

Title of meeting:	Universal Credit Programme Board
Date:	22 June 2017, 15:00 to 17:00
Location:	London Caxton House, Room 6.24
Attendees:	Sir Robert Walmsley (Chair), Neil Couling (Director General UC), Ian Wright (Programme Director UC), Jonathan Shebioba (Cabinet Office Operations Lead), Charlotte Axsom (Director HM Treasury), , Shelagh Brown (UC Programme Manager HMRC), Pete Searle (Strategy Director Working Age), Denis McMahon (Deputy Secretary for Work and Inclusion DFC Northern Ireland), Ian Haworth (Finance Director), Ian Pavey (HR Director), John-Paul Marks (Operations Director),
Presenters:	Craig Eblett, Janice Hartley
Apologies:	Andrew Rhodes (Director General Operations), Lesley Seary (Chief Executive LB Islington, Mayank Prakash (Director General Digital), Peter Schofield (Director General Finance), Debbie Alder (Director Human Resources), Susan Park (UC Operations Director General, Beth Russell (Director HM Treasury)

1. Welcome and Introductions

Sir Robert Walmsley welcomed members to the meeting and asked for any comments on the minutes of the meeting of 18th May, no comments received so the minutes were approved without amendment. The Chair commented on the quality of the minutes and that he was please that they read like a story which if read by anyone outside the board could be understood. Actions were discussed and a below the line paper on contingency was circulated with the papers for this meeting which cleared action 01-060417. The other two actions were for later meetings.

The Chair stated he would like the Secretariat to set up an introductory meeting with Claudia Natanson the Chief Security Officer and himself, prior to Claudia's attendance at the October UC Programme Board.

The SRO stated that the rollout plan will be changed due to the recent events in Kensington. North Kensington was due to rollout soon but will now be deferred until October. He will write to the Chief Executive of Kensington & Chelsea as well as the LGA to advise them of the change. The Operations Director visited North Kensington last week and informed board members that JobCentre staff are doing all they can to support the victims of the Grenfell House fire and would continue to do so.

2. Programme Update

The UC Programme Director provided an update:

The overall rating for the programme remains Amber, and implementation is on track.

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Work on the Business Case continues at pace, we have learnt a lot especially around counterfactuals. Drawdown of costs have been agreed with the Treasury until the end of September, however we may need to extend this to allow the Business Case approval process to conclude. The SRO stated that when the timescales were initially agreed it was done on the assumption that expansion would take place in February 2017, however the welfare reform agenda has changed this. The SRO is keen not to move the Business Case timescales as this could lead to a negative response from the Public Accounts Committee (PAC) He proposed a likely 3 month extension to the treasury funding and asked members to let him know if they felt there were any problems with this.

The UC Programme Director updated the board on the key milestones including:

Phase 4 sites are currently Amber/Green and a go/no go decision will be made at the Programme Delivery Executive (PDE) meeting next week, but it is expected a go decision will be made.

A Phase 5 scaling event was held at Fulham jobcentre yesterday (Wed 21st) when all go to green plans were discussed and RAG rated. A number of the plans are tracking towards green already, however we need to keep an eye on Fraud, Error & Debt as more work is needed on volumes and fraud measurement The other area to keep in view is around claimants with complex needs as we need to see plans in action although currently happy with what has been developed

A final go/no go decision on the migration to Amazon Web Service (AWS) will be taken tomorrow (Fri 23rd), as testing is still on-going. It is hoped that migration will still take place this coming weekend however if this is not the case it will be the following weekend. Craig Eblett stated that it is not unusual for a decision on a substantial move of this nature to go to the wire, as some things cannot be sorted until very close to the decision point, however he did not envisage any significant problem.

The new milestones on the plan for Prove Your Identity should be ignored at present as they have not been agreed through formal governance. We expect to have revised milestones for the next meeting.

The Minimum Viable Product (MVP) for Appointment Booking has moved to September as this is linked to AWS migration and prioritisation, however we are still looking to deploy the MVP in September at present.

As part of the Housing Improvement Plan the landlord portal is being piloted. Following the pilot a plan will be agreed outlining when more landlords will be added prior to October.

A little behind on recruitment and some issues to be sorted out with a few of the new Service Centres but these are currently being managed and at present no cause for concern.

Financials are on track currently with no forecast changes for 2018/19. However this will change following the final Business Case agreement.

We are developing a strategic telephony solution as we look to further build case management into all sites. A pilot is currently underway looking at how calls can be moved into the case management process and is linked to one of the new Programme Board risks.

Verify percentage completion rates are creeping up following some recent enhancements.

We have also been a little over optimistic with our rating for the completion of our security. It should be rated more in the Amber to Amber / Green state at present and will be

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changed to reflect this view. Craig Eblett stated that the principles of accreditation no longer apply, it is not a once and done approach security is now a continuous regime of threat assessments.

