## Programme Summary

The overall Programme status remains **AMBER**, in line with the latest Infrastructure and Projects Authority (IPA) delivery confidence assessment completed in March 2019.

**Universal Credit - Consolidation:**
Hastings, the 25th UC Service Centre, went live as planned on 26 April with the first tranche of staff now taking live calls, and Service Centre expansion plans for 2019/20 still being finalised. Following successful closure of the Live Service as scheduled on 29 March activities are now primarily focussed on the closure and decommissioning of systems with work progressing to plan.
Latest releases deployed include: Performance improvements to the Team Page, making it faster for agents and increasing the stability of the service; Changes to enable work coaches to fast track European Economic Area (EEA) claimants who can demonstrate permanent UK residency; improvements to how claimants make changes of circumstance in relation to children on their claim negating the need to resubmit information; improvements to the new claim process to reduce the number of incorrectly made terminal illness calls, and ; the usual performance and technical fixes. There are now 725 Landlords using the Trusted Partner/Landlord Portal.

**Move to UC:**
Regulations were re-laid on 14 January and include a provision that prevents the Department from issuing any further migration notices once 10,000 UC awards have been made through the Move to UC process. These regulations must be debated and approved by Parliament (and subsequently made by Ministers) by 26 June to enable the Pilot to commence as currently scheduled on 17 July with debating dates still to be confirmed. Pilot staff in Harrogate have completed their induction with the Service Design Team and will continue to support design activity with the design team now embedded in Harrogate Jobcentre from 7 May.
A positive meeting has been held with senior executives from Harrogate Borough Council who were supportive of the pilot with plans under development for a Pilot stakeholder meeting for later in May involving a large number of local organisations. Engagement with external national partners also continues through a series of workshops and webinars with the next face to face key event scheduled for 13 June.

**Programme Updates:**
The Work and Pensions Select Committee have continued to take an active interest in Universal Credit throughout the last month. We have provided written responses and evidence back to the Committee on the Two Child Limit (9 April); In-work Progression (29 April); and UC and Survival Sex (29 April). We are also due to submit additional evidence on the Benefit Cap (10 May); UC and Childcare Costs (7 June); and Move to UC (25 June). The Minister for Employment, along with Neil Couling and JP Marks, attended the Work and Pensions Select Committee on 1 May 2019 on the issue of Natural Migration; and the Committee, along with the Northern Ireland (NI) Affairs Committee have also recently launched an inquiry into NI Welfare Policy with evidence due back to the Committee 24 May.
Early indications are that the Help to Claim service, the new service delivered by Citizens Advice (CA) and Citizens Advice Scotland (CAS) launched on 1 April, is working well with just a few minor localised issues arising and being addressed. We continue to work with Citizens Advice/Citizens Advice Scotland to elaborate and agree the detailed monitoring and evaluation of the service. Work continues to explore how we deliver a more flexible labour market including preparing for the evaluation phase of Digital Plus Trial (from 22 May), exploring the possibility of introducing Group Work Search Reviews and continuing to run the Work Coach in Service Centre Proof of Concept including extending beyond the current number of Service Centres and linked Jobcentres.
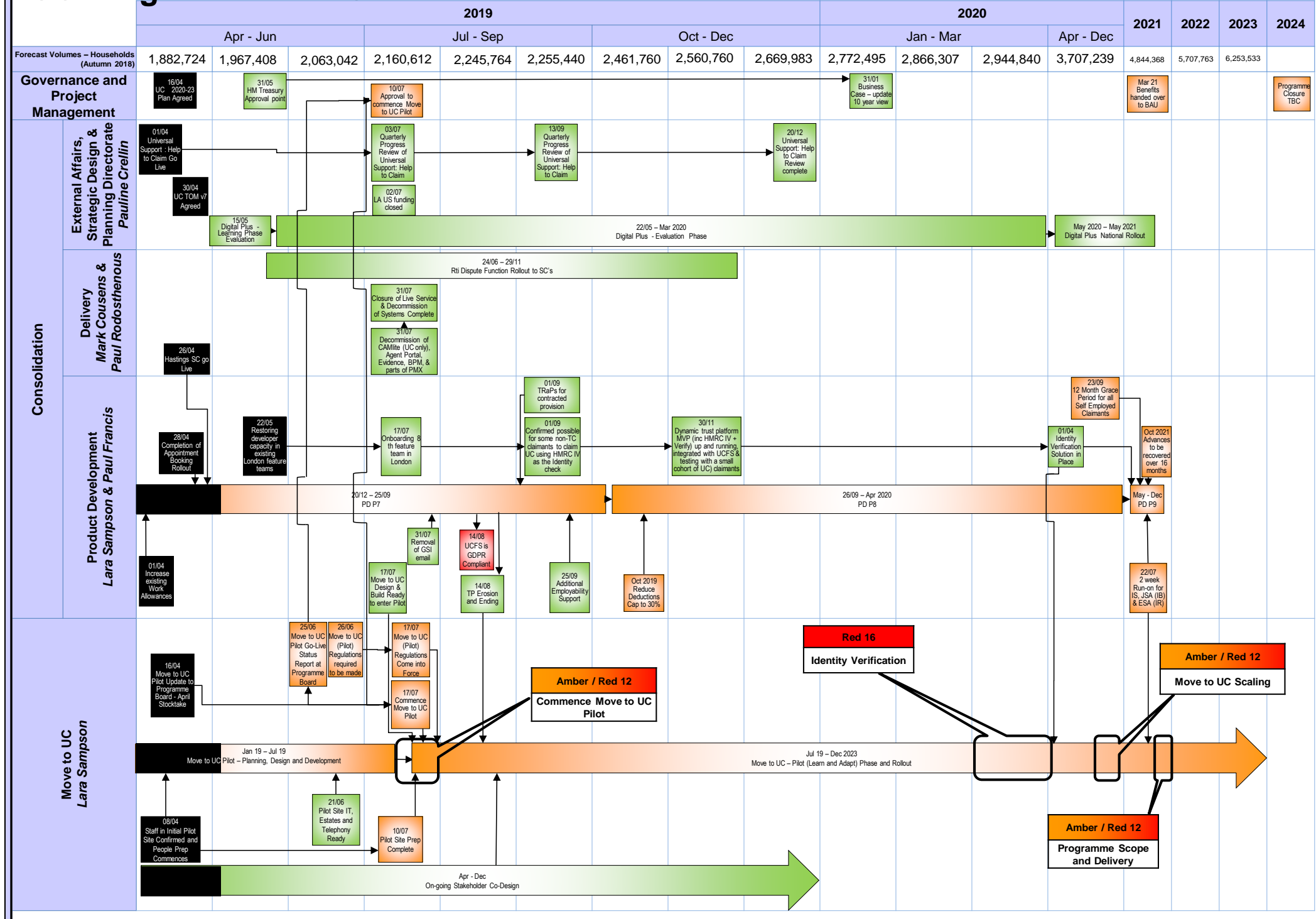
## UC Full Service Product Development Phase 7 Outcomes

