

## Final

### Terms of Reference for UC Programme Board

#### **Purpose**

1 The main purpose of the UC Programme Board (UC PB) is to provide advice and support to the SRO (the Universal Credit Director General), who is accountable for the delivery of Universal Credit. The Board reports into the Portfolio Board.

#### **Key Responsibilities**

2 The Board has collective responsibility to:

- Maintain an overview of the plan to deliver UC including the scope (the requirement), financials (budget and approvals) and the approach and activities to ensure the plan is delivered.
- Maintain an overview of the systems of programme control and governance including change control, risk management and stakeholder engagement.
- Take receipt of agreed programme reporting which provides visibility of achieved and predicted progress against the plan, including all work strands, and satisfy themselves of its accuracy and robustness.

3 Each member of the Programme Board, from their particular area of expertise, will be responsible for:

- Resolving Programme issues and helping to unlock emerging issues,
- Ensuring that the Departmental systems, processes and policies are complied with, and operating effectively and proportionately within the Programme;
- Ensuring the programme has the resources and capability to deliver, and that the UC Programme maintains alignment with the organisation's strategic direction;
- Assuring the integrity of benefit profiles and realisation plans and monitoring progress against the programme Plan, financial forecasts and the Business Case benefits;
- Identifying and managing top level programme risks, issues and dependencies, ensuring that there is openness and transparency to the SRO and UC Programme Board; and that agreed mitigation and contingency plans are robust and progressed: where risks or issues cannot be resolved by the UC Programme Board, the escalation route will be to Portfolio Board;
- Seeking further gate approvals, including drawdowns against approved deliverables, from the Portfolio Management Committee, and wider approval such as HMT;
- Reviewing requests for IT approvals before progressing through the IT contract approvals process.

4. Relevant MI and documentation will be provided to Programme Board members as necessary to support members to make decisions and carry out their responsibilities effectively.

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5 Secretariat will be responsible for maintaining accurate risk, issue and decision logs to ensure that there is an audit trail to support decisions taken by the Programme Board;

### Authority

6 The Programme mandate is set out in the Programme Setting Document.

7 The day to day direction of the programme will be managed via working level governance in the form of strand and Programme checkpoints, risk review boards and change control boards (including financial and contractual reviews). These governance bodies will discharge actions on behalf of the Programme Board and will escalate to Programme Board for resolution/decisions as appropriate.

8 The SRO, supported by the Programme Board has delegated authority to make decisions, with the exception of:

- Agreeing changes to scope, timescales and plans to meet policy intent unless steered by Ministerial Oversight Group (MOG), Ministerial Change Delivery Group (MCDG) and Portfolio Board;
- Decisions where the impact is broader than the UC Programme itself i.e. has a wider portfolio or strategic impact;
- Agreeing financial drawdown where governance of Gate approvals rests with Portfolio Management Committee (unless delegated by PMC);
- Increasing costs/decreasing benefits of the overall programme/projects;
- approving public expenditure where it is above HM Treasury's delegated spending limits or novel, contentious or repercussive;
- decisions where agreement can not be reached on a course of action because of wider consequences. In these circumstances, the SRO is accountable for deciding which decisions should be escalated to the Portfolio Board.

9 The Programme Board must ensure that all proposals presented have outlined the impact on both budgets and benefits, and that the budget holder (or someone with their delegated authority) has confirmed the required budget is in place and drawn down.

### UC Programme Board Constitution

10 The UC PB membership will be made up as follows:

- A non-executive chair – who will provide robust challenge and help to facilitate effective decision-making; the non-executive chair will not have individual decision-making authority or accountability;
- Senior Responsible Owner – who has delegated authority and accountability to deliver the UC Programme;
- Senior representatives from the key business and delivery areas – who have been identified as having a specific role and responsibility in the delivery of the UC Programme.

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11 See annex 1 for more detail relating to the differentiated personal responsibility of individual members.

12 If a resolution cannot be reached on an issue, the SRO will escalate to the Portfolio Board (chaired by the Accounting Officer) for a decision. Individual Programme Board members should also use this escalation route to raise any concerns, risks or issues that have not been resolved fully to their satisfaction within the UC Programme Board. Individual Board Members can also raise issues through their normal day to day business.

### Core Membership

13 The UC PB is made up as follows:

- Non-Executive Chair
- UC Director General and Senior Responsible Owner
- DWP Operations Director General
- DWP UC Operations Director General
- UC Programme Director
- DWP IT Director General, Chief Information Officer
- DWP Finance Director General
- DWP Strategy, Policy and Analysis Group, Director of Working Age
- HMRC Director General (Tax Credits and RTI)
- London Borough of Islington Chief Executive and UC Partnership Forum
- DWP Human Resources Director General
- HMT Director of Personal Tax, Welfare and Pensions
- Cabinet Office, Director of Major Projects Authority
- DSD Northern Ireland Social Security Agency, Chief Executive

14 Other Attendees - will be invited as required for specific agenda items.

15 Where members are unable to attend they should field an empowered deputy with the required authority to make decisions. Deputies should be pre-agreed with the UC DG (SRO).

### Conduct & Frequency of meetings

16 UC Programme Board Meetings will take place monthly, be scheduled in advance, and can be arranged more frequently if required.

17 The UC PB will normally be chaired by the Non Executive Chairperson. The deputy chair is the UC Director General (Senior Responsible Owner).

18 The agenda and papers will be issued 3 working days in advance of the meetings. Papers will comply with DWP document standards (Ariel, font size 12).