Programme Board members:

a) The Chair asked for clarification around the extension of financial cover and the potential for the Business Case to be late. The SRO confirmed that the programme is still aiming for the original timetable for Business Case clearance, however wanted to have financial cover just in case. The Chair felt that although we cannot insist on the Business Case being signed off in September we should have a good indication of progress by then.

b) The SRO said that he has been asked by John Manzoni to circulate information on programme progress more widely across government before the scaling decision is made. The SRO made the point that the UC Programme Board will make the final decision but he was happy to share in the spirit of transparency.

3. Operational Update

JP Marks provided an update:

The latest readiness assessment was held at Fulham jobcentre yesterday the assessment was positive and operations are confident for July sites.

New Operational Benchmarks have been introduced and are driving performance improvement. The Benchmarks include one around Payment Timeliness which has been set at 90% for Full Payments to be made on time, this builds on the embedded case management approach in place across sites and improvements in both the Housing and Decision Making & Appeals areas.

Telephony performance on UC has improved, with the current Average Speed of Answer and Percentage of calls answered in a healthy position and above target, despite some recent issues with Booking Bug. This problem has now been fixed and a new release has been implemented to upgrade the system. A tactical telephony model is currently being tested as we need to route calls via case managers, and if successful this will significantly enhance the case management approach. Operations have undertaken analysis of 600 calls in UC Full Service to establish the key drivers behind telephony contact, the main call drivers include:

- Payment enquiries
- New claim advance payments
- Housing enquiries
- Arrange / re-arrange an appointment
- Self reported / self employed earnings
- Late payment progress chasing

Since the case management approach has been embedded in sites calls relating to payments have fallen. Contact has halved with fewer calls around late payments and

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more about helping claimants understand their money. We are looking to move earnings reporting on line which is hoped will reduce telephony traffic by a further 10%. Verification of evidence is also improving.

Full payment timeliness is moving up both in live and full service, operational colleagues would like to see around 90% payment timeliness by October scaling. Operational colleagues are currently working with Lara Sampson in Product Design looking at enhancements to both the landlord portal and child verification areas.

As part of the One Service Operating Model staff are being coached in both leadership and end to end collaboration. By joining up these areas operations are seeking to improve the customer experience across teams. It is hoped this culture will empower teams to do the right things for customers and align public service principles. In the mid-year pulse survey engagement has been measured at 61% increasing from the previous 55% across the UC Service Centre network. The teams deserve great credit given the scale of the challenge faced.

The strategic Management Information (MI) that is now produced for operations has gone down well and to have real time MI is an amazing achievement. JP thanked Craig Eblett and his team for the work they have done to make this information available.

Programme Board members:

a) The Chair asked that as most claimant satisfaction is objectively measurable is there a way we can engage claimant satisfaction with the way they are managed. JP stated that we will be looking at the survey and doing more in that area.

b) The SRO stated that figures around customer satisfaction were available for live service, DLA/PIP and JSA and he would be happy for these to be circulated. The Chair was pleased that this data was available for circulation.

4. UCFS Dependant Systems

Craig Eblett provided an update:

The paper was written from a UC perspective outlining dependency areas in the run up to scaling in October. Some areas have obvious dependencies such as systems and infrastructure, and some are less obvious such as resource, security and analytical support dependencies.

Digital group are transforming many aspects of the department's infrastructure including telephony as well as UC dependent systems. This balance can be difficult to manage with 6 Digital Directors attempting to deliver via several governance routes including the UC Programme Board, Digital Design Authority, Digital Planning Forum, UC Technical Design Authority and the Departmental Security Oversight Board.

There is a risk to delivering UC and wider Digital transformation at the same time, but the team are pro-active and intervene when necessary to ensure all dependencies are managed to ensure a successful delivery of UC outcomes. Three Digital Directors have dual accountabilities to both the UC Programme and Digital Group Craig, Lara Sampson

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and Anthony Briggins will focus on the UC outcomes but will be supported by their wider digital colleagues.

Digital Group have rolled out a new telephony service and are progressing a comprehensive modernisation of the DWP infrastructure, Contact Centre and Desktop estate and are re-hosting many applications including those needed by UCFS to connect with while making desktop infrastructure and Contact Centre more resilient. They are also implementing a new contact centre platform for DWP which is going well with very limited downtime considering the size of the change that is being made. Monitoring and improving the Department's infrastructure will have a positive impact on agent performance.

Digital Group is focussed on building people capability and capacity, and all recruitment and promotions are executed through professional and specialist practices led by an overarching Capability Board.

The Digital Service 2nd Line Assurance is being planned, with steps being progressed to streamline 2nd line activities to achieve the necessary independent assessment of Digital support in achieving UC outcomes, especially for scaling later this year. We are looking good for October and confidence is high, however there is still work to do.

