

The overall Programme status remains **AMBER**.
Universal Credit Full Service (UCFS) Highlights:
 Transition Phase 6 implementation remains on track with 41 sites successfully rolled out as planned in May. Most recent implementation sites include Helston, Penryn, Penzance (90%), Redruth, Haywards Heath, Crawley, Horsham, Bristol Temple Street (50%), Bishopsworth, Bedminster, Newport, Hythe, Bridgend, Porthcawl, Colwyn Bay, Llandudno and Maesteg all going live on 6 June with a further 18 sites on schedule to go live on 13 June. The total number of live UC Full Service sites is now 313. Following successful completion, on 31 May, of the final expansion phase of the Telephony Integration Pilot (completing rollout to Bangor, Blackpool and Dundee Service Centres) implementation plans remain on track to commence national rollout on June 11 and to complete by 8 August. A joint Programme and Operational Live Service Closure/Decommissioning plan is now in place with progress closely monitored through the Live Service Exit Steering Group to ensure a safe and secure exit from Live Service by the end of March 2019. To date 72 sites (82,000 cases) have completed their transfers with activity underway in a further 138 sites with more coming on board each week. Work continues to speed up transfer clearance including the successful introduction of automated changes (including notifications) on 30 May and the training of additional staff with a further 80 due to start by beginning of July.
 Latest Full Service functional releases deployed include: Enabling agents to store debt control sheets within the claimant's account rather than in a shared folder - improving security and helping ensure that agents are always using the most up to date debt records; Further improvements to the couple claim journey enabling two claimants to link their accounts and complete their claim more efficiently, reducing errors and incidents and updates to agent feedback so that agents can only vote once for a particular feedback item. In addition to the usual performance and technical fixes an additional 40 new social sector landlords have been added to the Trusted Partner/Landlord Portal. There are now 215 Landlords using the Portal.
Managed Migration
 Transitional Protection Regulations, including addressing concerns regarding Severe Disability Premium (SDP) claimants, have now been agreed between Secretary of State (SoS), Treasury and Number 10. Following Parliamentary Business Legislation Committee (PBL) clearance papers were issued to Social Security Advisory Council (SSAC) on 1 June ahead of their meeting on 20 June with formal announcement of the changes to SDP and Migration timetable made via a Written Statement to Parliament on 7 June. High level scope and delivery plans for the initial beta test (from January 2019) now established with progress monitored via the Managed Migration Steering Group and Migration Planning Group with a more detailed update scheduled for June Programme Board.
Programme Updates
 Following the Infrastructure and Projects Authority (IPA) and Major Projects Review Group (MPRG) review, Treasury have now formally approved the UC Full Business Case alongside our request for funding draw down for the next period. Discussions continue with NAO on the content of the draft NAO report with the final report due to be published on 13 June followed by the Public Accounts Committee (PAC) on 9 July. On 7th and 8th June we published the UC Business Case summary, Full Service Claimant Survey, Labour Market Outcome approach paper and ESA premia stats. Secretary of State also made a written statement to parliament which encompassed this news and also announced the SDP changes and Migration plans. There is a detailed handling plan in place with a number of media activities to support including a UC teach-in with broadcast journalists. On 23 May there was a Universal Support WPC session with Ian Duncan Smith, Trussell Trust and three Local Government Associations giving evidence. The Secretary of State will also be giving evidence on 23 June