| Programme Level Milestones | Date | RAG |
|---|---|---|
| UCFS is General Data Protection Regulation (GDPR) compliant | | Phase 7 |
| Removal of Government Secure Intranet (GSI) email | | Phase 7 |
| Rent decreases | 29/05/19 | Phase 7 |
| Completion of Appointment booking rollout | | Phase 7 |
| Third Party Authentication Service (TRaPs) for contracted provision | | Phase 7 |
| Migration Service Design & Build Ready to enter initial Pilot | | Phase 7 |
| Transitional Protection (TP) Erosion and ending | | Phase 7 |
| Additional Employability Support | 25/09/19 | Phase 7 |
| Restoring developer capacity in existing London feature teams | | Phase 7 |
| On-boarding 8th feature team in London | | Phase 7 |
| Confirmed possible for some non-TC claimants to claim UC using HMRC IV as the Identity check | | Phase 7 |

## UC Programme E2E Critical Path    Official - Sensitive    V0.289



Figure: UC Programme E2E Critical Path Gantt/roadmap showing Governance and Project Management, Consolidation (External Affairs, Strategic Design & Planning Directorate – Pauline Crellin; Delivery – Mark Cousens & Paul Rodosthenous; Product Development – Lara Sampson & Paul Francis), and Move to UC (Lara Sampson) swimlanes across 2019–2024.

## Critical / Key Milestones - Consolidation

| External Affairs, Strategic Design and Planning | | |
|---|---|---|
| UC Programme Plan (2020 – 2023) | | 16/04/19 |
| UC Target Operating Model (v7) Agreed | | 30/04/19 |
| Digital Plus Trial - National Rollout Approach Agreed | | 07/05/19 |
| Digital Plus Trial - Start of Evaluation Phase | | 22/05/19 |
| Universal Support: Help to Claim - Evaluation approach agreed | | 31/05/19 |
| HM Treasury Approval Point (TAP) | | 31/05/19 |
| UC Handover Plan and ongoing handover monitoring arrangements agreed | | 28/06/19 |
| Final Closure of LA Universal Support Funding | | 02/07/19 |
| Universal Support: Help to Claim - Quarterly Help to claim Governance board review | | 03/07/19 |
| Universal Support: Help to Claim Review Complete | | 20/12/19 |
| Business Case - update with 10 year view complete | | 31/01/20 |

| Consolidation & Delivery, Including Live Service Closure | | |
|---|---|---|
| Hastings Service Centre Go Live | | 26/04/19 |
| RTE separation for UC services and moved to Amazon Web Services (AWS) | | 30/06/19 |
| Decommission of Agent Portal, Evidence, BPM and parts of PMX | | 31/07/19 |
| Closure of Live Service, and decommission of systems complete | | 31/07/19 |

| Product Development | | |
|---|---|---|
| Restoring developer capacity in existing London feature teams | | 22/05/19 |
| Rent Decreases | | 29/05/19 |
| Onboarding 8th feature team in London | | 17/07/19 |
| Removal of GSI Email | | 31/07/19 |
| UCFS is General Data Protection Regulation (GDPR) Compliant | | 14/08/19 |
| Third Party Authentication Service (TRaPs) for Contracted Provision | | 01/09/19 |
| Confirmed possible for some non-TC claimants to claim UC using HMRC IV as the Identity check | | 01/09/19 |
| Additional Employability Support | | 25/09/19 |
| Dynamic trust platform MVP (inc HMRC IV + Verify) up and running, integrated with UCFS & testing with a small cohort of UC) claimants | | 30/11/19 |
| Identity Verification: IV solution in place for UC | | 01/04/20 |