Programme Board members:

- a) The SRO asked how Craig would RAG rate UC compared to the other digital transformations currently taking place. Craig stated that is still reasonably high risk, as we are still evolving, with the wider Digital transformation, changing suppliers and insourcing products he would consider a rating of Amber or Amber/Red appropriate, however he would not recommend scaling if we were not ready.
- b) The HR Director asked if the board were sighted on the key milestones from the digital area, and the Cabinet Office Operations Lead added that any additional milestones that could be added to give board members a better view of this area would be helpful. The Programme Director stated that it was harder to get a handle on digital delivery both for UC and the wider Digital Transformation; however we are working with digital colleagues to articulate a risk around digital for the programme dashboard. The Chair said that he would welcome a risk around dependent systems in the dashboard for the board to monitor. He would also like to see an end-to-end system performance metric in the dashboard highlighting what it currently feels like for operations.
- c) The Chair stated that although we had heard a lot about interfaces and systems, however we need to ensure that the "handshakes" between systems work. We need to look at the Service Level Agreements (SLAs) and look at the quality of data that has been agreed. Craig said that he would look at the "handshakes" and SLAs.
- d) The Chair asked if following the cyber attack on the NHS some weeks ago we were prepared for such an attack. Craig stated that we have worked with colleagues from the NHS to understand the exact nature of the attack. Their system did not detect the ransomware but ours would have done. We updated our systems a short while before the NHS attack. However this was the new world we were now in which is constantly evolving and will be a constant battle.
- e) The SRO stated that some of the things that have happened over the past few months

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including the re-timing of AWS migration have shown that UC and Digital are slightly out of sync. However we have joint dependencies and we need to do more to lay these out and call to account the accountable officers who have equal responsibility.

5. Implementing at Scale

Janice Hartley provided an update:

Work is on-going to give us greater levels of confidence that we can scale in October and continue to scale following that. The Programme has developed an implementation model from the same framework used to successfully deliver the UC Live Service national rollout, which utilises the same expertise from within the Programme and Operational Excellence Division (OED), Change and Implementation teams.

We have been implementing since 2013 and have learned a lot from the Live Service experience, with a tried and tested model going live on a week by week basis. We are now leveraging some of the experience that has been gained. Lessons have been learned from each individual site delivery and the model has been refined throughout.

More support is now in place to support sites in the pre 26 week go live window to get them ready, and also continued support post go-live. Not only are we investing in digitalising services for our claimants but also doing work to prepare our staff for the introduction of Prepare for UC (previously the Change Delivery Framework). We are already preparing our Oct to Dec sites and are comfortable that numbers can be increased for scaling with great support from OED and Operational colleagues.

There are challenges with the uplift to 30 sites in July, however the recruitment and staffing build will help with this. We need to ensure that we continue to recruit staff 3 months in advance for jobcentres and 6 months for Service Centres where possible as this is key for Service Centres specifically. HR colleagues have helped produce a much slicker recruitment solution however Janice does not underestimate the difficulties that have been encountered. Bristol Service Centre is due to come on line in September and as yet the full amount of staff have not been recruited for the site. However we are hopeful of an uplift in the next 4-6 weeks, and it would also be helpful if post induction processes could be expedited quickly.

We are moving staff from Live to Full Service and some of these staff are multi-skilled which is proving very helpful to Operations. We will start to re-align Jobcentres and Service Centres maintaining geographical integrity where possible now that the 4 Operational Area Directors are in place. It is important that the key relationships are built between Jobcentres and Service Centres and these are encouraged in the 26 week period prior to go live.

An Information Control Centre (ICC) has been built and alerts the Programme to any issues and monitors key metrics. This is working very well and is continuing to mature. Working closely with the People and Locations (PLP) Programme to ensure alignment with the PLP plan to ensure rollouts are kept on track and we do not propose rolling out to a site that is due to amalgamate or close. We need to think about how we announce the impacts of PLP.

The team believe that we will be able to scale as we did with Live Service however we

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need to work closely with all partners to be able to get there.

Programme Board members:

a) The HMRC UC Programme Manager said that there was uncertainty around people and buildings in HMRC and she would like to get a firmer view of the plans as this issue was causing concern at a high level in HMRC. The Chair asked what level of visibility HMRC would require and when. The HMRC UC Programme Manager said that they would like to see the 10 year plan once agreed, as this would reduce the noise within HMRC at present. The Programme Director said this would be done as part of the Business Case discussions. The SRO said that we will work closely with HMRC colleagues to get this sorted out.

b) The SRO asked how the landlord portal would be deployed. Janice is currently looking at this and from October onwards we are mapping the largest landlords into the plan and starting to get them on-board. The largest landlords will be on boarded first and progress will be tracked via the ICC.

6. Hard Facts

a) Verify and the Complementary Service is still an issue and needs to be kept in full view

b) How we manage our relationship with landlords and local authorities moving forward is key, and it is important that an LA perspective is taken into account moving forward.

c) UC needs to deliver the performance associated with systems linked in to UC, and enable the structure of the dependent systems plan to work.

7. Any Other Business

There was no AOB to discuss

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