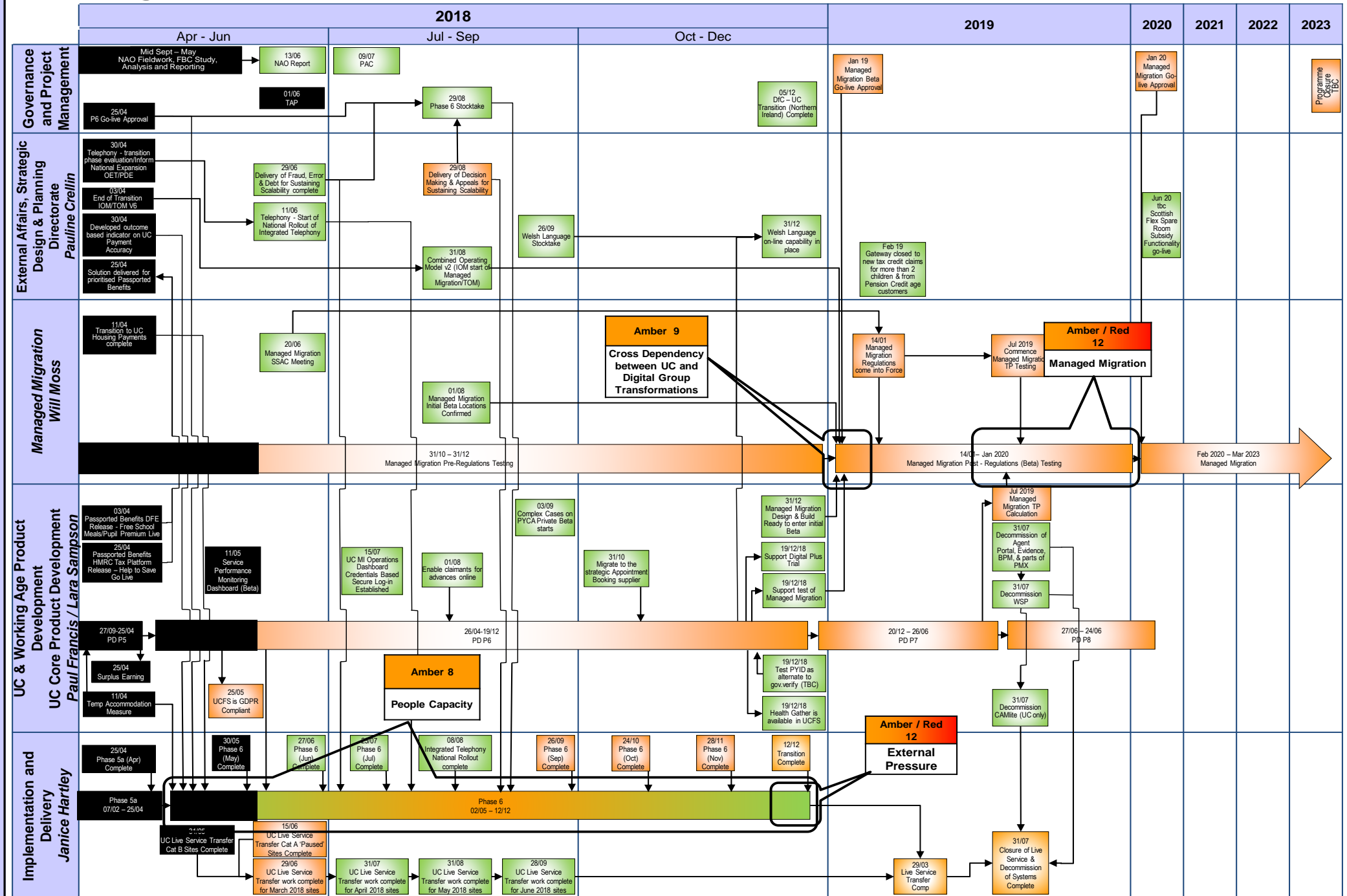
UC Full Service Product Development 6 Outcomes

Programme Level Milestones	RAG
Notify CIS of agent access to record	Phase 6
Health gather is available in UCFS	Phase 6
Support test of managed migration	Phase 6
Migrate to the strategic Appointment Booking supplier	Phase 6
UCFS is GDPR Compliant	Phase 6
Support Service Differentiation Trial	Phase 6
Test PYID as alternate to GOV.UK Verify	Phase 6
Enable claimants for advances online	Phase 6
Complex Cases on PYCA Private Beta starts	Phase 6

UC Programme E2E Critical Path

Official - Sensitive

V0.242



Critical / Key Milestones - Next 6 Months

Milestone	RAG	Forecast
External Affairs, Strategic Design and Planning		
Treasury Approval Point		01/06/18
Start of National Rollout of Integrated Telephony		11/06/18
National Audit Office Report Published		13/06/18
Delivery of Fraud, Error & Debt for sustaining scaling complete		30/06/18
Public Accounts Committee		09/07/18
Improved Corporate Appointee Process in place		31/07/18
Delivery of Decision Making and Appeals (DMA) for sustaining scalability complete		29/08/18
Welsh Language Stocktake		26/09/18
Welsh Language on-line capability in place		31/12/18
UC Core Product Development		
UCFS is General Data Protection Regulation (GDPR) compliant		25/05/18
Enable claimants for advances online		01/08/18
Migrate to the strategic Appointment Booking supplier		31/10/18
Health gather is available in UCFS		19/12/18
Support Digital Plus Trial		19/12/18
Support test of Managed Migration		19/12/18
UC and Working Age Product Development		
End to End Service - Performance Monitoring Dashboard (Beta)		11/05/18
Complex Cases on PYCA Private Beta starts		03/09/18
Implementation and Delivery		
UC Live Service Transfer Category B Sites Complete		31/05/18
UC Live Service Transfer Cat A 'Paused' Sites Complete		15/06/18
UC Live Service Transfer work complete for March 2018 sites		29/06/18
UC Live Service Transfer work complete for April 2018 sites		31/07/18
Integrated Telephony National Rollout complete		08/08/18
UC Live Service Transfer work complete for May 2018 sites		31/08/18
Transition Phase 6 complete		12/12/18
Managed Migration		
Managed Migration Social Security Advisory Committee Meeting		20/06/18
Managed Migration Initial Beta Locations Confirmed		01/08/18
Managed Migration Service Design & Build Ready to enter initial Beta Testing		31/12/18
Managed Migration Regulations come into force		14/01/19
Commence Managed Migration Beta Testing		14/01/19

Risk Details
Risk Owner: Will Moss
P70 – Managed Migration
 The programme may be unable to commence delivery of Managed Migration at scale as planned
Risk Raised – Jan 18
Current Risk Rating – AR12 (Impact 4/ Likelihood 3)
Target Risk Rating – AG4 (Impact 4/ Likelihood 1)
Target Date – Jan 20

