Universal Credit

Minutes

<table>
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<th>Title of meeting:</th>
<th>Universal Credit Programme Board</th>
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<tr>
<td>Date:</td>
<td>22 September 2016, 15:00 to 17:00</td>
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<tr>
<td>Location:</td>
<td>London Caxton House, Room 6.03</td>
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<td>Presenters:</td>
<td>JP Marks</td>
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<td>Apologies:</td>
<td>Tony Whitehead, Andrew Rhodes, Tommy O'Reilly, Debbie Alder, Mayank Prakash, John Harrison</td>
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1. Welcome and Introductions

Sir Robert Walmsley welcomed members and invited them to approve the Programme Board minutes of 21st July. The minutes were approved with an amendment to add Lesley Seary to the attendee list, and some minor changes from David Silk.

Updated actions as follows:

**UCPB210716/01** — Agreed to extend due date to 22/10/16 to allow discussions with HMT Colleagues later in September.

**UCPB210716/02** — amended to read a paper on the Commercial Strategy will be brought to the October Programme Board including a table showing the UC contracts that are extant and those that are in prospect together with their value.

2. SRO Update

Neil Couling provided an update

Since the last Programme Board meeting the Programme has undergone an IPA Health check Review. The review concluded that the Programme continued to be rated as Amber, with a good plan. However more work needs to be done around Operating Models and Red Lines for a Minimal Viable Product, and Neil felt that it was helpful that these were called out in the review. He was pleased with the Amber rating following resolution of contention, and thanked all those involved in the review.

Neil has recently visited both Northern Ireland and Scotland and feels we are close to an agreed plan for Northern Ireland rollout, and quite close to meeting plans in Scotland. Good progress is being made in both areas.
We have looked at the Full Service Housing Journey and feel that it is not quite right, we need to scrutinise this further before scaling next year. We need to establish if these are teething troubles or if there are any issues to solve. External experts will also be involved, and Neil will report back to Programme Board in due course.

Programme Board members:

a) Jonathan Shebioba felt that the Amber rating for the review was appropriate, with key recommendations to happen by March 17.

b) Peter Schofield felt we needed to concentrate on criteria for moving to scale, including indicators of progress towards their fulfillment. He pointed out that starting a recruitment plan in time to meet the required numbers for expansion implied incurring a financial commitment several months before the criteria were satisfied. He asked if the assumptions made in the Business Case can be tested. JP Marks said that he would be happy to bring indicators to Programme Board and discuss how we report progress.

c) Beth Russell said it would help if some indicators came to the Board to know if we are on track.

d) Lesley Seary would like to discuss the Housing Journey issue at the Partnership Forum.

3. Programme Dashboard

Ian Wright provided an update

Following the confirmed Amber status of the recent IPA Health check we need to focus on readiness for the next phase of Transition. Some tweaks have been introduced for the next phase of rollout which includes rolling out Jobcentres throughout the month rather than at the end of the month. Also there will be a split implementation of the Peckham site. These changes will be evaluated following completion of the rollout.

A Go/No Go decision on Phase 2 rollout will be taken at the Programme Delivery Executive (PDE) meeting next Wednesday (28th).

Several milestones have been updated including:

- Performance Management Framework is now Green
- Debt LA Interface - a technical interface is in place for strategic customer notifications and now needs to be tested in small volumes.
- Delivery Partnerships – most are now in place, however 8 are still outstanding meaning an Amber rating. Work is continuing in this area.
- Product Development Relocation – the tactical solution has been achieved by freeing up more space in Victoria Street. The team will move into Caxton as soon as possible.
- Automated Faster payments - no firm plan is in place although January 17 has been mooted. Currently developing contingencies for Dec/Jan when high rates of payments can be expected.
- Strategic Appointment Booking – currently using a standalone system (Booking
Bug), still designing an internal alternative.
  • Service Centre Expansion Schedule – a plan is in place to take us to Dec, more planning is underway for March
  • Phase 2 – confident of hitting milestone despite some recent IT outages.

Risks were discussed, and following the resolution of contention there is a funding shortfall of £250m.

The financial forecast for this year has increased as a result of the employee pay deal 16/17. The funding will be re-cast on the back of the contention plan and brought back to the Board.

Programme Board members:
a) Beth Russell asked if Verify numbers had moved at all. Ian Wright stated that it had increased to 28.6% this included the trial in Rugby, but there is still more to do.

b) The Chairman asked who was responsible for the Faster Payments work; Ian said that Craig Eblett is leading this work with suppliers.

4. Reshaped Plan following Contention

JP Marks provided an update

The purpose of the item was to share with Programme Board members details of the work that has taken place over the summer on contention and that the reshaped Universal Credit plan is deliverable. This follows a commitment made to the July 2016 Board to provide the paper outlining the reshaped UC plan.

