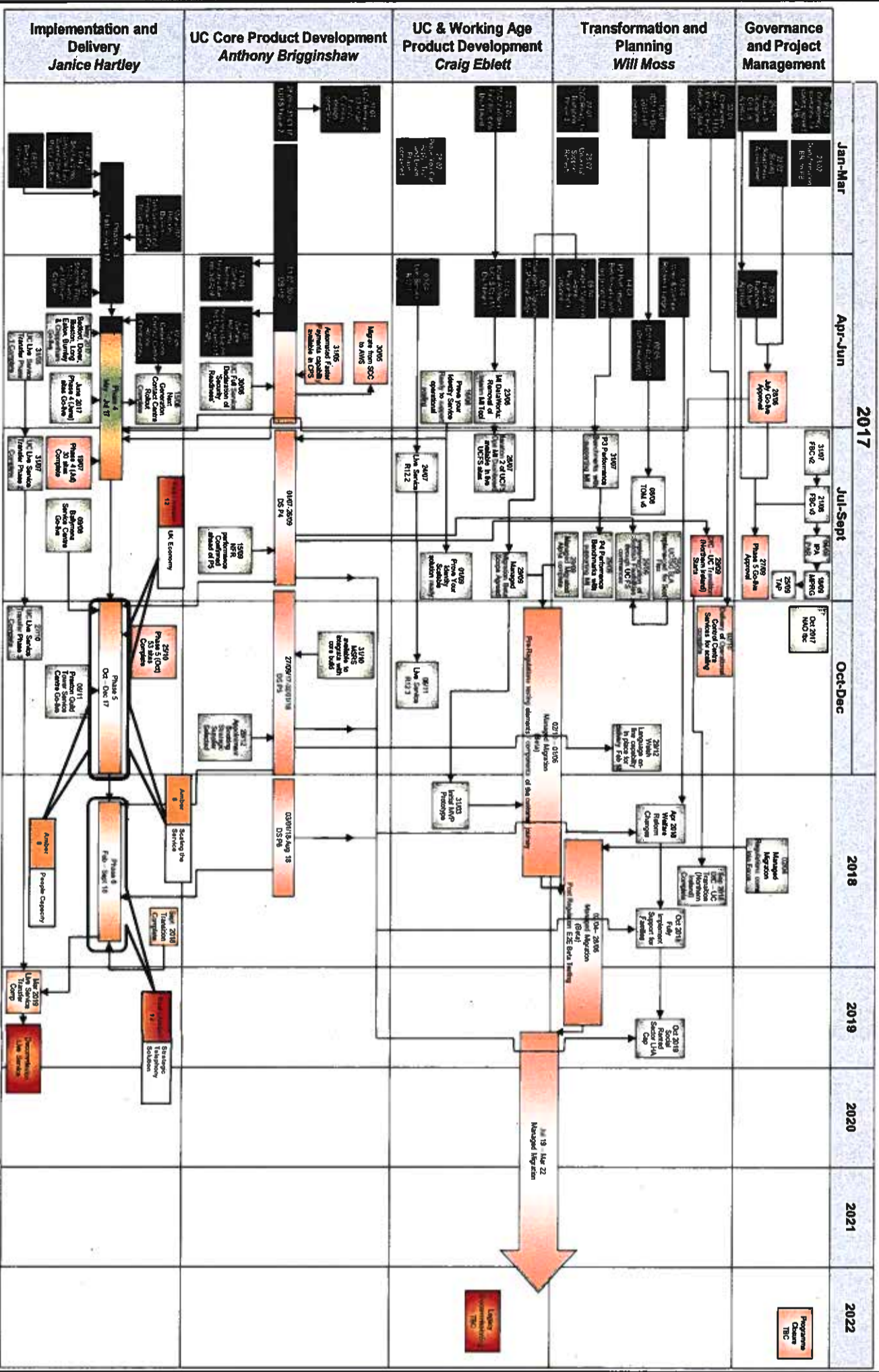
Programme Updates:

Welfare reform changes, including Limited Payments to 2 children, 3rd child families Gateway and Removal of housing for 18-21 year olds (Full Service only) all implemented as planned on 3 April, additionally Youth Obligation went live on 26 April. Development of the Full Business Case continues including agreement with HMT on the approach to counterfactuals. Terms of Reference for the IPA review in September are currently being finalised, and plans for the NAO review assume an October review.

