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.

Move to UC:
Move to UC Pilot Regulations were laid on 14 January and included a provision which prevents the Department from issuing any further Move to UC notices once 10,000 UC awards have been made through the Move to UC process. Dates are still to be established for when the Move to UC Pilot Regulations will be secured with submissions made to Ministers on 4 June to agree a way forward and maintain a July start for the pilot. Move to UC readiness criteria, to commence the Pilot, were discussed at Programme Delivery Group on 21 May and agreed at PDE on 5 June with PDE undertaking a review of progress against meeting the criteria on 12 June. An update, including outcomes from the IPA Move to UC Pilot review held 18 June along with a high level view of the plan beyond the start of the pilot will be discussed at Programme Board on 25 June.
Preparations to commence the Pilot in Harrogate remain on track with Pilot staff continuing to work alongside the Service Design Team supporting design activity. Engagement with external national partners also continues through a series of workshops and webinars with the latest face to face key event held on 13 June at which they were given an update on the progress made on 'Move to UC' and the development of the service more generally.

Universal Credit - Consolidation:
Following successful closure of the Live Service activities are now primarily focussed on completing, by the end of June, residual work such as mandatory reconsiderations, overpayment decisions and appeals. Plans are in place and on track to decommission Live Service from the end of July 2019. Latest Full Service releases deployed include: changes to the statement to support reducing enquiry calls; diary enhancements, making it easier to block out time and to navigate through a calendar; adding the ability for landlords to upload details of rent changes in bulk; a more structured capture of information about the reasons for a claim being made by phone; improvements to the journey for those claiming as part of a couple whereby they enter codes to link their accounts; and improvements to agent processes when a claimant fails to attend a mandatory appointment. In addition to the usual performance and technical fixes an additional 29 Landlords have been added to the Trusted Partner/Landlord Portal. There are now 750 Landlords using the Portal.

Programme Updates:
Chief Secretary of the Treasury approved, on 24 May, funding drawdown request for the period of 1 June to 30 September 2019.
The DWP/Metro partnership campaign launched 22 May. Previous campaign activity has sought to increase the understanding of UC, ensuring that people have the information they need to make a claim. The Metro partnership is the next phase of the campaign and aims to tackle common myths about UC, providing the facts and demonstrating the support available from the work coaches who deliver it. There has been some interest in this campaign by way of FOI and PQ activity, as well as some complaints made to the Advertising Standards Authority; however, we are in a strong position to respond on the points raised. In addition this month the BBC are making a series of three films exploring UC, to be aired later this year. They have already spent time filming in Toxteth and Peckham Jobcentres; and have filmed Neil Couling in key meetings in Caxton House.
The Work and Pensions Select Committee (WPSC) have continued to take an active interest in UC throughout the last month. The Minister for Family Support, Housing and Child Maintenance, supported by Neil Couling and Donna Ward, attended a WPSC session 12 June on UC and Survival Sex.
Help to Claim Service continues to make positive progress. We have agreed monitoring and evaluation criteria with Citizens Advice and Citizens Advice Scotland with the first quarterly review scheduled for 3 July. The online referral tool, to be utilised initially in Citizens Advice England and Wales, has been successfully tested in one District and went live on 12 June.

UC Full Service Product Development Phase 7 & 8 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	12/06/19	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
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
Advances High-Level Design Options Developed		Phase 7
ID Verification – Dynamic Trust Platform MVP for UC developed ready for testing		Phase 8

Critical / Key Milestones - Consolidation

External Affairs, Strategic Design and Planning		
HM Treasury Approval Point (TAP)		31/05/19
Universal Support: Help to Claim - Evaluation approach agreed		07/06/19
Digital Plus Trial - Start of Evaluation Phase		19/06/19
Universal Support: Help to Claim - Quarterly Help to claim Governance board review		03/07/19
UC Handover Plan and ongoing handover monitoring arrangements agreed		10/07/19
Final Closure of LA Universal Support Funding		15/07/19
Group Work Search Review – Proof of Concept ends		30/08/19
Work Coach Service Centre rollout		02/09/19
Group Work Search Review – National Rollout commences		25/11/19
Universal Support: Help to Claim Review Complete		20/12/19
Digital Plus Trial National Rollout - Trial Go live in 6 test sites		26/01/20
Business Case - update with 10 year view complete		31/01/20