We are making progress against the measures outlined in contention, as we needed to re-shape the delivery plan to deliver the new scope outlined in the Summer Budget & Autumn Statement and subsequent legislation, including Child limiting UC, reforming Local Housing Allowance and removing the Limited Capability to Work component. All measures are now organised for delivery within the Product Development backlog.

A scaling event has been put in place for July 2017 to test readiness ahead of moving to scale in October 2017. The Migration plan has been revised to reflect the changes and are outlined in a “below the line” paper at today’s meeting.

The IPA had been asked to consider deliverability of the plan as part of their recent review and the headlines included:

• The plan is challenging and will stretch both the Programme and Operational colleagues but is considered deliverable

• Recognition that the Governance processes are fit for purpose

• Engagement with HMRC is good

There were also some areas for concern including:

• Telephony – where we need to drive optimal case management
Focus on Channel Shift – and improving on-boarding of claimants.

A joint Business Design (BDA) and Technical Design Authority (TDA) meeting has been introduced monthly to ensure alignment of issues including Non-Functional requirements (NFRs), and Management Information (MI) where we need to implement an integrated Performance Management and MI solution. The Review recognised progress in these critical areas.

The affordability gap persists but is a longer-term issue. The team are looking towards the end of the Programme and what may be done to mitigate risks. Work is on-going to refine the UC forecasts and impact of contention ahead of the Autumn Statement. The latest UC forecasts were shared with HMT ahead of the OBR. We expect to share the refined costs with HMT colleagues ahead of formal OBR engagement.

Good progress has been made against the Second and Third Line review with responsible owners identified for all recommendations, demonstrating confidence to continue rollout from October 16.

Programme Board members:

a) Andy Warburton welcomed the positive feedback from the I&PA and on the 2nd & 3rd line assurance review

b) The Chair questioned whether Anthony Brigginshaw should be the owner for recommendation 4 around MI as this was something where operational colleagues should be leading on the requirement. Claire McGuckin assured the Chair that she and her operational colleagues led on what MI was required and on that basis she was happy for Anthony to lead the recommendation. The Chair was content with this.

c) Neil Couling stated that the plan for Non Functional Requirements would be brought to Programme Board in due course.

d) Beth Russell stated that she felt that affordability was bigger than UC, and needs to be taken in the wider context of the detailed DWP Plan for the next 4 years.

e) Peter Schofield asked when the Go/No Go decision would need to be taken on scaling the service. He was advised this decision could be taken nearer the time but we need to ensure everything is in place (recruitment etc) up to 6 months in advance. Feb 17 is a key date in order to be ready for the July 17 test of readiness.

f) Neil Couling stated the decision to scale is extremely important and we are completely focused on getting this right in the next 9-12 months.

Decision Point:

• Programme Board noted the outcome of the IPA Health check which gave the Programme an Amber assessment of delivery confidence in the reshaped UC plan

• Noted progress made to meet the recommendations from the Second and Third Line Review of Transition Readiness and
• Endorsed the reshaped UC plan, noting ongoing work to mitigate risks and
• Noted ongoing discussions with HMT colleagues to manage DEL affordability risks.

5. Future People and Locations in Operations

Claire McGuckin provided an update

People capacity plans are in place for 16-17 and 17-18; however these have not yet been impacted to reflect contention. Numbers for this will be finalised over the coming weeks and an update will be given at the October Programme Board.

UC Live Service is now in 713 sites, and Full Service is in 24 Jobcentres as well as 15 Service Centres, this is around 50% of legacy business and accounts for 50% of new staff being deployed on UC. This is broadly in line with supply and demand figures for the end of March 17.

However operations currently have to transfer staff from Live Service to support Full Service, but the overall resource plan is balanced for 16-17. There is a clear plan in place with numbers to June 2017.

It is hoped that there will be an announcement on Monday (26th) that the HMRC site in Preston will be joining UC from April 2017.

Programme Board members:

a) Neil Couling would like to put milestones on the plan to track this work if Claire had no objections. Claire said that she would be happy for this to happen.

b) Jonathan Shebioba asked about the impact of moving staff from Live Service to Full Service. Claire said that she was currently recruiting extra Work Coaches to stay ahead of the curve, and using overtime to keep things going in the short-term. She is finding it easier to support sites as more come on line.

c) Beth Russell asked at what point it may be reasonable to have a conversation around numbers against the cost model. Neil felt we need to do this but later as we need to understand and track progress as it needs to settle down, as currently people are not necessarily doing what they were identified to do.

d) The Chair wanted the team to ensure that training is being delivered as effectively as possible. Claire will look at this and include as part of her Programme Board paper next month. Programme Board asked that next month’s paper be above the line for discussion.
6. Hard Facts

a) Gov. Verify - keep in view even though some improvements have been made
b) Ensure we monitor risks post contention
c) Programme Board needs to maintain a view on overall progress in ramp up to Transition.

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