Causes & Consequences
Causes;
 1) The scale and speed of the Managed Migration delivery plan may be too ambitious
 2) The claimant data transferred from legacy systems to enable calculation of Transitional Protection may not be dependable/up-to-date
 3) The assumptions which drive the anticipated workload volumes and FTE allocations may be inaccurate
 4) The Beta phase may be delayed if regulations are not laid in time to commence
 5) The Beta phase may not sufficiently test the Managed Migration process
 6) Managed Migration may not deliver all of the expected outcomes anticipated in the UC Business Case
 7) The Managed Migration process tested during Beta may result in negative external interest and reputational damage
 8) The Beta phase may not provide sufficient evaluation of the Managed Migration process to enable go live decision(s)
 9) There may be unexpected scope changes to the Managed Migration process which delay the current delivery plan
Consequences;
 a) The current Managed Migration plan may not be deliverable
 b) Transitional Protection awards may be incorrect
 c) Actual Workload Volumes may be significantly higher or lower than anticipated
 d) Any delay to the Beta testing may result in further delays to the start of Managed Migration
 e) The benefits stated in the UC Business Case may not be realised resulting in excess cost and reduced savings

Milestones/ Mitigation Delivered;
 > Managed Migration HR Strategy – 02/02/18
 > Managed Migration Communications Approach and Plan Jan 18
 > Beta Testing (Test the Service) Readiness Criteria Agreed at TPG – 13/02/18
 > Organisational Design Agreed – 17/04/18
Planned Milestones/ Mitigation
 > Managed Migration Progress Update - UC Programme Board - 14/06/18
 > Managed Migration SSAC Meeting – 20/06/18
 > Managed Migration Regulations come into Force – 14/01/19
 > Managed Migration Beta starts – 14/01/19
 > Managed Migration Beta complete – 10/01/20
 > Managed Migration Starts – 13/01/20
 > Managed Migration Ends – 30/03/23

Risk Mitigation:
 ✓ **Jan 19** – We expect this risk to reduce to Amber 8 (Impact 4, Likelihood 2) - Once we are commenced testing the Managed Migration process.
 ✓ **Jan 20** – We expect this risk to reduce to its target rating of Amber Green (Impact 4, Likelihood 1) - Once we have sufficient evidence to support commencing Managed Migration at pace.

Risk Details
Risk Owner: Richard d'Souza
P71 – External Pressure
 Delays in delivery of significant expected improvements create demands from external organisations to pause or slow the rollout of UC. Causes of these delays include: re-prioritisation of the backlog reflecting changing priorities; scope change – for example from DWP Ministerial initiatives or wider Government demands e.g. SDP, EU Exit.
Risk Raised – Apr 18
Current Risk Rating – A12 (Impact 4/ Likelihood 3)
Target Risk Rating – AG4 (Impact 4/ Likelihood 1)
Target Date – Summer 2020

Causes
 1) The programme has identified scope changes/ improvements (Welsh Language, passported benefits, 18-24 Housing) but is unable to deliver them quickly enough to satisfy stakeholders.
 2) Pressure from external sources to deliver changes or fill gaps to the current UCFS design.
 3) DWP and other cross government changes to policy including SDP, EU Exit may result in unplanned design changes.
 4) Outcomes of judicial reviews
Consequences
 a) We may not complete Transition by December 18 as planned.
 b) We may continue to add new features to the UCFS Backlog and need to keep the Product Development team in place longer than expected.
 c) We may not deliver the operational efficiencies in Phase 6 as planned.
 d) We may have to delay the start of Managed Migration at scale.
 e) We may not realise all of the benefits and savings agreed in the Full Business Case.
 f) We may suffer significant reputational damage and continued serious stakeholder concern.

Milestones/ Mitigation Delivered;
 > Written Ministerial Statement notifying revised UCFS Rollout incorporating request from Welsh Assembly – 22/03/18
 > Passported Benefits DFE Platform Release - Free School Meals/Pupil Premium Live – 03/04/18
 > Passported Benefits HMRC Tax Platform Release – Help to Save Live – 25/04/18
Planned Milestones/ Mitigation;
 > Governance of all external change requests are managed through the Change Impacting Group & Senior Impacting Group – ongoing
 > Continued communications with key stakeholders - ongoing
 > Passported Benefits MOJ Platform Release Legal Aid Live – mid Oct 18
 > Welsh Language feature
 > Confirmation of EU Exit Policy – Nov 18
 > Complete UCFS Transition – 12/12/18
 > Managed Migration Regulations come into force (Including SDP Policy) – 14/01/19
 > Strategic APA to SRS Landlords feature – Jun 19

Risk Mitigation:
 ✓ **Apr 19** – We expect this risk to reduce to Amber 8 (Impact 4, Likelihood 2) – Once we have completed UCFS rollout to all Jobcentres and delivered sufficient efficiencies to UCFS
 ✓ **Summer 2020** – We expect this risk to reduce to Amber Green 4 (Impact 4, Likelihood 1) – Once we have commenced Managed Migration at scale, moved all JSA Income based cases across to UCFS and commenced movement of all other legacy benefit claim at scale.