Consolidation & Delivery, Including Live Service Closure		
RTE separation for UC services and moved to Amazon Web Services (AWS)		31/07/19
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

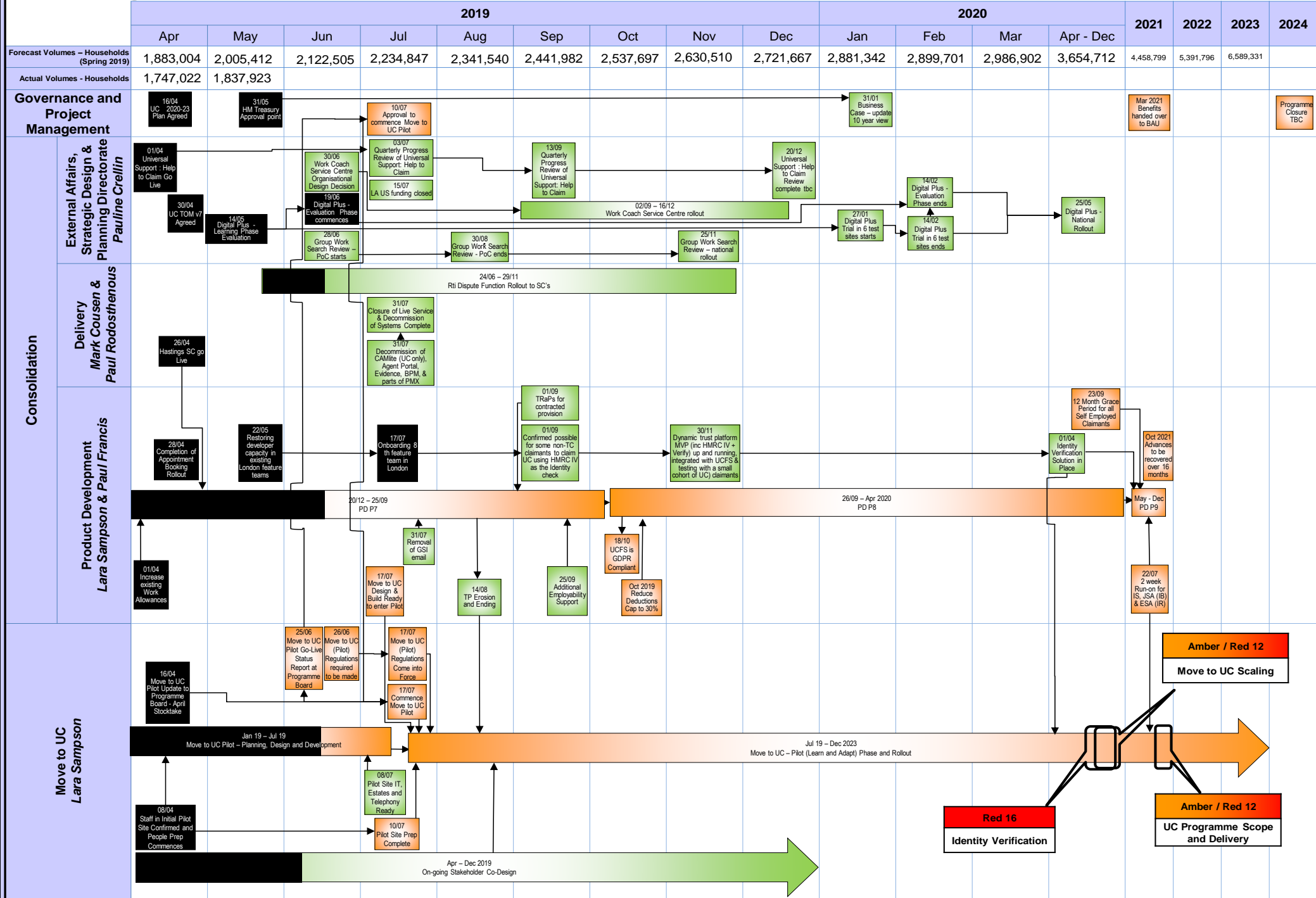| Product Development		
Rent Decreases		12/06/19
Onboarding 8th feature team in London		17/07/19
Removal of GSI Email		31/07/19
Third Party Authentication Service (TRaPs) for Contracted Provision		01/09/19
Confirmed possible for some non-TC claimants to claim UC using HMRC IV as the Identity check		01/09/19
Additional Employability Support		25/09/19
UCFS is General Data Protection Regulation (GDPR) Compliant		18/10/19
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		
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 IPA Workshop		18/06/19
Move to UC Pilot Go-Live Status Report at Programme Board (Outcomes)		25/06/19
Move to UC (Pilot) Regulations required to be made		26/06/19
Pilot Site IT, Estates and Telephony Ready		08/07/19
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

