UCPB140618 – BTL02

To: UC Programme Board

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Date: 14th June 2018

Update on the recommendations from the
IPA independent review of the UC Full Business Case from March 2018

Summary

- To update the UC Programme Board (PB) on the progress made against the six recommendations proposed from the Infrastructure and Projects Authority (IPA) independent review of the UC Full Business Case, March 2018.

- Progress to implement the recommendations remains on track against all recommendations assigned. Latest implementation date is for the end of December 2018.

- A detailed summary of progress against the IPA recommendations is shown at Annex A

Introduction

This paper provides an update on the progress being made against the recommendations from the IPA independent Review of the UC Full Business Case in March 2018. This review informed the subsequent Major Projects Review Group (MPRG) which took place on the 18th April 2018 and the Business Case Sign off in May.

Background

The IPA review took place between 6th to 13th March and the approach was to scrutinise the Universal Credit (UC) Programme's Full Business Case and assess progress since the Outline Business Case approval in 2015, in order to provide briefing to the Major Projects Review Group (MPRG).

The scope of the review covered an assessment of:

1. **UC Full Business Case and Benefits Realisation, including:**
   a. The affordability and value for money of the UC business case, including an update on the Digital Cost Model in terms of governance, assumptions and volumes;
   b. Benefits Realisation approach, e.g. demonstrating that key benefits (labour market impacts, fraud and error, operational efficiencies), are

being realised and that the plans to monitor these as UC scales are fit for purpose;

   c. The extent to which the Test and Learn approach is driving design, planning and delivery.

2. **Assessment of the delivery of UC, including:**
   Progress against the overall delivery plan, including:
      i) The remaining phases of transition, particularly key risks and mitigations associated with the rollout schedule, as amended at Budget 2017;
      ii) Development of the design and planning for managed migration, including any contingency scenarios;

3. **Review progress on outstanding recommendations from the UC Health Check September 2017 and from the OBC MPRG held in 2015.**

The Review Team gave the Full Business Case an s22 Delivery Confidence Assessment Rating and also confirmed that the Programme will make the benefits system:

- **Cheaper**: as Universal Credit becomes more efficient than the Legacy benefits it's replacing providing a net saving of £100m in steady state
- **Simpler:** by improving the chances of getting people into work
- **Better:** by making the system less susceptible to fraud and error and provides an improved experience for staff and customers

The report also stated Universal Credit is also seen as an **enabler** to a lower bill for the overall benefits system. In addition, it demonstrates a better, more effective way of delivering complex programmes through iteration and integrated teamwork.

The IPA Review Team acknowledged the good work made by the UC Programme and Operations and proposed six further recommendations which broadly fell into three categories; *'Benefits Realisation', 'Delivery of Transition'* and *'Managed Migration'.*

Recommendations Update

Progress made to date against the above categories is as follows:

- **Benefits realisation** – Work is progressing well to clarify and agree the expectations of HM Treasury in relation to benefit realisation. A number of improvements have been made over recent months, including the regular reporting of unit costs and cases per case manager; and a number of further key activities are due to be completed by July 2018 including:
  - Plans for DEL efficiencies

- Development of Labour Market evaluation plan to provide evidence base that Universal Credit is delivering the assumed Labour Market benefits,
- Continued to report against Fraud and Error savings
  and
- Refreshing the governance for primary benefits.

- **Delivery of Transition** – Progress remains on track for the safe and effective delivery of Transition. Universal Credit roll out continues as planned. As per the IPA recommendations there are a range of activities ongoing in relations to workforce planning, succession planning and understanding the talent pipeline within the Programme and wider change profession. We continue to refine design based on user research, and feedback. In addition a significant piece of work to look at the long-term organisational design for operating UC that was presented to the May Programme Board. It is expected that these activities will have been fully implemented by December 2018.

  - **Managed Migration** – A range of work is underway, this has included the restructuring of the Programme to focus on Managed Migration. Agreement of governance routes for Migration, further development of the Migration plan and beginning to develop entry criteria. The programme are focussed on ensuring that delivery partners and stakeholders are fully engaged with Managed Migration planning and delivery and we have begun to actively identify and engage key stakeholders.
  - In addition the Programme has already undertaken work to develop contingency scenarios to support managed migration planning to accommodate potential changes, including impacts around EU Exit. These were presented to the Programme Delivery Executive in May and will be further refined based on feedback.

The MPRG followed on from the IPA review and recommended that the Chief Secretary to the Treasury approves the UC Full Business Case. The panel also outlined further work be undertaken in the areas of benefit realisation, DEL efficiency and debt recovery. This has culminated in a further 8 recommendations which the Assurance Team are taking forward alongside the above IPA recommendations.