UC Programme E2E Critical Path

Official - Sensitive

VO.187



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

Category	Outcome	Phase	Rating	Forecast
Security	UC Full Service Risk Assessment is completed	Phase 3	RAO	Completed
Security	Service reaccommodated following move to Amazon Web Services (AWS) Hosting	Phase 3	RAO	Completed
Fraud and Error	Housing composition transaction risking rules	Phase 3	RAO	Completed
Fraud and Error	Ability to automatically trace claimants record in CIS	Phase 3	RAO	Completed
Fraud and Error	Increased access management controls and separation of duties	Phase 3	RAO	Completed
Fraud and Error	Further transaction risking capability reducing verification and creating building blocks for future efficiencies	Phase 3	RAO	Completed
Fraud and Error	Audit capability in place	Phase 3	RAO	Completed
Service Stability	Performance testing confirmed ahead of Phase 4 Go-Live	Phase 3	RAO	Completed
Service Stability	Migration from SCC to AWS	Phase 3	RAO	Completed
Service Stability	Performance testing confirmed ahead of Phase 5 Go-Live	Phase 3	RAO	Completed
Affordability	Autopay for awards with DMS debts	Phase 3	RAO	Completed
Affordability	Automated faster payments	Phase 3	RAO	Completed
Affordability	Ability to process third party deductions	Phase 3	RAO	Completed
Affordability	Self-reported earning capability for claimants (remove the need for telephone intervention)	Phase 3	RAO	Completed
Affordability	Improve the automation in the health journey via integration with Medical Services Referral System (MSRS)	Phase 3	RAO	Completed
Capacity & Capability	Guidance & improvements to feature updates process	Phase 3	RAO	Completed
Capacity & Capability	Automation of the most frequent allocation to regime changes	Phase 3	RAO	Completed
Capacity & Capability	Case Progression	Phase 3	RAO	Completed
Capacity & Capability	Colour renewal for BookingBng agreed and in place	Phase 3	RAO	Completed
Capacity & Capability	Feature team embedded in Canterbury to identify user needs and rapidly prototype functionality	Phase 3	RAO	Completed
Capacity & Capability	Functionality to support agents in identifying outstanding work, specifically that require urgent intervention	Phase 3	RAO	Completed
Capacity & Capability	MVP of a scalable interim appointment booking solution	Phase 3	RAO	Completed
Capacity & Capability	A housing improvement plan is in place that will support scaling	Phase 3	RAO	Completed
Capacity & Capability	Improved view of actionability for agents so they can easily identify what to work on	Phase 3	RAO	Completed
Capacity & Capability	Build to allow for agents to know when work has been completed on their case	Phase 3	RAO	Completed