## Critical / Key Milestones – Move to UC

| Migration | | |
|---|---|---|
| Migration Pilot - Readiness Stocktake Summary Agreed at April Programme Board | | 16/04/19 |
| Readiness Assessment Criteria for commencing Move to UC Pilot agreed | | 21/05/19 |
| Move to UC Stakeholder Engagement Co-design Workshop | | 13/06/19 |
| Move to UC Pilot Go-Live Status Report at Programme Board | | 25/06/19 |
| Move to UC (Pilot) Regulations required to be made | | 26/06/19 |
| Move to UC Pilot IPA Workshop | | 18/06/19 |
| UC PDE Approval for Commencement of Move to UC Pilot | | 10/07/19 |
| Move to UC Service Design & Build Ready to Enter Pilot | | 17/07/19 |
| Move to UC (Pilot) Regulations come into force | | 17/07/19 |
| Move to UC Pilot Commences | | 17/07/19 |
| Transitional Protection (TP) Erosion and Ending | | 14/08/19 |

# Risk Details (P74)

**Risk Owner:** Paul Francis
**P74 – Identity Verification**
We may not have a solution in place which delivers enough affordable remote Identity Verification from March 2020.
**Risk Raised** – Aug 18
**Current Risk Rating** – R16 (Impact 4/ Likelihood 4)
**Target Risk Rating** – A8 (Impact 4/ Likelihood 2)
**Target Date** – Mar 20
**Impact Date** – Apr 20

## Expected Flight Path

16 | 16 | 12 (Risk Reduced / Risk Mitigated) | 8

Apr to Jun 19 | Jul to Sep 19 | Oct to Dec 19 | Jan to Mar 20

## Causes & Consequences

**Causes:**
1) The Dynamic Trust Platform may be delayed meaning additional remote identity solutions will be more difficult for UC to access, and will drive work additional into the UC product backlog.
2) For Tax Credit claimants, reuse of HMRC IV may not be delivered in time or provide sufficient coverage to maintain IDV % beyond Mar 20 (contract end date).
3) For other claimant types, appropriate solutions may not be identified in order to increase the remote IDV % through 2020.

**Consequences:**
a) Cannot preserve the business case assumption cost per ID for Verify and the new solution.
b) Delays to payment timeliness.
c) Delivery of other operational efficiencies and automation in the UCFS may be delayed if extensive build time is required to work on another solution.
d) Increased or additional face to face verification, resourcing and estate challenges.
e) Potential impacts on payment timeliness.
f) Significant Reputational damage.

> **Planned Milestones / Mitigation:**
> - Monitoring via fortnightly progress meetings between ID&T and UCFS (ongoing)
> - Engagement with Lawyers and UC Secure Design has commenced to confirm approach and any augmentation requirements (address check, deceased check etc.) to ensure the solution is of sufficient strength for UC. We are currently awaiting timeframes for the outcome decision (May 19)
> - Delivery Assurance Ceremony fortnightly calls to track progress and remove blockers (ongoing).
> - Confirmed possible for some non-TC claimants to claim UC using HMRC IV as the Identity check (01/09/19).
> - Dynamic Trust Platform MVP (inc HMRC IV + Verify) up and running, integrated with UCFS & testing with a small cohort of UC claimants (30/11/19).
> - TC claimants with a HMRC digital account able to claim UC without an Identity check (31/03/20).
> - Alternatives to Verify for UC Identity needs in place (31/03/20).

> **Milestones / Mitigation Delivered:**
> - UC Strategic Contingency Scenarios developed in the event we no longer have the Verify Solution in place. Presented to Programme Board in September.
> - Verify service extension secured for 18 months (ends Mar 2020).
> - Cross Government Governance Board in place with first meeting on the 21 Nov 18 to drive both Verify improvements in the short term and alternative avenues for securing services in the longer term.
> - Explore with Lawyers and UC reuse of HMRC Tax Credits Identity Verification for Move to UC customers, negating the need for further Identity Checks in DWP. Endorsed by UC PDE (19/12/18).
> - PDE agreed the plan to explore alternative, transaction risk-based solutions that maintain LOA2 outcomes of 'probability that the person is who they say they are' (23/01/19).
> - Overarching Identity narrative to be produced confirming plan for next stages of development with a focus on consequences of Verify not being available from March 20 for UC SRO. Future Plans for Identity at PB (21/02/19).
> - Session with HMRC to surface the architectural view that UC and IDT have been working through at a senior level (30/04/19).

**Risk Reduced** → ✓ **Nov 19 – We expect to see the risk to reduce to Amber/Red 12 (Impact 4, Likelihood 3) –** Once the Dynamic trust platform MVP is up and running, integrated with UCFS & cohort testing is complete.

**Risk Mitigated** → **Mar 20 - We expect this risk to be mitigated to Amber 8 (Impact 4 Likelihood 2) –** Once the Dynamic Trust Platform/UCFS integration for HMRC Tax Credit customers will be complete, within Phase 8.