Risk Details
Risk Owner: Paul Francis
P64 – Cross-dependency between UC and Digital Group transformations
 We may not be able to successfully deliver UC as planned and/or achieve the required business case outcomes due to the interoperability of the Digital service with the wider infrastructure and our dependencies on, and consequential impact of, wider Digital Group transformation.
Risk Raised – Sep 17
Current Risk Rating – A9 (Impact 3/ Likelihood 3)
Target Risk Rating – A6 (Impact 3/ Likelihood 2)
Target Date – Jan 19

Causes & Consequences
Causes;
 1) UC Programme and Digital group strategic plans do not align
 2) Migration to Crown Hosting delayed and/or unsuccessful
 3) The interoperability of the Digital service with the wider infrastructure
 4) Unable to build sufficient People Capability in Digital Group to support UC
Consequences;
 a) Business cases outcomes not achieved
 b) Disruption to service delivery i.e. slow running or loss of UCFS to claimants & agents
 c) Reputational damage to UC/Department

Milestones/ Mitigation Delivered;
 > CPS - HP Applications Development (AD) now transitioned to DWP – Oct 17
 > FRAIMS, CIS and DMS successfully migrated to Crown Hosting – Nov 17
 > UCFS Agent traffic routed via SCEBS - 02/12/17
 > UCFS has been successfully tested within NFRs to end Jun 18 (predicted load plus 20% contingency). NFR Performance Confirmed for predicted caseload for August 18 - 28/02/18
 > Performance Monitoring Dashboard (Beta) – 11/05/18
Planned Milestones/ Mitigation;
 > Regular reporting to PDE of outages and performance in place – ongoing
 > Evidence of a plan to build sufficient People Capability in Digital Group to support UC - ongoing
 > Strategic Solution for E2E Performance Monitoring – Early 2019
 > Delivery of integration with SDX – by Feb 19
 > Delivery of ISLR remediation – by Feb 19
 > Improved infrastructure with HMRC covered through:
 > Ongoing RTE performance improvements
 > GCII (RTE replacement programme) – early 2019
 > Potential NTC, NIRS & ChB integrations in P6 and P7
 > Improved user performance delivered through:
 > Desktop Transformation – in Beta
 > Citrix enhancements – date TBC

Risk Mitigation:
 ✓ **Jan 19** - We expect this risk to be mitigated down to its target rating of Amber 6 (Impact 3, Likelihood 2) – Once we are confident of the plan to build sufficient People Capability within Digital Group to support UC, effective E2E performance monitoring capability is in place and any disruption to Service Delivery is minimal and within agreed tolerance.

Programme Overall Forecast

	2014/15 Outturn £255m	2015/16 Outturn £362m	2016/17 Outturn £403m	2017/18 Outturn £448m	Total Programme Spend £2,165m	2018/19 Range Risks £32.1m Opps (£0.4m)
Implementation & Delivery	19,009	216,918	235,927	246,347	246,368	86,943
UC Product Development / Digital Delivery	120,420	0	120,420	121,457	121,428	73,838
Managed Migration	14,334	13,724	28,059	28,559	28,627	46,614
External Relations, Strategic Design & Planning	45,733	763	46,496	45,888	45,510	135,699
Rest of Programme	14,292	5,143	19,434	19,822	3,240	(15,770)
Central Overlay	0	0	0	0	0	0
Financial Costs	0	0	0	(379)	(94)	463
Total	213,787	236,548	450,335	461,694	445,078	327,786

Key: Costs increased / exceed budget (Red), Costs decreased / under budget (Green)

Summary

2018/19
 The Programme's forecast has reduced by £11.4m. This includes:
 • £10.9m reduction in operations staff cost
 • £0.7m IT recurrent costs savings (Software)
 • £1.2m additional OED charges
 • The Programme is holding net risks with a most likely value of £38m

2019/20
 The forecast shows a £8.1m increase – this includes:
 • £24.6m increase in net Operations costs - related to the recent SDP announcements
 • £12.4m reduction in Youth Obligation costs
 • £2m IT recurrent costs savings (Software)
 • £2m savings on Core Programme team
 • £1.5m reduction in LA savings (equivalent to a cost increase)

Funding Forward Look

	2016/17	2017/18	2018/19	2019/20
Forecast Requirement	403	439	412	274
Funding SR15 net of HMRC savings	401	447	365	233