Critical / Key Milestones - Next 6 Months

Milestone	Forecast
Phase 4 (July Sites) Approval	28/06/17
Full Business Case v2 developed	31/07/17
Phase 3 - Performance Benchmarks with supporting MI	31/07/17
Target Operating Model (TOM) v6	08/08/17
Telephony Routing Pilot commenced	11/08/17
Infrastructure and Projects Authority (IPA) Programme Assessment Review (PAR)	04/09/17
Service Management Arrangements in place for scaling	15/09/17
Treasury Approval Point	25/09/17
Phase 5 (Scaling) Go Live Approval	27/09/17
Department for Communities UC Transition (Northern Ireland) Starts	29/09/17
Scottish Flexibilities in Full Service	29/09/17
Phase 4 - Performance Benchmarks with supporting MI	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
Delivery of Operational Control Centre Services for scaling complete	02/10/17
UC Go-Live Product Development	
Migrate from SCC to AWS (Amazon Web Service)	30/05/17
Automated faster payments capability available in CPS	31/05/17
Automatically locate NIN0 in CIS	31/05/17
UC Full Service Declaration of 'Security Readiness'	30/06/17
Non-Functional Requirements Performance Confirmed ahead of Phase 5 Go-Live	15/09/17
Medical Services Referral System (MSRS) available to integrate with core build	31/10/17
Appointment Booking strategic supplier selected	29/12/17
UC and Working Age Product Development	
UC and Working Age Product Development (Complimentary Service) Ready to support operational scaling	16/06/17
Release 12.2 Go-Live	24/07/17
Iteration 2 of UCFS Operational MI Dashboard available in all live UCFS sites	28/07/17
Prove Your Identity Service (Complimentary Service): Scalable, effective identity proofing solution ready	01/09/17
Release 12.3 Go-Live	06/11/17
Implementation and Delivery	
Live Service Transfer Work for Phase 1 Sites Complete	31/05/17
Phase 4 (May sites) Complete	24/05/17
Next Generation Contact Centre Rollout to UC Full & Live Service Advisors Complete	15/06/17
Phase 4 (June sites) Complete	28/06/17
Phase 4 (July Sites) Implemented	19/07/17
Ballymena Service Centre Go Live (consolidation commenced)	09/08/17
Phase 4 (July Sites) Completed	27/09/17
Preston Guild Tower Service Centre Go Live (consolidation commenced)	04/10/17
	06/11/17