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# Risk Details (P79)

**Risk Owner:** Lara Sampson
**P79 – Move to UC - Scaling**
The Programme may not be ready to start scaling as planned in Autumn 2020.
**Risk Raised** – Mar 19
**Current Risk Rating** – AR12 (Impact 4 / Likelihood 3)
**Target Risk Rating** – AG4 (Impact 4 / Likelihood 1)
**Target Date** – Nov 20
**Impact Date** – Dec 20

## Expected Flight Path

12 | 12 | 12 | 12 | 12 | 8 (Risk Redu / Risk Mitigated) | 4

Apr to Jun 19 | Jul to Sep 19 | Oct to Dec 19 | Jan to Mar 20 | Apr to Jun 20 | Jul to Sep 20 | Oct to Dec 20

## Causes & Consequences

**Causes:**
1) There may be a requirement for a longer Pilot phase than 15 months if unforeseen issues arise and we may be unable to resolve these by the end of the phase.
2) There may be unexpected scope changes to the Move to UC process or to the wider UC service which impact the current delivery plan.
3) We may be unable to provide sufficient clarity in time for Operations (including Delivery Partners) / Stakeholders to prepare for and start scaling in Autumn 2020.
4) Although internal assessment confirms we are ready to start scaling in Autumn 2020, we may not have the necessary support of Stakeholders / Delivery Partners.

**Consequences:**
a) We're unable to successfully move from the Move to UC Pilot phase into scaling.

> **Planned Milestones/ Mitigation:**
> - The Move to UC Pilot will enable a fuller understanding of all claimant types and behaviours to prior to making scaling decisions (Summer 20).
> - Legislation in place to enable scaling from 10,000 cases (Nov 19).
> - Working with stakeholders to set/manage expectations on claimant size/types. (Ongoing)
> - Targeted communications outlining our approach to gradually increase claimant numbers as we move from Pilot to Scaling. (Ongoing)

> **Milestones / Mitigation Delivered:**
> - Stakeholder event (Mar 19).
> - Stakeholder event re delivery (Apr 19).
> - The Move to UC Test Pilot is designed with a low volume flow, enabling sufficient testing of the UCFS functionality with the capacity to make clerical payments (and potentially calculation) to claimants, should they be required (16/04/19).

**Risk Reduced** → ✓ **Summer 20 - We expect this risk to reduce to Amber 8 (Impact 4, Likelihood 2) -** Once we have fully understood claimant behaviour, resolved issues with the design and successfully migrated up to 10,000 claimants to UC.

**Risk Mitigated** → **Nov 20 – We expect this risk to reduce to its target rating of Amber Green 4 (Impact 4, Likelihood 1) –** Once parliamentary report completed, a rollout approach has been agreed and scaling has commenced.

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# Risk Details (P71)

**Risk Owner:** Pauline Crellin
**P71 – UC Programme Scope and Delivery**
The delivery of the agreed UC Programme scope is put at risk due to:
Scope change from DWP Ministerial initiatives or wider Government demands e.g. future Budgets, EU Exit & Spending Reviews.
Re-prioritisation of the backlog reflecting changing priorities;
Demands from external organisations to introduce changes or delay delivery of certain changes.
**Risk Raised** – Apr 18
**Current Risk Rating** – AR12 (Impact 4/ Likelihood 3)
**Target Risk Rating** – AG4 (Impact 4/ Likelihood 1)
**Target Date** – Nov 21
**Next Impact Date** - Autumn 19

## Expected Flight Path

12 | 12 | 12 | 12 | 12 | 8 (Risk Reduced / Risk Mitigated) | Nov 2021

Apr to Jun 19 | Jul to Sep 19 | Oct to Dec 19 | Jan to Mar 20 | Apr to Jun 20 | Jul to Sep 20 | Oct to Dec 20

## Causes & Consequences

**Causes:**
1) The Programme identifies scope changes/ improvements but is unable to deliver them quickly enough for a number of reasons (e.g. Developer capacity) 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 EU Exit, future Budget changes & Spending Reviews, may result in unplanned design changes.
4) Outcomes of Judicial Reviews/Tribunal Decisions

**Consequences:**
a) We may continue to add new features to the UCFS Backlog and need to keep the Product Development team in place longer than expected.
b) We may not deliver operational efficiencies as planned.
c) We may have to delay the start of 'Move to UC' at scale.
d) We may not realise all of the benefits and savings agreed in the Full Bus. Case We may suffer significant reputational damage and continued serious stakeholder concern.
e) Layering changes without sufficient opportunity to consolidate delivery.
f) Scope change and/or backlog reprioritisation may impact on the Programme's existing and planned automation of services. Consequently, having an adverse impact on planned efficiencies and improvements to operational productivity delivered through automation meaning the growth in caseload and delivery of wider UC benefits is not achievable.

> **Planned Milestones/ Mitigation:**
> - Regular progress reporting to PDE on P7 Backlog to enable effective decision making including contingency requirements (ongoing).
> - Response to Ministerial Submission regarding confirmation of Pilot timetable (May 19).
> - Further UCFS & Change Impacting Master Classes (May & Jun 19).
> - Strategic APA to PRS Landlords feature (Jun 19).
> - Statutory Instrument due for debate in both Houses referring to 'up to 10,000' cases to be migrated during the Pilot (Jun 19).
> - Create an 8th 'feature team' in London (Jul 19).
> - Complete UC impacting for SR19 (Autumn 19).
> - Impacting EU Exit on UC scope once the withdrawal agreement is known (Oct 19).
> - Legislation in place to enable scaling from 10,000 cases (Nov 19).

