

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 Preston 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 rolled 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 Unsettled.
 Service Centre Capacity continues to grow, with April expansions in Walsall, Canterbury, Banpori and Blackpool providing an additional 83 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 (84%) and Average Speed of Answer (11.5 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 automatic 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 28 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.

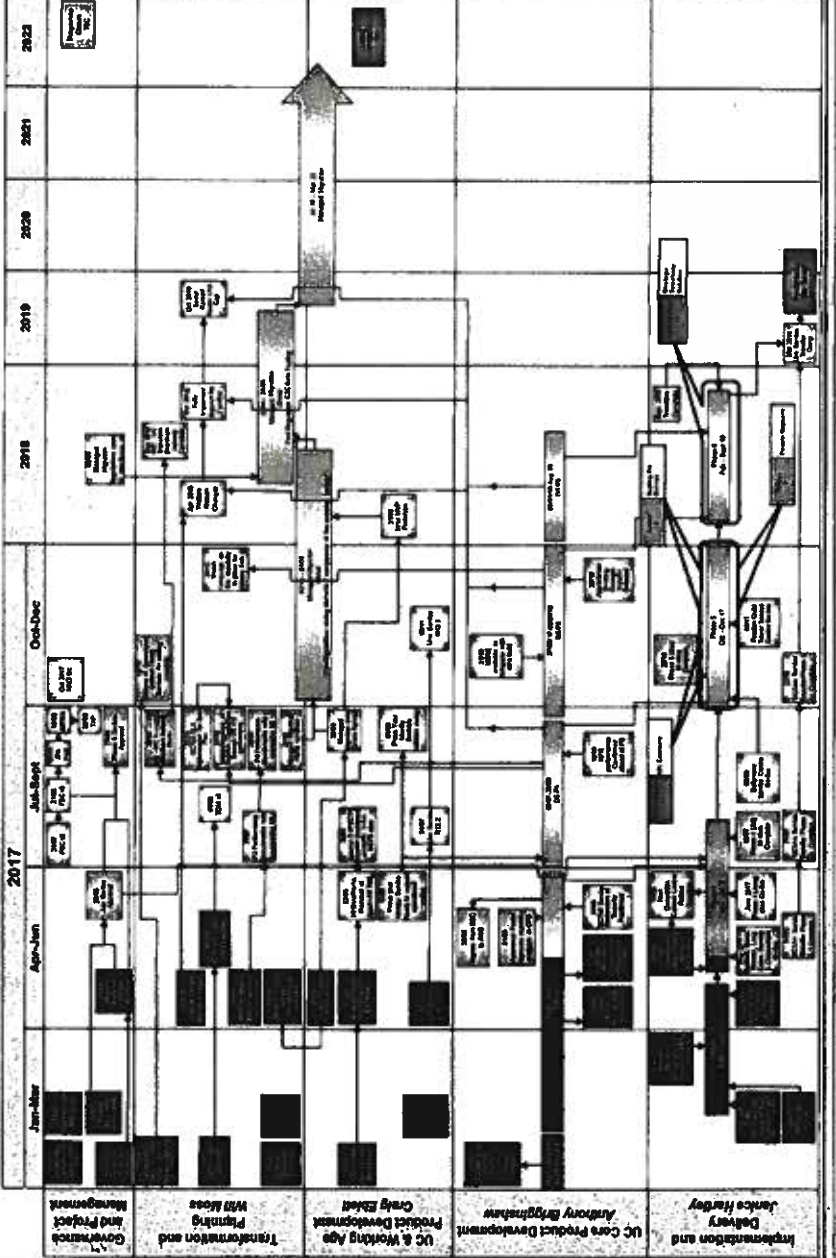
UC Full Service Product Development Phase 3 (end of June 2017) & Phase 4 (end of September 2017) Outcomes

Area	Outcomes	RAO
Security	UC Full Service Risk Assessment is completed	RAO
Services	Services re-ordered following move to Amazon Web Services (AWS) Hosting	RAO
Platform and Error	UCFS is automatically trace statements record in CE	RAO
Ability	Ability to automatically trace statements record in CE	RAO
Increased	Increased access management controls and separation of duties	RAO
Further	Further transaction making capability including validation and creating booking blocks for future differences	RAO
Multi	Multi capability in place	RAO
Service	Service Stability	RAO
Performance	Performance testing confirmed ahead of Phase 4 Go-Live	RAO
Migration	Migration from SCC to AWS	RAO
Performance	Performance testing confirmed ahead of Phase 5 Go-Live	RAO