Programme Risks

Risk Details	Expected Flight Path	Flight Path Narrative
<p>Risk Owner: Will Moss P57 - Strategic Telephony Solution The Programme may be unable to successfully deploy and implement the Telephony Solution into UC Operations without adversely affecting Performance and Case Management Risk Raised - Mar 17 Current Risk Rating - Amber Red 12 (Impact 4/ Likelihood 3) Target Risk Rating - Amber Green 4 (Impact 4/ Likelihood 1) Target Date - April 18 (TBC)</p>		<ul style="list-style-type: none"> By Nov 17 - If the programme continues on the current trajectory we anticipate reducing this risk to Amber 8 (Impact 4, Likelihood 2) if the following planned mitigations have been delivered/on track <ul style="list-style-type: none"> Telephony Identification & Routing Pilot established - Jul/ Aug 17 NGCC Cutover complete and telephony roadmap in place Telephony Identification & Routing to Case Manager Pilot Commenced - Aug 17 National deployment of Telephony Identification & Routing to Case Manager agreed - Nov 17 (TBC) By Apr 18 - 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. <ul style="list-style-type: none"> National Rollout of Telephony Identification & Routing to Case Manager completed - Date TBC Further milestones related to Stage 3 of Telephony solutions to be added once agreed
<p>Risk Owners: Will Moss/TBC 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 - AR12 (Impact 4/ Likelihood 3) Target Risk Rating - AG4 (Impact 4/ Likelihood 1) Target Date - Mar 18</p>		<ul style="list-style-type: none"> May 17 - As the programme is continuing on the current trajectory we recommend reducing this risk to Amber 8 (Impact 4, Likelihood 2) as the following planned mitigations are on track <ul style="list-style-type: none"> Delivering required resources against demand on trajectory (May 17 SC FTE 1530/ WSD FTE 999) Sufficient LDO's 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 <ul style="list-style-type: none"> Delivering required resources against demand on trajectory Sufficient LDO's secured Forecast Volumes/ Assumptions Assurance activity - on track Required estate secured - on track May 17 - As the programme is continuing on the current trajectory and planned mitigations are on track we recommend reducing this risk to Amber 8 (Impact 4, Likelihood 2) <ul style="list-style-type: none"> Jun 17 - If the programme is continuing on the current trajectory the risk should maintain its rating of Amber 8 (Impact 4, Likelihood 2) if the following planned mitigations have been delivered/on track <ul style="list-style-type: none"> Critical Outcomes met Case management embedded - 12/06/17 Delivering required resource against demand on trajectory (1582 SC FTE/ 1207 WSD FTE in Jun 17) Migrated to AWS - end of May 17 Operational MI 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. <ul style="list-style-type: none"> Critical Outcomes Met Unit costs at £533 - Sep 17 2428 SC FTE/ 1724 WSD FTE in place - Sep 17 Prove Your Identity in place and effective - Sep 17 Performance improvements (Housing & Vulnerable Claimants) NGCC Cutover complete and telephony roadmap in place Postcode phasing agreed for Phase 5 sites By Sep 17 - If volumes of claimants claiming UC continue on the expected trajectory we anticipate recommending a reduction in risk rating to Amber 8 (Impact 4/ Likelihood 2) <ul style="list-style-type: none"> No of UC Claimants meets expected volumes By Dec 17 - If volumes of claimants claiming UC continue on the expected trajectory we anticipate recommending a reduction in risk rating to Amber 6 (Impact 3/ Likelihood 2) as the service will be sufficiently stable to manage with some increases to volumes if a low level economic downturn were to occur. This risk would then be managed as a stand level risk or stable assumption. <ul style="list-style-type: none"> Critical Outcomes Met Unit costs on track - Dec 17 SC & WSD FTE in place and effective - Sep 17 Prove Your Identity in place and effective - Sep 17 Performance improvements (Housing & Vulnerable Claimants) NGCC Cutover complete and telephony roadmap in place Additional milestones to be added once agreed (beyond Sep 17)
<p>Risk Owner: Will Moss P41 - UK Economy Changes to the UK Economy may affect the Programme's ability to maintain its Delivery Plan due to significantly higher than anticipated volumes of claimants claiming Universal Credit. Risk Raised - Jul 16 Current Risk Rating - AR12 (Impact 4/ Likelihood 3) Target Risk Rating - A6 (Impact 3/ Likelihood 2) Target Date - TBC</p>		<ul style="list-style-type: none"> 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. <ul style="list-style-type: none"> Critical Outcomes Met Unit costs at £533 - Sep 17 2428 SC FTE/ 1724 WSD FTE in place - Sep 17 Prove Your Identity in place and effective - Sep 17 Performance improvements (Housing & Vulnerable Claimants) NGCC Cutover complete and telephony roadmap in place Postcode phasing agreed for Phase 5 sites By Sep 17 - If volumes of claimants claiming UC continue on the expected trajectory we anticipate recommending a reduction in risk rating to Amber 8 (Impact 4/ Likelihood 2) <ul style="list-style-type: none"> No of UC Claimants meets expected volumes By Dec 17 - If volumes of claimants claiming UC continue on the expected trajectory we anticipate recommending a reduction in risk rating to Amber 6 (Impact 3/ Likelihood 2) as the service will be sufficiently stable to manage with some increases to volumes if a low level economic downturn were to occur. This risk would then be managed as a stand level risk or stable assumption. <ul style="list-style-type: none"> Critical Outcomes Met Unit costs on track - Dec 17 SC & WSD FTE in place and effective - Sep 17 Prove Your Identity in place and effective - Sep 17 Performance improvements (Housing & Vulnerable Claimants) NGCC Cutover complete and telephony roadmap in place Additional milestones to be added once agreed (beyond Sep 17)

Programme Overall Forecast

	2014/15 Output £255m	2015/16 Output £362m	2016/17 Output £403m	Total Programme Spend £1,653m	Key
Implementation & Delivery					
Total - Janice Hartley					
UC Product Development					
Total - Anthony Brighnshaw					
UC Working Age Product Development					
Total - Craig Eblett					
Strategic Design & Planning					
Total - Will Moss					
External Relations & Orientation					
Total - Cath Hamp					
Rest of Programme					
Total - Ian Wright					
Total UC - Excluding Budget Transfers					
Rest of Programme - ext Budget Holder					
Total External Budget Holders					
UC TOTAL					