> **Milestones/ Mitigation Delivered:**
> - Move to UC (Migration) Stakeholder Event (17/10/18).
> - Complete UC impacting for Autumn Budget (Oct 18).
> - P7 Backlog agreed at PDE on (14/11/18).
> - Welsh Language feature (05/12/18).
> - Complete UCFS Transition (12/12/18).
> - Statutory Instrument for SDP Gateway comes into force (16/01/19).
> - Continued communications with key stakeholders (ongoing).
> - Complete UC impacting for Spring Statement (Feb 19).
> - UCFS & Change Impacting Master Class (17/01/19 & 06/02/19).
> - UCFS & Change Impacting Master Class – (26/02/19).
> - P7 Backlog delivery update shared with PDE (27/02/19)
> - Paper re impact of recruitment on P7 delivery presented to PDE (25/02/19).
> - Improve visibility of long term deliverables – (Refreshed Programme plan at PB (16/04/19).
> - Ministerial Submission regarding confirmation of pilot timetable (April 19).
> - Move to UC & EU Exit Contingency Scenario's to PDE (24/04/19).
> - Developer capacity in existing London feature teams restored (Apr 19).

**To Note:** Governance of all external change requests are managed through the Change Impacting Group & Senior Impacting Group

**Risk Reduced** → ✓ **Nov 20 – We expect this risk to reduce to Amber 8 (Impact 4, Likelihood 2) –** Once we have delivered sufficient efficiencies to UCFS, we have completed testing of the Move to UC process and confirmed readiness to increase volumes.

**Risk Mitigated** → **Nov 21 – We expect this risk to reduce to Amber Green 4 (Impact 4, Likelihood 1) –** As Move to UC is being delivered with increased volumes, all JSA Income based cases moved across to UCFS and commenced movement of all other legacy benefit claim at scale.

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# Programme Overall Forecast

| | 2014/15 Outturn £255m | 2015/16 Outturn £362m | 2016/17 Outturn £403m | 2017/18 Outturn £448m | 2018/19 Outturn £445m | Total Programme Spend £2,616m | 2018/19 Range Risks £30.2m Opps (£0.0m) |
|---|---|---|---|---|---|---|---|

**Key:** Costs increased / exceed budget (red) | Costs decreased / under budget (green)

| | Current Forecast | | | Previous Forecast | Variance | Budget | Variance to Budget |
|---|---|---|---|---|---|---|---|
| | Programme Funded | External Funded | Total | | | | |
| Full Service Delivery | 6,750 | 196,945 | 203,695 | 218,537 | 14,842 | 191,537 | (12,158) |
| UC Product Development / Digital Delivery | 73,646 | 0 | 73,646 | 73,625 | (20) | 73,625 | (20) |
| Move to UC | 12,456 | 0 | 12,456 | 12,259 | (198) | 12,259 | (198) |
| Universal Credit Engagement Division | 79,887 | 779 | 80,665 | 80,800 | 134 | 80,800 | 134 |
| Rest of Programme | 6,003 | (2,961) | 3,042 | 3,127 | 85 | 3,127 | 85 |
| Central Funding / Challenge | 0 | 0 | 0 | 0 | 0 | (8,471) | (8,471) |
| Total Financial Costs (Inflation) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Total** | **178,742** | **194,763** | **373,505** | **388,348** | **14,843** | **352,877** | **(20,628)** |

## Summary

**2019/20**
- The total forecast has decreased by £14.8m. This is due to a reduction of £14.6m in externally funded Operations and £0.2m in Programme staffing costs.
- Budgets have been set using P12 forecast. This leaves a £8.5m central challenge.
- The forecast is £20.6m over budget. Primarily due to the remaining forecast challenges in externally funded Operations (£12.4m) and in Programme funded.
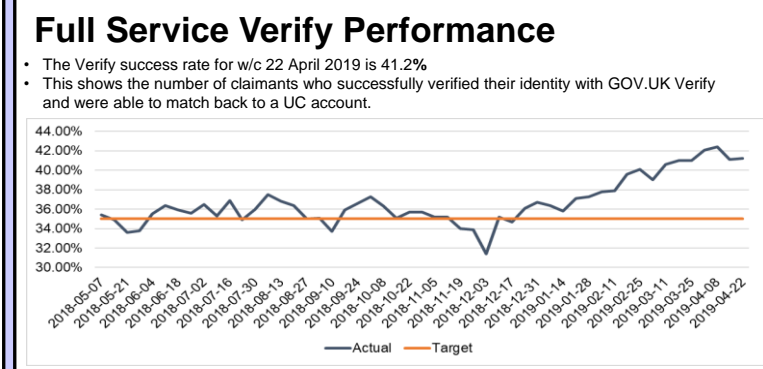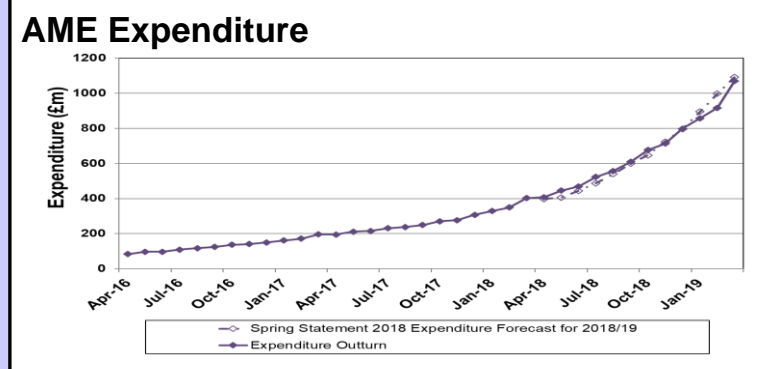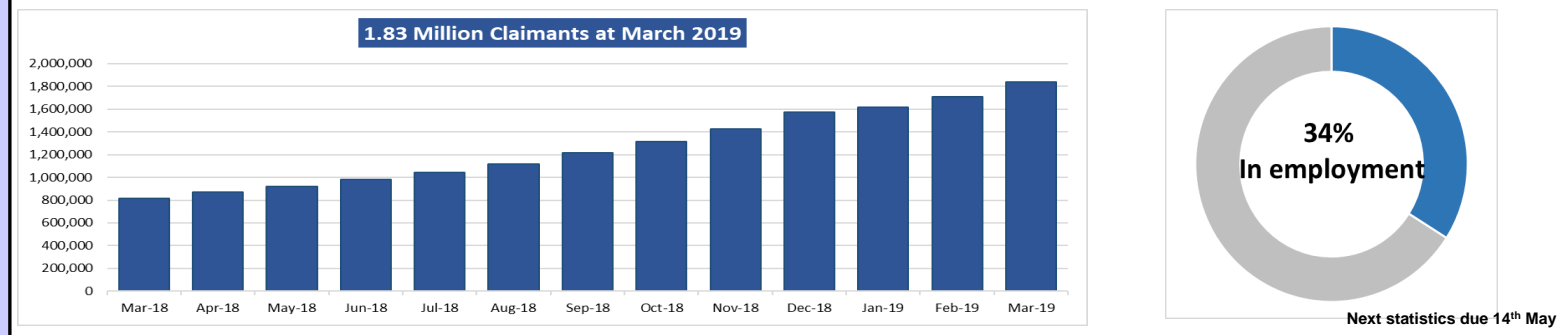- Discussions are on-going with HMT on an updated drawdown