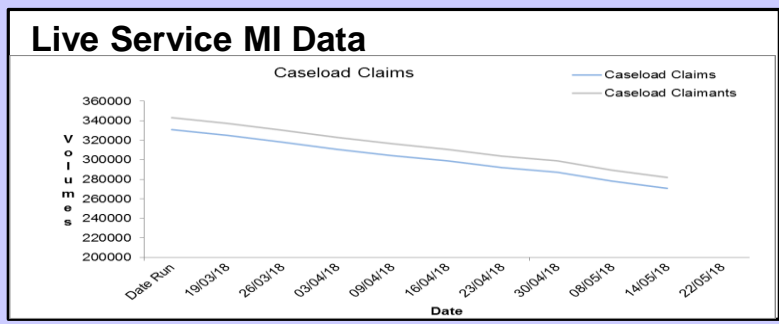
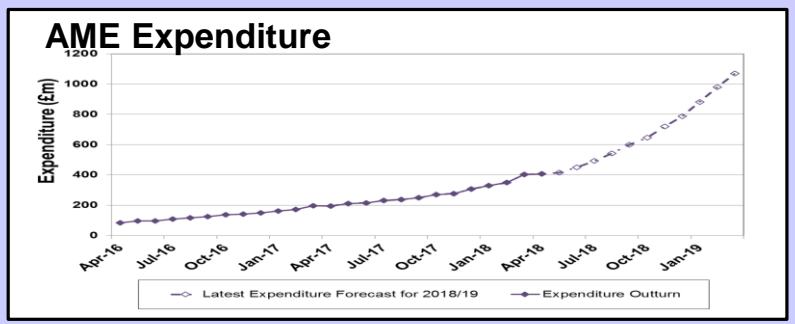
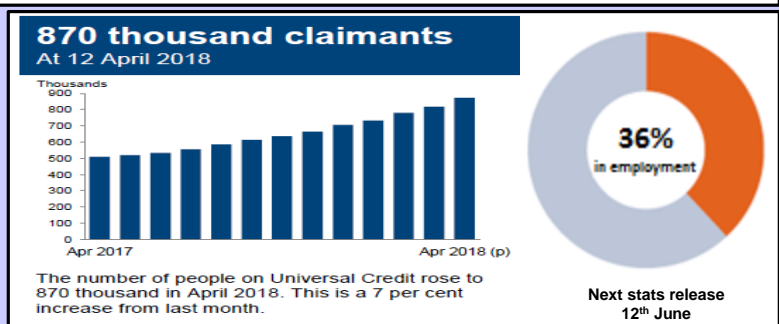
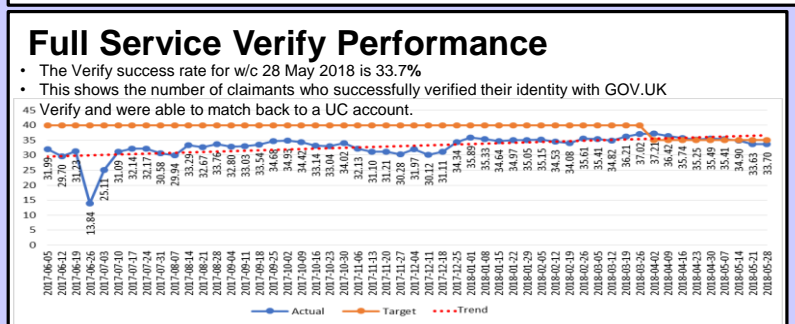
• HMT approval of £1,024m was given to cover the period from January 2016 to the end of May 2018.
 • HMT have now given approval of a further £421m to cover the period from June 2018 to July 2019
 • Funding excludes Youth Obligation which is funded separately

Risk Details
Risk Owners: Janice Hartley/ JP Marks
P40 – People Capacity
 The UC Full Service in each Area Directorate within Operations does not have sufficient resource locally to enable the build of a service which;
 - Completes Transition rollout by Dec 18;
 - Creates alignments between new Jobcentres and builds sufficient Services Centre capability to keep pace with rollout;
 - Creates realignments between Jobcentres and Service Centres to build an end to end service in each Area Directorate;
 - Integrates telephony into Case Management through 2018, and maintains sufficient national telephony capacity to deal with any overflow.
Risk Raised – Jul 16
Current Risk Rating – A8 (Impact 4/ Likelihood 2)
Target Risk Rating – AG4 (Impact 4/ Likelihood 1)
Target Date – Oct 19

Causes & Consequences
Causes;
 1) The required number of staff can not be recruited to timescales
 2) Staff cannot be recruited into the required locations
 3) We are unable to successfully integrate telephony into Case Management
 4) The cost model/ volumetric may not be sufficiently robust
 5) Changes to delivery model (e.g. new free phone number for claimants) result in additional claimant contact
 6) We do not reach the levels of operational efficiency expected to match the assumptions within the Digital Cost Model on resourcing e.g. levels of automation delivered in P6 fail to achieve efficiency assumptions, and integrated telephony does not improve UCFS.
Consequences;
 a) UCFS doesn't deliver the assumed transformational outcomes, increasing delivery and staffing costs and creating estate capacity issues
 b) We are unable to realign Jobcentres and Service Centres within Area Directorates
 c) We are unable to successfully complete Transition by Dec 18.
 d) Integrated telephony does not support Case Management to drive down customer contact.