UC Programme E2E Critical Path

Official - Sensitive   V0.295

	2019								2020				2021	2022	2023	2024
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr - Dec				
Forecast Volumes – Households (Spring 2019)	1,883,004	2,005,412	2,122,505	2,234,847	2,341,540	2,441,982	2,537,697	2,630,510	2,721,667	2,881,342	2,899,701	2,986,902	3,654,712	4,458,799	5,391,796	6,589,331	
Actual Volumes - Households	1,747,022	1,837,923															

UC

Risk 1

Risk Details

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 – A/G4 (Impact 4/ Likelihood 1)
Target Date – Oct 20
Impact Date – Nov 20

Expected Flight Path

Risk Reduced — Risk Reduced — Risk Mitigated

16 16 12 12 12 8 8 8 8 4

May to Jun 19 / Jul to Aug 19 / Sept to Oct 19 / Nov to Dec 19 / Jan to Feb 20 / Mar to Apr 20 / May to Jun 20 / Jul to Aug 20 / Sep 20 / Oct 20

Causes & Consequences

Causes:
- 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.
- 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).
- For other claimant types, appropriate solutions may not be identified in order to increase the remote IDV % through 2020.

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

Planned Milestones / Mitigation:
- Initial meetings have taken place with Lawyers and UC SecureDesign, there is a further workshop planned for 13/06/19 and on track to have an agreed response by the (End of Jun 19)
- Following meeting (24/06/19) to review the journey with secure design, Sheffield and Blackpool teams, the high level journey & IDV capability requirements to be agreed (26/06/19).
- 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) to be presented to PDE (Sept 19).
- Dynamic Trust Hub 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).
- Monitoring via fortnightly progress meeting between ID&T and UCFS (ongoing).
- Exploring monitoring activities between Mar 20 and Nov 20 (tbc).

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).
- An MOU between ID&T and HMRC has been submitted for an review & agreement. The MOU will agree how ID&T will work with HMRC and confirm funding.
- Design for TC customers was presented at BDA 11/06/19 with recommended design and was agreed; proceeding with building the solution for beta.

Risk Reduced

Risk Reduced

Risk Mitigated

✓ **Sept 19 –** We expect to see the risk to reduce to Amber/Red 12 (Impact 4, Likelihood 3) – Once we have confirmed (and approved at PDE) that it is possible for non-TC claimants to claim UC using HMRC IV as the Identity check.

✓ **Mar 20 -** We expect this risk to be reduced 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.

✓ **Oct 20 -** We expect this risk to be mitigated to Amber/Green 4 (Impact 4 Likelihood 1) – once we are assured the IDV solution is fully embedded and is delivering effective affordable Identity Verification to the agreed % levels

Risk 2

Risk Details

Risk Owner: Lara Sampson

P79 – Move to UC - Scaling
The Programme may not be ready to begin scaling in Autumn 2020 because:
- the planned level of automation is not achievable;
- UC Operations and/or delivery Partners are not able to manage the required volume of claims.

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

Risk Reduced — Risk Mitigated

12 12 12 12 12 8 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:
- 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.
- There may be unexpected scope changes to the Move to UC process or to the wider UC service which impact the current delivery plan.
- 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.
- 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:
- We're unable to successfully move from the Move to UC Pilot phase into scaling.