## Funding Forward Look

| Funding Forward Look | 2016/17 £m | 2017/18 £m | 2018/19 £m | 2019/20 £m |
|---|---|---|---|---|
| Forecast Requirement | 403 | 439 | 407 | 333 |
| *Funding* SR15 net of HMRC savings | 401 | 447 | 365 | 233 |

- HMT cumulative approval of £1,445m has been given to cover the period from January 2016 to July 2019.
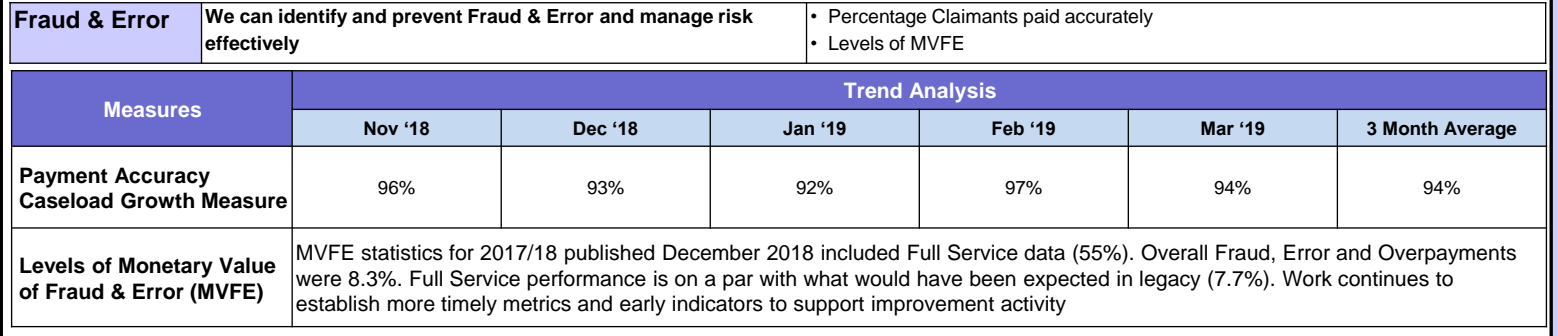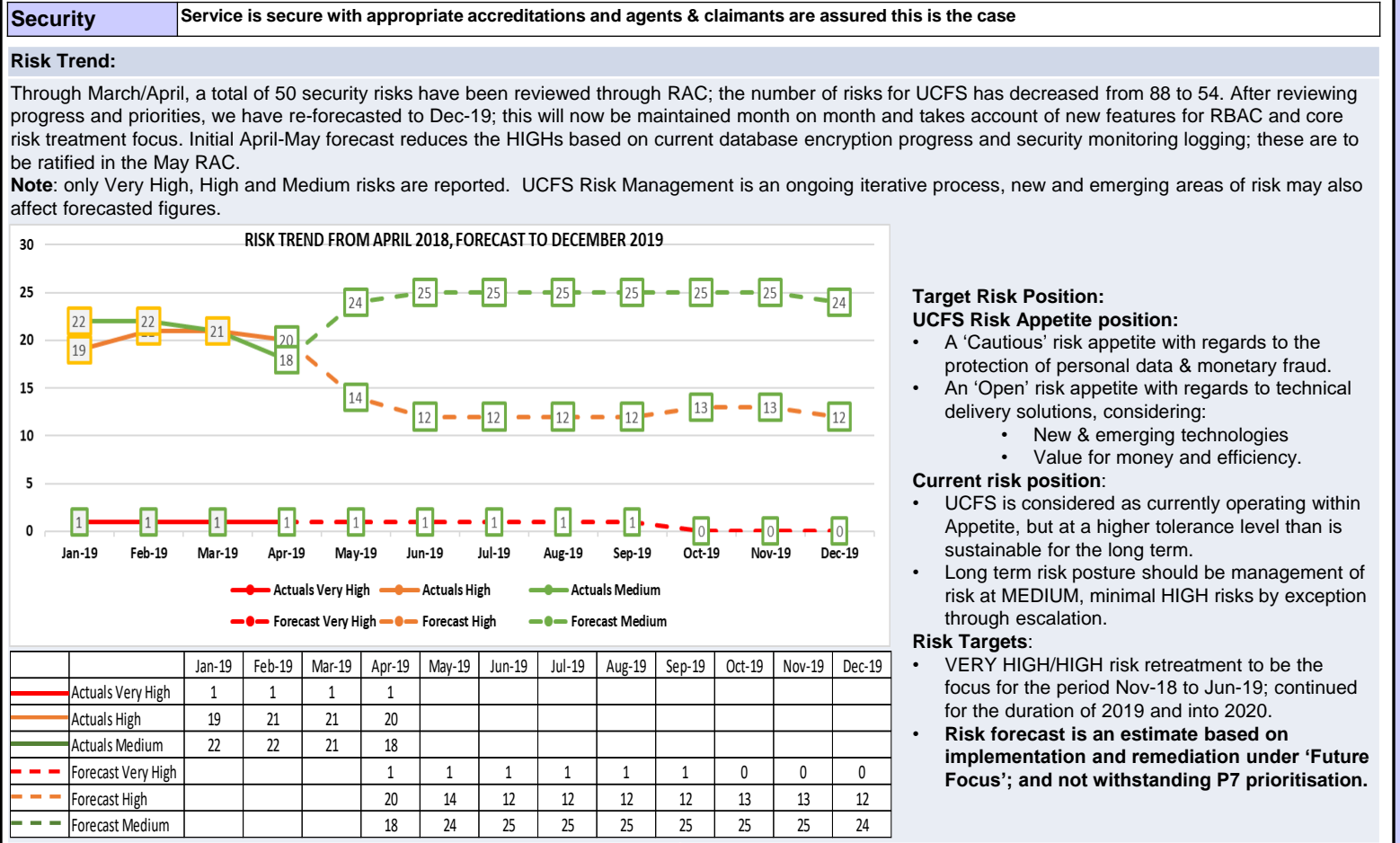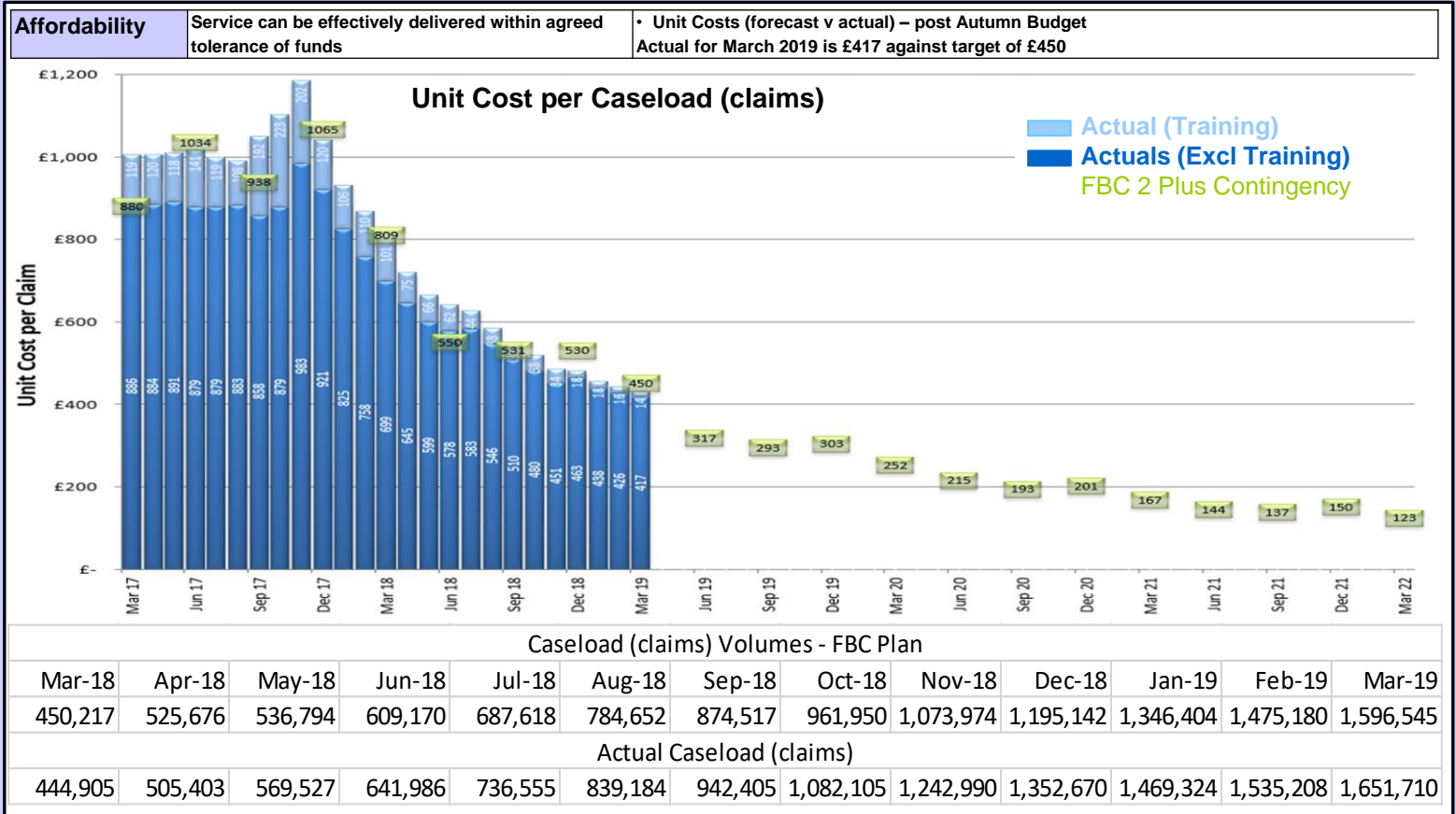- Discussions have commenced on a updated drawdown period.