Milestones/ Mitigation Delivered;
 > New demand line in line with updated volume forecasts – 28/02/18
 > OPP to provide 'People capacity' – agree 18/19 allocation – 28/02/18
 > Live Service Resourcing Plan in place – 28/02/18
 > The majority of future supply will come from existing DWP staff removing the need for recruitment
Planned Milestones/ Mitigation;
 > Delivering required resources against demand on trajectory – on track
 > Sufficient LDO's secured - ongoing
 > Utilising current DWP staff and estate from other parts of the business to deliver UC - ongoing
 > Forecast Volumes/ Assumptions Assurance activity & Monthly updates on Volumes/ Assumptions - ongoing
 > Required estate secured – ongoing
 > Delivering required resources against demand on trajectory – on track
 > UCFS Transition Complete – Dec 18
 > P6 Improvements deliver greater efficiency within UCFS – Dec 18
 > Integrated telephony supports Case Management to drive down customer contact - ongoing

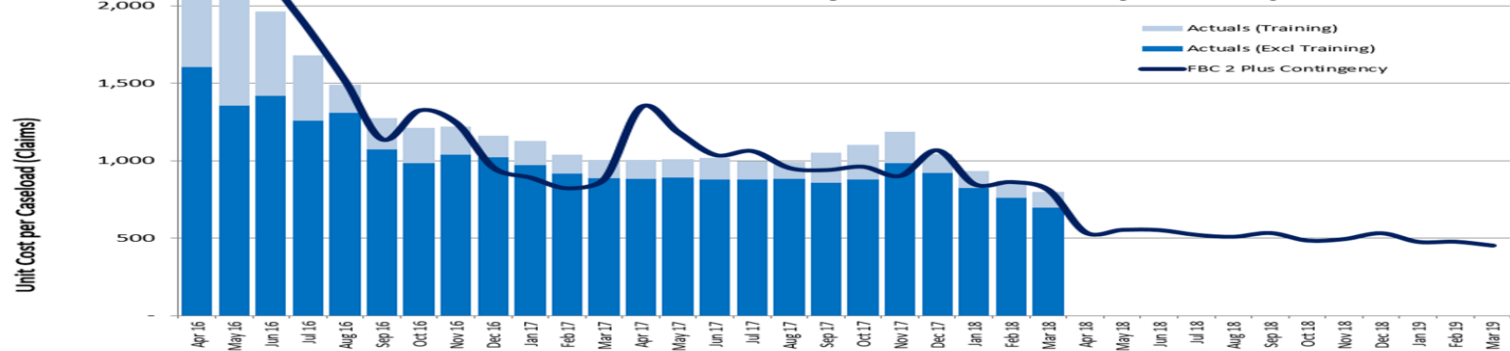
Risk Mitigation:
 ✓ **Oct 19** - We expect this risk to be mitigated down to its target rating of Amber Green 4 (Impact 4, Likelihood 1) – Once we successfully completed Transition, integrated telephony into Case Management, completed the alignment of all Jobcentres to Service Centres within each Area Directorate and delivered greater efficiency within UCFS.



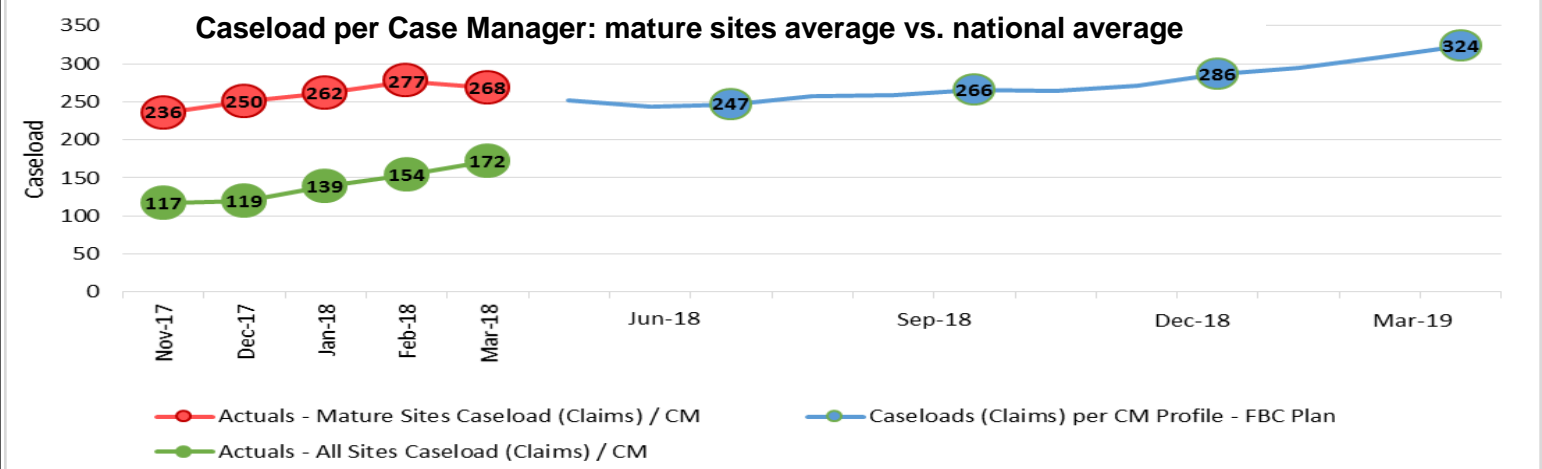
Affordability Service can be effectively delivered within agreed tolerance of funds

- Unit Costs (forecast v actual) – post Autumn Budget
- Actual for March 2018 is £699 against target of £809 (data for April not yet available)

Full Service Unit Cost £ per Caseload (Claims)