Planned Milestones/ Mitigation:
- The Key Mitigation for this risk is the Pilot Phase, which will enable the Programme to:
  - gain a fuller understanding of all claimant types and behaviours prior to making scaling decisions (Summer 20);
  - develop and define an Evaluation Strategy (UCAD) that will deliver findings to inform scaling (Oct 20); and
  - explore a number of delivery approaches to be conducted during the pilot to gather learning and define the optimum delivery model(s) (Jul 19 to Autumn 20), including:
    - using existing F2F interventions.
    - using trusted external partners to support claimants.
    - using existing HMRC channels to instigate the process.
- Additional Mitigations include:
  - Further national stakeholder event (13/06/19 & ongoing).
  - Legislation in place to enable through from 10,000 cases (Nov 20).
  - Working with stakeholders to set/manage expectations as we move from Pilot to Scaling. (Ongoing)
  - Targeted communications outlining our approach to gradually increase claimant numbers as we move from Pilot to Scaling. (Ongoing)
  - Consolidation delivery through 2019 to ensure performance is sustained on the UC Full Service as claimant volumes increase (Ongoing).
  - Move to UC Development Plan to be produced and iterated as we learn from the initial claimant cohort (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).
- Update provided to PDE showing the 'early thinking' on the future shape of the Pilot, beyond the first cohort of claimants (100) (05/06/19).

Risk Reduced

Risk Mitigated

✓ **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.

✓ **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.

Risk 3

Risk Details

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

Risk Reduced — Risk Mitigated — Nov 2021

12 12 12 12 12 8

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

Causes & Consequences

Causes:
- 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.
- Pressure from external sources to deliver changes or fill gaps to the current UCFS design.
- DWP and other cross government changes to policy including EU Exit, future Budget changes & Spending Reviews, may result in unplanned design changes.
- Outcomes of Judicial Reviews/Tribunal Decisions

Consequences:
- We may continue to add new features to the UCFS Backlog and need to keep the Product Development team in place longer than expected.
- We may not deliver operational efficiencies as planned.
- We may have to delay the start of 'Move to UC' at scale.
- 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.
- Layering changes without sufficient opportunity to consolidate delivery.
- 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:
- Response to SoS Submission regarding confirmation of Pilot timetable (Early June 19).
- Service Performance Stocktake (18/06/19 & ongoing monthly).
- Statutory Instrument due for debate in both Houses referring to 'up to 10,000' cases to be migrated during the Pilot (Jun 19).
- Strategic APA to PRS Landlords Stocktake (30/06/19).
- Further UCFS & Change Impacting Master Classes (Jul 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 20).
- Regular progress reporting to PDE on P7 Backlog to enable effective decision making including contingency requirements (ongoing).

Milestones/ Mitigation Delivered:
- 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, 26/02/19 & 09/0519).
- 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 endorsed 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 & 29/05/19).
- Developer capacity in existing London feature teams restored (Apr 19).
- Service Performance Stocktake (21/05/19).
- Move to UC Scenarios planning – Contingency Options presented to PDE (29/05/19)

Risk Reduced

Risk Mitigated

✓ **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.

✓ **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.

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

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Programme Overall Forecast

2019 / 2020 – P2

2014/15 Outturn £255m	2015/16 Outturn £362m	2016/17 Outturn £403m	2017/18 Outturn £448m	2018/19 Outturn £445m

Total Programme Spend £2,639m	2018/19 Range Risks £8.350m Opps (£0.0m)

	Current Forecast			Previous Forecast	Forecast Movement	Budget	Variance to Budget
	Programme Funded	External Funded	Total				
Full Service Delivery	6,634	189,945	196,579	203,695	7,116	191,537	(5,042)
UC Product Development / Digital Delivery	73,289	0	73,289	73,646	357	73,625	337
Move to UC	12,693	0	12,693	12,368	(326)	12,259	(434)
Universal Credit Engagement Division	79,838	779	80,617	80,754	138	80,800	183
Rest of Programme	5,910	(2,961)	2,948	3,042	94	(5,344)	(8,292)
Central Funding / Challenge	0	0	0	0	0	0	0
Total Financial Costs (Inflation)	0	0	0	0	0	0	0
Total	**178,363**	**187,763**	**366,126**	**373,505**	**7,379**	**352,877**	**(13,249)**