Summary

2017/18
 The Programme's forecast is a balanced budget position
 The forecast includes £46m of costs to cover the advanced recruitment of operational resources to support scaling of the Full Service
 The Programme is holding net risks with a most likely value of £18m
 2018/19
 The forecast has been maintained at OBC levels pending a comprehensive update following completion of the Full Business Case

Funding Forward Look

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Forecast Requirement	403	511	498	364
Funding				
SR15 net of HMRC savings	401	447	365	233
Net				
		-226,540	-50,237	-498,047

Full Service Verify Performance

The Verify success rate for 2404/17 is 29.28%
 This shows the number of claimants who successfully verified their identity with GOV.UK Verify and were able to match back to a UC account



490 thousand claimants

At 9 March 2017
 The number of people on Universal Credit rose to 490 thousand in March 2017. This is a 5 per cent increase from last month.



AME Expenditure

Expenditure (£m)
 Caseload



Live Service MI Data

Volume Summary for 1st April - 21st April 2017

Channel	Volume	Current period's Volumes	Cumulative total
Online	1,018,941	1,018,941	1,026,103
Telephone	147,047	147,047	148,196
Total	1,165,988	1,165,988	1,174,299

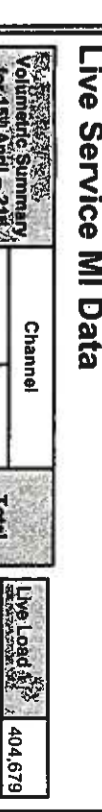
Live Load & Commitments

Live Load & Commitments

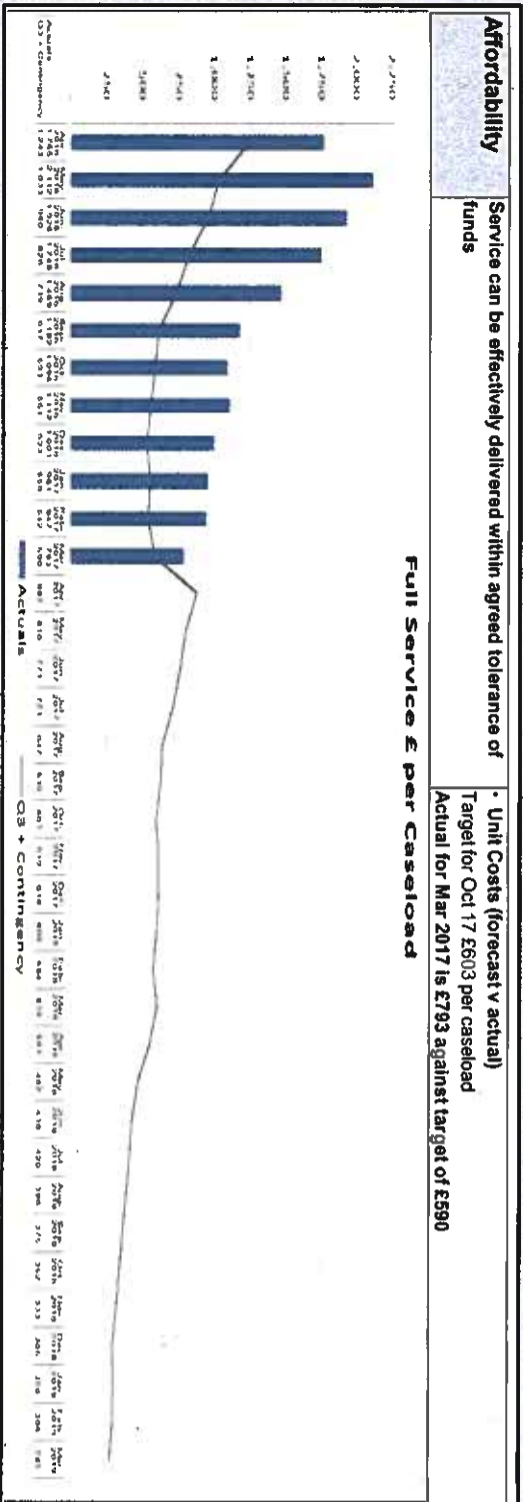
Channel	Live Load	Commitments
Online	404,679	789,241
Telephone	78,241	703,526