V0.187

Official - Sensitive

UC Programme E2E Critical Path



Critical / Key Milestones - Next 6 Months

Date	Milestone	RAO
29/09/17	Transition and Planning	Forecast
31/07/17	Phase 4 (July Sites) Approval	Forecast
31/07/17	Full Business Case V2 developed	Forecast
08/08/17	Phase 3 - Performance Benchmarks with supporting MI	Forecast
11/08/17	Target Operating Model (TOM) v6	Forecast
04/09/17	Infrastructure and Projects Authority (IPA) Programme Assessment Review (PAR)	Forecast
15/09/17	Service Management Arrangements in place for scaling	Forecast
25/09/17	Treasury Approval Point	Forecast
27/09/17	Phase 5 (Scaling) Go Live Approval	Forecast
29/09/17	Department for Communities UC Transition (Northern Ireland) Starts	Forecast
29/09/17	Scottish Flexibilities in Full Service	Forecast
29/09/17	Phase 4 - Performance Benchmarks with supporting MI	Forecast
02/10/17	Managed Migration Beta Start	Forecast
02/10/17	Delivery of Fraud, Error and Debt for rolling out UC at scale complete	Forecast
02/10/17	Delivery of Operational Control Centre Services for scaling complete	Forecast
30/05/17	Migrate from SCC to AWS (Amazon Web Services)	Forecast
31/05/17	Automated Isaker payments capability available in CPS	Forecast
31/05/17	Automatically locate NINO in CAS	Forecast
30/06/17	UC Full Service Declaration of 'Security Readiness'	Forecast
15/08/17	Non-Functional Requirements Performance Confirmed ahead of Phase 5 Go-Live	Forecast
31/10/17	Medical Services Referral System (MSRS) available to integrate with core build	Forecast
29/12/17	Appointment Booking strategic supplier selected	Forecast
16/06/17	Prove Your Identity Service (Complementary Service) Ready to support operational scaling	Forecast
24/07/17	Release 12.2 Go-Live	Forecast
28/07/17	Iteration 2 of UCFS Operational MI Dashboard available in all live UCFS sites	Forecast
01/09/17	Prove Your Identity Service (Complementary Service): Scalable, effective identity proofing	Forecast
08/11/17	Release 12.3 Go-Live	Forecast
31/05/17	Multi-Organisation Mail Delivery	Forecast
24/06/17	Live Service Transfer Work for Phase 1 Sites Complete	Forecast
15/08/17	Phase 4 (July Sites) Complete	Forecast
28/09/17	Next Generation Contact Centre Rollout to UC Full & Live Service Address Complete	Forecast
09/08/17	Balwynna Service Centres Go Live (consolidation commenced)	Forecast
27/09/17	Phase 4 (July Sites) Complete	Forecast
04/10/17	Start of Transition Phase 5	Forecast
08/11/17	Preston Guild Tower Service Centre Go Live (consolidation commenced)	Forecast

Programme Risks

Risk ID	Risk Description	Impact	Probability	Current Rating	Target Rating	Responsible Party	Review Date
R1	Programme delivery delays due to resource constraints.	High	Medium	High	Medium	Programme Manager	2017/18
R2	Changes in government policy affecting the programme.	Medium	High	Medium	Low	Policy Analyst	2017/18
R3	IT system integration issues.	Low	Low	Low	Low	IT Support	2017/18
R4	Staff turnover and recruitment challenges.	Medium	Medium	Medium	Medium	HR	2017/18
R5	Financial management and budget control.	Low	Low	Low	Low	Finance	2017/18
R6	Communication and stakeholder engagement.	Medium	Medium	Medium	Medium	Comms	2017/18
R7	Legal and compliance issues.	Low	Low	Low	Low	Legal	2017/18
R8	Health and safety concerns.	Low	Low	Low	Low	Safety	2017/18
R9	Environmental impact.	Low	Low	Low	Low	Environment	2017/18
R10	Equality and diversity issues.	Low	Low	Low	Low	Equality	2017/18

Programme Overall Forecast

Category	2014/15 Outturn (£35m)	2015/16 Outturn (£35m)	2016/17 Outturn (£40m)	Total Programme Spend (£183m)	2017/18 Period 1 Forecast (£k)	2018/19 Period 1 Forecast (£k)
Implementation & Delivery					46,178	76,554
UC Product Development					28,938	49,783
UC Working Age Product Development					82,088	73,450
Strategic Design & Planning					26,122	246,480
External Relations & Orientation					6,609	30,210
Rest of Programme					11,453	51,868
Total UC - Excluding Budget Transfers					206,289	548,284
Rest of Programme - ext Budget Holder					184,923	303,227
UC TOTAL					403,212	810,732

Funding Forward Look

Forecast Requirement	2016/17 (£m)	2017/18 (£m)	2018/19 (£m)	2019/20 (£m)
Forecast Requirement	403	511	480	304
Funding	401	447	365	233
SR15 net of HMRC savings				

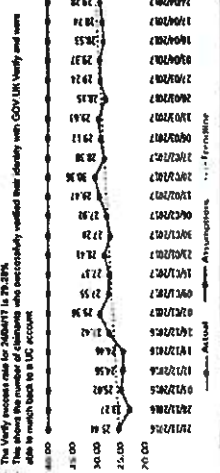
Summary

2017/18
The Programme's forecast is a balanced budget position. The forecast includes £16m 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 £1.6m.