19 Minutes and Action Logs will be issued within 4 working days following the meeting and the Decision Log maintained within the same timescales.

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### Annex 1

#### **Universal Credit Programme Board – Individual accountabilities in supporting and advising the Board**

##### **Non-Executive Chair**

To chair the Universal Credit Programme Board effectively and to facilitate robust challenge and decision making, in order to enable the Universal Credit Director General to successfully deliver the Universal Credit Programme to time, cost and quality.

##### **UC Director General/Senior Responsible Owner (SRO)**

- to own and communicate the vision of the UC Programme
- take personal overall accountability for its successful delivery and benefits realisation
- provide clear leadership

##### **DWP Operations Director General**

- to represent the needs of the operational business and ensure these are factored in to any decisions
- ensure the design of UC is deliverable from an operations perspective and supports the achievement of operational outcomes
- accountable for confirming that DWP Operations is able to deliver UC.

##### **UC Programme Director**

- effectively managing delivery of the full programme
- provide accurate, timely and relevant information on which decisions can be based and progress monitored against the integrated programme plan
- escalate risks and issues that cannot be resolved at the lower level and support openness and transparency of top level programme risks, issues and dependencies and associated mitigation and contingency plans
- developing and maintaining a robust business case and a benefits realisation plan developed with robust financial controls and approvals.

##### **DWP IT Director General Chief Information Officer**

- ensure UC design aligns with the DWP ICT Strategy and architecture and IT technical solution is delivered to time, cost and quality.
- Responsible for delivering the IT solution, that it works and is fit for purpose
- manage IT suppliers to ensure the Programme is getting quality and value for money
- accountable for ensuring that the UC design and business architecture fits the developing needs of DWP as a business;
- responsible for delivering the end state digital solution, fully aligned with the Department's digital strategy
- ensure that any learning from digital exemplars feeds into decisions relating to UC;
- to review the digital skills capability (including legacy capability) to support UC.

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### **DWP Finance Director General**

- to ensure adequate and effective financial and commercial management is operated within the Programme
- responsible for ensuring that the Programme adheres to strict Departmental financial controls, including Delegated Financial Authority levels.
- provide financial and commercial management advice
- responsible for assuring the affordability of the Programme and robustness of the business case.

### **DWP Strategy, Policy and Analysis Group, Director of Working Age**

- responsible for ensuring deliverable UC policy and that the programme delivers the policy intent
- assess the impact and feasibility of proposed changes and provide strategic input to decisions
- advise on the implications and impact of cross-government and DWP strategy issues

### **HMRC Director General**

- a key stakeholder and delivery partner, accountable for delivering tax credits, ensuring that HMRC, Tax Credit and RTI interests are properly factored into UC decisions
- to raise any other issues within the HMRC business that may impact UC and ensure successfully resolved.
- report on progress for all HMRC areas impacted including tax credits and RTI and escalate any risks or issues that may impact UC delivery

### **London Borough of Islington Chief Executive and UC Partnership Forum**

- a key stakeholder and delivery partner, to represent the services provided by Local Authorities, including those covered by the Local Services Framework and ensure these are factored in to any decisions
- escalate any risks or issues identified within the Local Authority business that may impact UC
- ensure the design of UC is workable from a Local Authority perspective
- ensure that the interests of Local Authorities are properly represented and impacted within UC
- to reflect the views of the partnership forum as their representative on Programme Board.

### **DWP Human Resources Director General**

- ensure the design and delivery of UC is within cross-government and Departmental HR policies and provide advice on HR strategies and policies that may impact the Programme, including any TUPE issues
- ensure people issues, including operational impact, are addressed throughout the design and delivery of UC

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### **HMT Director**

- a key stakeholder, representing the interests of HMT,
- providing challenge on the value for money and affordability of the programme
- accountable for ensuring that HMT led approvals are working effectively
- ensuring appropriate use of public funding and that expenditure is within HMT guidelines
- provide assurance of the UC business case in advance of approval through normal HMT procedures

### **Cabinet Office, Director of Major Projects Authority**

- a key stakeholder, represent the interests of the Cabinet Office and wider HMG
- support the Programme through the commercial process by advising on Cabinet Office approvals processes
- advise on alignment with wider Cabinet Office strategies, including the ICT, Digital and Commercial strategies.

### **DSD Northern Ireland Social Security Agency, Chief Executive**

- a key stakeholder, representing the interests of NI.
- Social Security is fully devolved to NI. NI is setting up a parallel system of UC to Great Britain and will use the systems developed to deliver UC in NI. Their responsibility is to ensure systems are developed by GB which support implementation of UC in NI.

## Annex 2

The UC PB membership as at 8 March 2017 is made up as follows:

- Non-Executive Chair - Sir Robert Walmsley
- UC Director General and Senior Responsible Owner – Neil Couling
- DWP Operations Director General – Andrew Rhodes
- DWP UC Operations Director General – Susan Park
- UC Programme Director – Ian Wright
- DWP IT Director General, Chief Information Officer – Mayank Prakash
- DWP Finance Director General – Peter Schofield
- DWP Strategy, Policy and Analysis Group, Director of Working Age – Pete Searle
- HMRC Director General (Tax Credits and RTI) – Nick Lodge
- London Borough of Islington Chief Executive and UC Partnership Forum - Lesley Seary
- DWP Human Resources Director General – Debbie Alder
- HMT Director of Personal Tax, Welfare and Pensions – Beth Russell
- Cabinet Office, Deputy Director of Major Projects Authority – Jonathan Shebioba
- DSD Northern Ireland Social Security Agency, Chief Executive – Tommy O'Reilly