38% in employment

Mar 2017



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 Mar 2017 is £793 against target of £590

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 1966 FTE

Measures	Trend Analysis										
	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17			
Average FTE - Service Centres - (Forecast v Actual - demand being met in line with rollout plan)	Original Forecast	1,066	929	951	1,104	1,333	1,458	1,527	1,654		
	Contingency Forecast		439	579	501	405	562	881	1030		
	Actual	1,379	1,310	1,393	1,454						
Average FTE - FS Work Coach - (Forecast v Actual - demand being met in line with rollout plan)	Original Forecast	577	730	745	928	1,051	1,209	1,426	1,403		
	Contingency Forecast		98	254	222	266	277	231	563		
	Actual									To be reported from June 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	Oct '17
Percentage of payments made on time	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
Actual (all Assessment Periods, some payment)	84% (-1%)										
Actual (1st Assessment Periods, some payment)	70%	71%	76%	75%	85% indicative						

Security	Measures	Delivery Date	Delivery RAG
Service is secure with appropriate accreditations and agents & claimants are assured this is the case	UC Full Service Risk Assessment is completed	19/05/17	Green
	Service Reaccredited following move to AWS Hosting	30/05/17	Amber/Green
	UC Full Service declaration of security readiness	30/06/17	Green

As of 12th April 2017 DWP Cyber Security Organisation (CSO) and UCFS have an agreed risk position, associated with red risks (score 16 to 25) using the DWP Enterprise Security Risk Management (ESRM) process:

- current UCFS risk that relates to vulnerabilities in the UCFS development environment, the mitigation is planned for June 2017 and has been acknowledged by Security Risk and Assurance Forum (SRAF) and Enterprise Security Risk Management (ESRM) process.
- future UC FS risks that relate to the AWS migration; the mitigation is to build AWS platform so that these risks are designed out before they can arise
- enterprise risks/residual risks that sit with other SROs and/or the rest of the department; the mitigations will be progressed by SRO liaising with relevant stakeholders

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							
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 July 2017.													
Percentage Claimants paid accurately (where calculated through Autocalc and Autopy)														
PDE agreed the key measure 01/03. Confirming detailed definition. Formal Due to be reported from July 2017.														

Service Stability	Measures	Trend Analysis													
		Oct '16	Nov '16	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17							
End-to-end service is resilient, robust and can handle throughput with assured Business Continuity procedures in place	99.90% Claimant and Agent site availability	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%
		99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%
99.90% Agent Site Availability	99.90% of common actions completed within 2.5 seconds – claimant site page end-to-end response times	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%
		99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%
99.00% of common actions completed within 2.5 seconds – claimant site page end-to-end response times	99.00% of common actions completed within 2.5 seconds – agent site page end-to-end response times	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%
		99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%
Service Hours Lost	Service Hours Available	376,016													
		Service Hours Lost - UCFS	179												
Service Hours Lost	Service Hours Lost - Other	0													
		Total Service Hours Lost	179												
Service Hours Lost	Service Hours Lost as %	0.05%													

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%	47% at 01/05						
Claimant commitment accepted by day 10	44%	55%	63%	61% at 01/05						
Claim evidence verified (including non-DM decisions) by day 20	43%	57%	62%	61% at 01/05						
Payment blocking To-Dos cleared by day 20	85%	81%	81%	77% at 01/05						
Decisions made by DM (where required) by day 25	66%	62%	70%	70% at 01/05						