Reconciliation of Funding Forward Look to Forecast
- 19/20 Funding Forward Look £332.8m
- 19/20 Youth Obligations (funded externally) £40.7m
- 19/20 Programme Forecast £373.5m
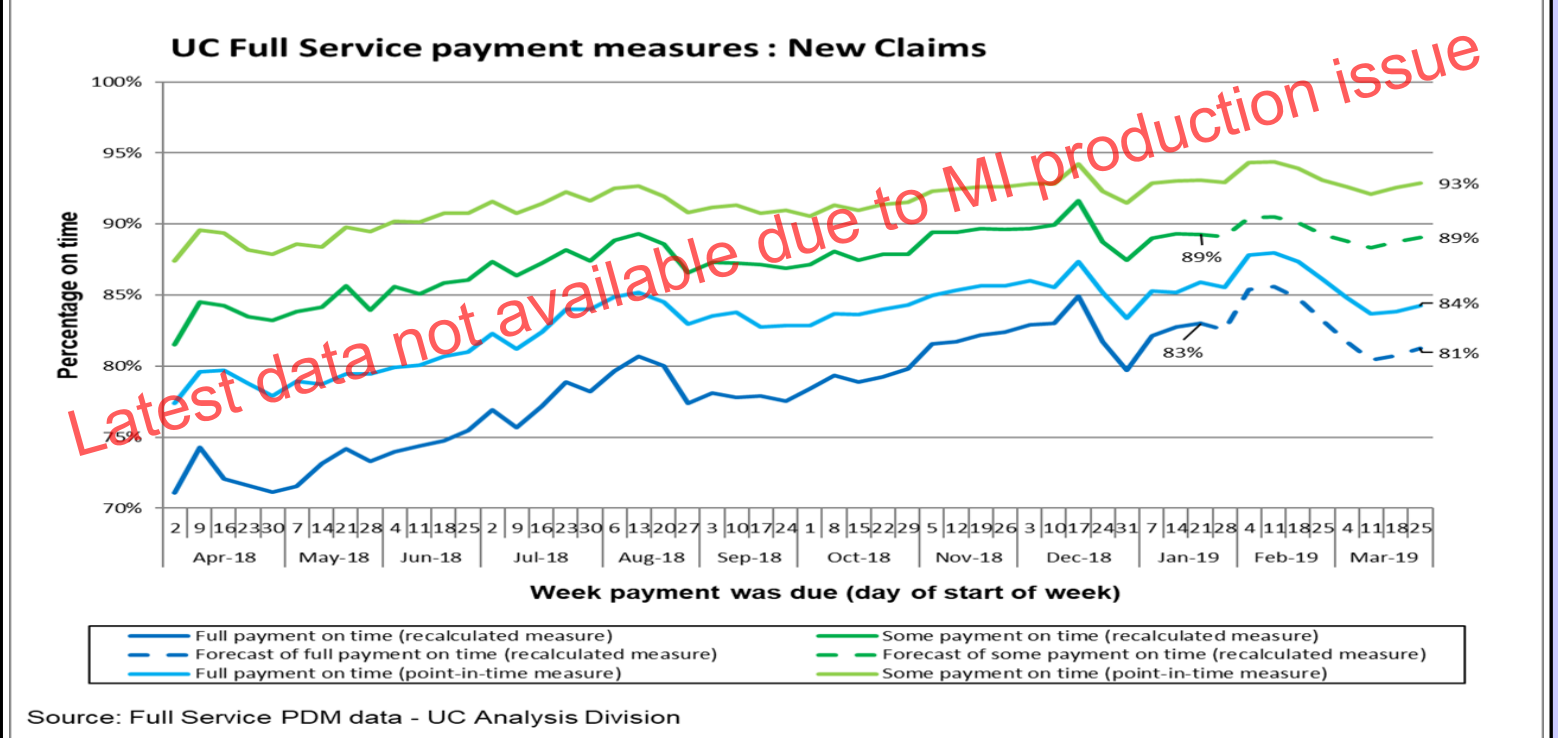
- Excludes Youth Obligation (funded separately)

## 1.83 Million Claimants at March 2019

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

**34% In employment**

Next statistics due 14th May

## AME Expenditure

Spring Statement 2018 Expenditure Forecast for 2018/19 / Expenditure Outturn

## Full Service Verify Performance

- The Verify success rate for w/c 22 April 2019 is 41.2%
- This shows the number of claimants who successfully verified their identity with GOV.UK Verify and were able to match back to a UC account.

Actual / Target