Recommendations Management

At this point in time, all six recommendations remain open and are being actively managed through the Programme's formal control process, whereby Director level owners and action managers have been assigned, action plans created, and milestone dates set to complete activity.

We are working with owners to track progress against all recommendations with a view to having them fully implemented by the end of December 2018.

A detailed summary of progress against all six IPA recommendations is shown at **Annex A**.

Tracking and Closure Process

The UC Assurance Team will continue to actively manage recommendations from all assurance reviews to expedite closure at the earliest opportunity. Once sufficient evidence for closure has been gathered we will arrange for independent scrutiny of implementation action / evidence by the relevant review body, before seeking final endorsement of closure by the UC Programme Delivery Executive.

Decisions required

Programme Board members are asked to note the progress that is being made against the IPA recommendations.

Ref	Recommendation	Current status / update	Lead Owner	Action Manager	Due date
IPA 01.18	s22	• Discussions with HM Treasury to get clarity on expectations – complete; • Developing Labour Market Plan expected to be complete by July 2018; • Benefits Realisation Update paper to be tabled at PB in July 2018; • Analysis on DEL efficiency savings – Plan by July 2018; • Unit Costs are reported to Programme Board regularly; • Caseload to Case Manager metric established.	Pauline Crellin	Paul McKeown	Dec 18
IPA 02.18	s22 ... s22	• Discussions with HM Treasury to get clarity on expectations – complete; • Developing Labour Market Plan expected to be complete by July 2018; • Benefits Realisation Update paper to be tabled at PB in July 2018; • Analysis on DEL efficiency savings – Plan by July 2018; • Unit Costs are reported to Programme Board regularly; • Caseload to Case Manager metric established; Agree Governance on Primary Benefits - expected by July 2018;	Pauline Crellin	Paul McKeown	Dec 18

IPA 03.18	s22	**Overarching activity**	Pauline Crellin & Karen Gosden	Richard D'Souza & s40	Aligned narrative developed by 31 August 2018.
		• Set up and embed the refreshed Universal Credit Communications Governance Board meeting (representative from Programme, Comms, Ops etc to attend). *By 30 July 2018*			
		• Align all current programme, campaign, media and internal narratives so messages are consistent and positive frame Universal Credit. Use the refreshed Universal Credit Governance Board meeting to keep the messages up to date. *By 31 August 2018*			
		External communications – s40			
		• Ongoing UC Opening up work claimant communication campaign provides an important platform for embedding the key features of Universal Credit. The campaign includes digital advertising, local press, radio and out of home advertising (bus stop posters) to increase understanding in the wider population. *(Next burst live by July 18)*			Embedding activity – ongoing throughout 2018.
		• The Understanding Universal Credit Website launched in spring 2018 to support potential UC claimants and those making a claim through their journey with accurate and clear information. There were over 500K website sessions between 5 March and 15 May 2018.			
		• Creation of a Community Communications Pack to enable and empower Full Service Jobcentres to engage proactively with local influencers to embed key UC messages (Stakeholders, journalists, MPs, charities and employers) in a positive and accurate way. *(by 30 June 2018)*			Complete by Dec 18
		• Sourcing and making use of positive UC case studies in the media and owned social channels, highlighting its transformative nature of the change. (Ongoing throughout 2018).			
		• A package of proactive media activity around the new UC Business Case and other key reports to reinforce the UC narrative (7 June – tbc).			
		Partnerships / Stakeholders – s40			
		• Actively work with stakeholders to use their channels to tailor UC communications to meet both the needs of stakeholders and the claimants they work with through the Employer and Partnership Enabling Roles Project. *Phase 2 began in April 2018*.			
		• To convey a positive narrative about the impact of Universal Credit (UC) DWP has developed a new model for relationships			

with 12 of the most influential national stakeholder organisations representing our claimants. They are organisations that frequently run their own UC narrative in the public domain. *Ongoing*

- Established new ways to share information with leaders and practitioners on new policy areas and government announcements, so they are better placed to influence and objection handle with confidence. *Started April 2018*

Internal Communications – s40

- Land the aligned UC narrative with colleagues across DWP through multiple communication channels – Director Calls, intranet and email news channels, training and process change messaging. *Launch throughout the summer – then reiterate on an ongoing basis.*

- Feed regularly into DWP story iterations to provide latest picture of the UC journey for colleagues. *Ongoing with current DWP Story sessions live now and including positive UC news*

- Continue to produce twice monthly UC case studies and publish them on the Your Stories page on the UC Ops intranet site. Use them to showcase the great work colleagues across UC Operations do to support their colleagues and their customers. *Ongoing – twice monthly*