	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	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	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19		
Actuals (Training)	490	701	547	422	179	202	226	183	339	157	119	120	118	141	119	108	192	238	202	130	106	110	101	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Actuals (Excl Training)	1,601	1,351	1,411	1,251	1,311	1,079	985	1,031	1,029	971	918	886	884	891	879	879	883	858	879	983	921	825	758	699	-	-	-	-	-	-	-	-	-	-	-	-	-	
FBC 2 Plus Contingency	2,92	2,56	2,16	1,84	1,51	1,13	1,32	1,24	952	889	820	880	1,34	1,18	1,03	1,06	951	938	959	900	1,06	846	860	809	535	552	550	519	507	531	482	492	530	473	475	450		



Caseload (claims) Volumes - FBC Plan

	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Actual Caseload (claims)	450,217	525,676	536,794	609,170	687,618	784,652	874,517	961,950	1,073,974	1,195,142	1,346,404	1,475,180	1,596,545
Actual Caseload (claims)	444,905												

Fraud & Error We can identify and prevent Fraud & Error and manage risk effectively

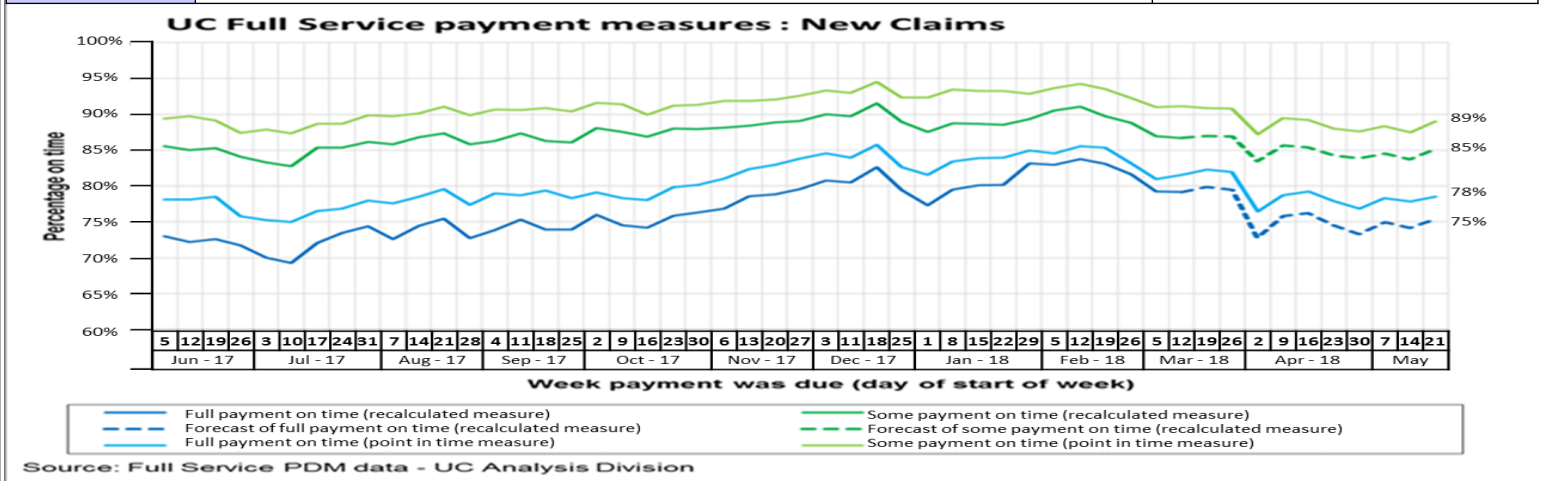
- Percentage Claimants paid accurately
- Levels of MVFE

Measures	Trend Analysis												
	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17	Nov '17	Dec '17	Jan '18	Feb '18	Mar '18	Apr '18
Percentage Claimants paid accurately (where calculated through Autocalc and Autopay)	85.1%	No reporting this period		86.5%	90.9%	91.7%	90.0%	91.0%	No reporting this period	92%	92%		
Scaling Accuracy - Customer output based derived from Tier 2 Payment Accuracy	Formal reporting available from Apr 18 (Jan - Mar 18 is test data)									89%	92.4%	88%	90%
Levels of Monetary Value of Fraud & Error (MVFE)	Formal MVFE checking for the UC Full Service will begin Autumn 2017 and will report late 2018 at the earliest												

End to End Service Maturity An effective and efficient end to end service characterised by:-

- Claimants being paid on time and who trust on line channels and can self-serve
- Support delivered to claimants with additional needs which are addressed and a tailored service delivered to claimants with complex needs

% claimants paid on time in First Assessment Period – full and part payments



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

Security Risk

Work to fully review the end to end risk register continues to ensure:

- Each risk within the register remains relevant, correctly explained and includes proportionate risk treatment
- Alignment to DWP Standards and Controls
- JIRA tickets and risks are mapped to ensure risk based prioritization

Most recent data provides a breakdown of current risks as follows:

- The total number of risks for Universal Credit Full Service (UCFS) stands at 128
 - Red risks 1 (Roll Based Access Controls);
 - Red/Amber risks at 32;
 - Amber risks 38;
 - Green risks 57.

UCFS continues to manage security risks based on agreed risk treatment plans. All controls from the risk treatment plans have been prioritised based on risk level, top priority currently is Role Based Access Control.