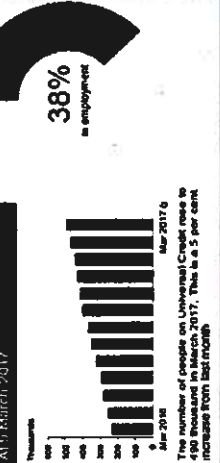
2018/19
The forecast has been maintained at OBC levels pending a comprehensive update following completion of the Full Business Case.

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



490 thousand claimants



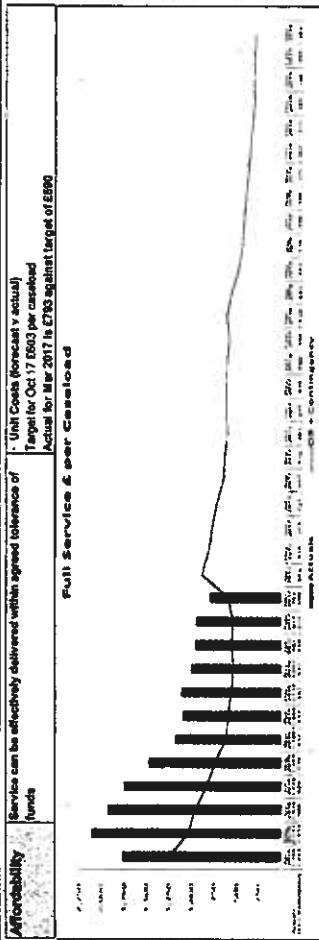
AME Expenditure



Live Service MI Data

Channel	Telephone	Online	Total
Telephone	1,018,841	147,007	1,165,848
Online	7,182	1,148	8,330
Total	1,026,023	148,155	1,174,178

October 2017 Scaling - Progress Against Critical Outcomes



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 £890

Measures

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

Measures	Delivery Date	Delivery RAG
UC Full Service Risk Assessment is completed	19/05/17	
Service Reaccredited following move to AWS Hosting	30/05/17	
UC Full Service declaration of security readiness	30/05/17	

As at 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 refers to vulnerabilities in the UCFS development environment; the mitigations planned for June 2017 and has been acknowledged by Security Risk and Security (SR) and Enterprise Security Risk Management (ESRM) process.
- UCFS risk that refers to the UCFS platform; the mitigations planned for June 2017 and has been acknowledged by Security Risk and Security (SR) and Enterprise Security Risk Management (ESRM) process.
- Enterprise risk/residual risks that sit with other SROs under the rest of the department; the mitigations will be progressed by SRO listing with relevant stakeholders

Measures

- 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 1586 FTE

Measures	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17
Original Forecast	1,066	928	851	1,104	1,333	1,458	1,327	1,654
Actual								
Contingency Forecast	439	579	501	405	562	881	1030	
Actual								
Original Forecast	577	730	745	828	1,051	1,209	1,426	1,403
Actual								
Contingency Forecast								
Actual								

Average FTE - Service Centres - (Forecast v Actual - demand being met in line with without plan)

Average FTE - FS Work Coach - (Forecast v Actual - demand being met in line with without plan)

Measures

- 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.

Measures	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17
Target	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%	85%
Actual											
Contingency Forecast											
Actual											

Measures

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Measures	Delivery Date	Delivery RAG
UC Full Service Risk Assessment is completed	19/05/17	
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Measures

- We can identify and prevent Fraud & Error and manage risk effectively
- Percentage Claims paid accurately - % TBC
- Levels of MVPE (TBC)

Measures	Oct '16	Nov '16	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17
Levels of Monetary Value of Fraud & Error (MVPE) - Piloting approach across 2017 (Informal & not statistically valid). Will continue to review 30 randomly sampled cases each month							
Percentage Claims paid accurately (where calculated through Autocalls and Autopay)							

Measures

- End-to-end service is resilient, robust and can handle throughput with assured Business Continuity procedures in place
- 99.95% Claimant and Agent site availability
- 99.95% of common actions completed within 2.5 seconds - claimant and agent site

Measures	Oct '16	Nov '16	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17
99.95% Claimant Site Availability	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
99.95% Agent Site Availability	99.7%	99.7%	99.7%	99.7%	99.7%	99.8%	99.9%
99.95% 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% 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%

Measures

- Service Hours Available
- Service Hours Lost - UCFS
- Service Hours Lost - Other
- Total Service Hours Lost
- Service Hours Lost as %

Measures	Oct '16	Nov '16	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17
Service Hours Available	375,016												
Service Hours Lost - UCFS	179												
Service Hours Lost - Other	0												
Total Service Hours Lost	179												
Service Hours Lost as %	0.05%												

Measures

- Claimant ID verified by day 10
- Claimant commitment accepted by day 10
- Claims evidence verified (including non-DM decisions) by day 20
- Payment blocking To-Dos cleared by day 20
- Decisions made by DM (where required) by day 25

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

Benchmarks - Further benchmarks to follow