- Use UC Operations Senior leader blogs to continue to tell the story of the positive UC journey we are all on. *Ongoing*

- Communicate policy changes and subsequent delivery process changes in a timely way through established internal communication channels. *Ongoing*

- Regular use of internal intranet to share key UC news stories e.g. In-work progression, roll-out news, labour market statistics, and good news stories. *Ongoing*

Customer orientation – s40

- Build colleague capability to deal with issues on the frontline and remove the need to escalate customer cases reducing the risk of media interest/political noise. QTR1/2 2018

		• Implement a more robust escalation process for 3rd parties to enable issues to be resolved more quickly and enable a clearer view of trend data to support targeted improvement activity May/June 2018 • Deliver regular communications supporting better customer outcomes on all things customer orientation related, building a network of leads across working age and UC to both highlight knowledge gaps but also deliver new products and support them embedding. QT1/QTR2 2018 • Build overarching data set to draw together all associated metrics into one temp check product re customers, partners issues to highlight improvements and areas requiring focus. July/Aug 2018 • Further build self-serve capability in our 3rd party organisations re their most frequent Q&As removing the need to escalate issues. Aug 2018 • Critical look at complicated complaint cases to support enhanced learning packages and products to safeguard future cases occurring QR1/QTR2 2018.			
IPA 04.18	s22	• Undertaken feasibility of options for EU exit – complete. • IPA and the Cabinet Office Implementation Unit (IU) undertook an independent review in May – complete. • Developed scenarios focusing on impacts of exiting the EU which have gone to PDE – complete. • There are plans for further scenario development over the summer of 2018 looking at alternative EU exit options. • Single spine of Governance established – complete. EU exit policy assumptions should be known by November 2018.	Will Moss	Peter Loosley & Paul McKeown	Dec 18
IPA 05.18	s22	• The programme is aware that strong delivery partner engagement is crucial to the successful delivery of Managed Migration. The programme is keen to ensure that delivery partners and stakeholders are engaged in managed migration at	Will Moss	Richard D' Souza	Dec 18

		the earliest feasible opportunity at both strategic and delivery level. • Work is in train to engage with the first tier of senior level critical delivery partners, timing of the engagement is aligned and dictated by the parliamentary protocols and timetable i.e. SSAC and laying of regulations. • Engagement will continue thereafter with second and subsequent tiers of delivery partners and stakeholders supported by managed migration seminars commencing in the autumn 2018.			
IPA 06.18	s22 ▮▮▮▮▮▮▮▮▮▮▮▮	**Part a)** • We are currently reviewing and assuring workforce plans, alongside undertaking a review of TDA, contingent labour in the programme, and separately considering a leadership, talent and progression development strand with HR colleagues. **Part b)** • Organisational capability requirements for UC's future support model defined and approved by Programme Board in May. • Work commissioned to complete detailed organisation design (incl. transition planning) starting with two of the five organisational capabilities 1) Service Performance i.e. how performance is managed at a Service level; and 2) Supported Technology i.e. how technological requirements incl. security are supported. • We will ensure there is an interaction designer, content designer and user researcher embedded in each feature team. • Support feature teams to regularly review their ways of working and will try new approaches to improve collaboration between UC Digital and technical roles. • We plan to develop roadmaps for each team that include problem statements identified through user research, quantitative data about user behaviour and assessments of the service against	a) Pauline Crellin b) Lara Sampson c) Paul Francis d) Paul Francis		Dec 18

cross government design and accessibility standards.

- We intend to make sure all members of the feature teams (including developers and testers) regularly observe users interacting with the service at user research sessions.

- UCD leads will work closely with Product Owners to make sure UCD feeds into the overarching product vision.

- We will regularly share design and research work with the wider programme (such as at External Show & Tell) to improve understanding and demonstrate the value of this approach.

Part c)
- The current assumption is that the UCFS product development team will continue to maintain and iterate the UC service gathering user feedback as per its current ways of working. This involves collating data from the use of the service by both claimants and agents, direct agent feedback and widespread user testing and prototyping. It is assumed that this remains the case for the foreseeable future while the programme continues to generate significant change to the product. The programme is leading a piece of work to look at the long-term organisational design for operating UC. That piece of work assumes that UC product development is one of the last capabilities to be transferred into any 'bau' model.

Part d)
UCFS continues to work with Digital Group as it establishes its operating model to align the UC product support model with the rest of the operation. It is expected that an agreed target model for product support will be agreed at a high level by the end of July. The specific detail will be worked out through an implementation plan that is being drafted.