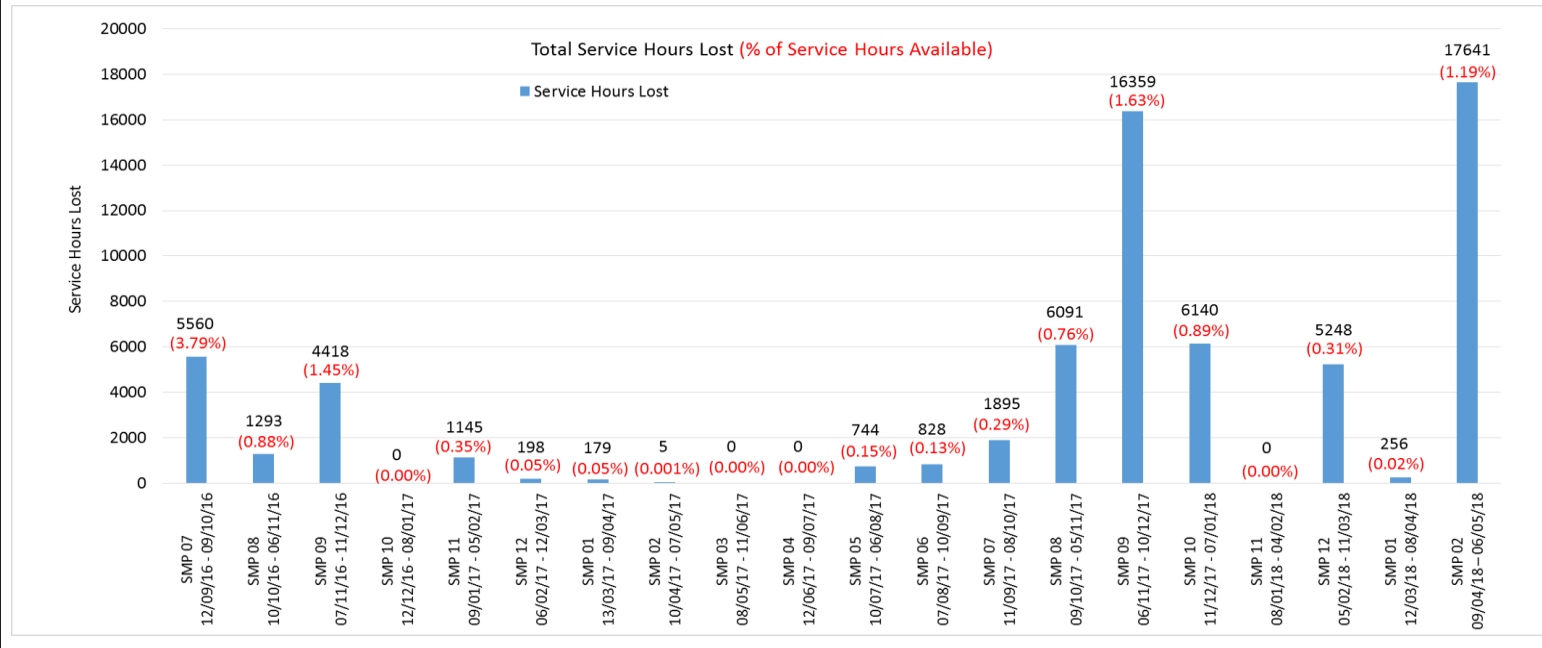
Technical Vulnerability Management
Vulnerability Management continues to mature on UCFS and will continue to be delivered through normal prioritisation to align to DWP Vulnerability Standards and service level agreements.

Independent Audit
UCFS audit findings have been triaged and work continues to respond to the recommendations

For next Month's update a more detailed explanation of key risks and areas of interest for the Programme Board will be included

Service Stability End-to-end service is resilient, robust and can handle throughput with assured Business Continuity procedures in place

09/04/18 – 06/05/18	Service Hours Available	Service Hours Lost - UCFS	Service Hours Lost – DWP Network & Desktop	Total Service Hours Lost	Service Hours Lost as %
May data not yet available	1,477,828	0	17,641	17,641	1.19%



Benchmarks

Measures	Trend Analysis											
	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17	Nov '17	Dec '17	Jan '18	Feb '18	Mar '18	Apr '18	May '18
Claimant ID verified by day 10	87%	87%	86%	86%	79%	85.2%	85.1%	81%	78%	79%	57%	57% (w/c 01/06)
Claimant commitment accepted by day 10	62%	66%	68%	66%	61%	65.8%	65.2%	60%	53%	55%	64%	64% (w/c 01/06)
Claim evidence verified (including non-DM decisions) by day 20	71%	70%	65%	64%	67%	66.5%	66.9%	73%	66%	75%	74%	65% (w/c 01/06)
Payment blocking To-Dos cleared by day 20	83%	85%	81%	83%	80%	78.4%	77.9%	84%	78%	85%	86%	82% (w/c 01/06)
Decisions made by DM (where required) by day 25	73%	65%	65%	66%	77%	70.2%	58.8%	40%	40%	64%	54%	83% (w/c 01/06)