Summary

2019/20

- The total forecast has decreased by £7.4m in P2. This is due to a reduction of £7.0m in Operations staffing and £0.4m in Programme staffing costs.
- Budgets were set using P12 forecasts leaving a £8.5m central challenge.
- The forecast is £13.2m over budget. This is due to the Operations (£5.4m) and in Programme (£7.8m) efficiency challenge
- Further HMT drawdown approval has been received to cover until September 2019

Funding Forward Look

Funding Forward Look

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Forecast Requirement	403	439	407	325
Funding				
SR15 net of HMRC savings	401	447	365	233

- Excludes Youth Obligation (funded separately)

2.04 Million Claimants at May 2019

33% In employment
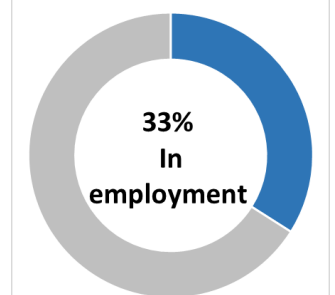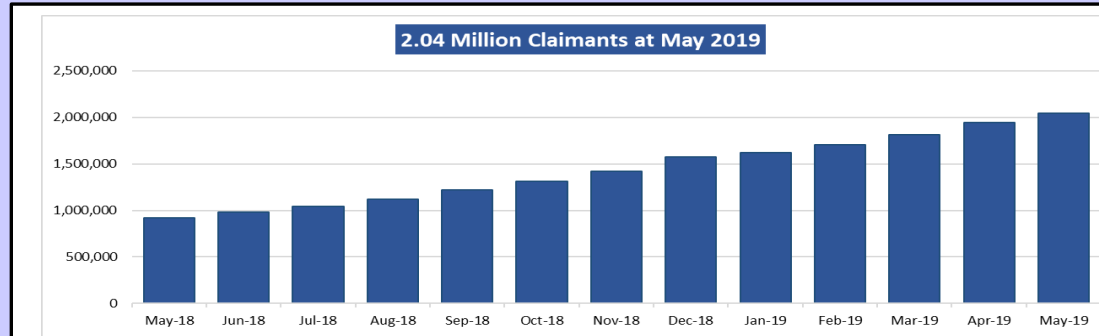
AME Expenditure

Full Service Verify Performance

- The Verify success rate for May 2019 is 43.2%
- 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.
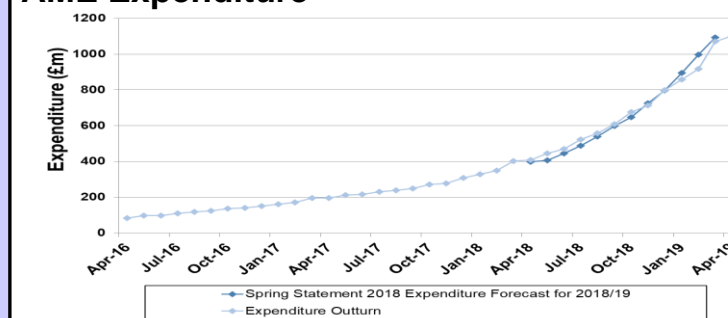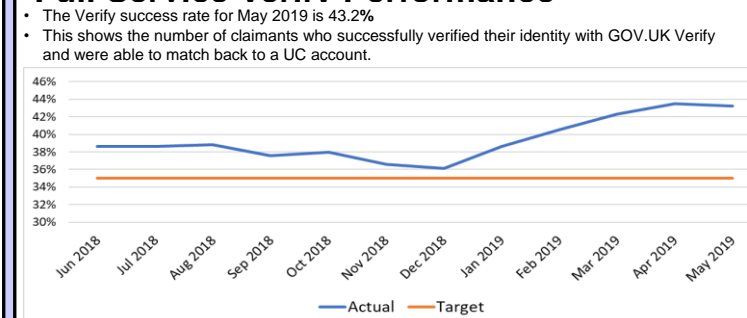
Affordability	Service can be effectively delivered within agreed tolerance of funds	• Unit Costs (forecast v actual) – post Autumn Budget
		Actual for March 2019 is £417 against target of £450

Unit Cost per Caseload (claims)

Legend:
- Actual (Training)
- Actuals (Excl Training)
- FBC 2 Plus Contingency

Latest Unit Cost data not available until July Programme Board
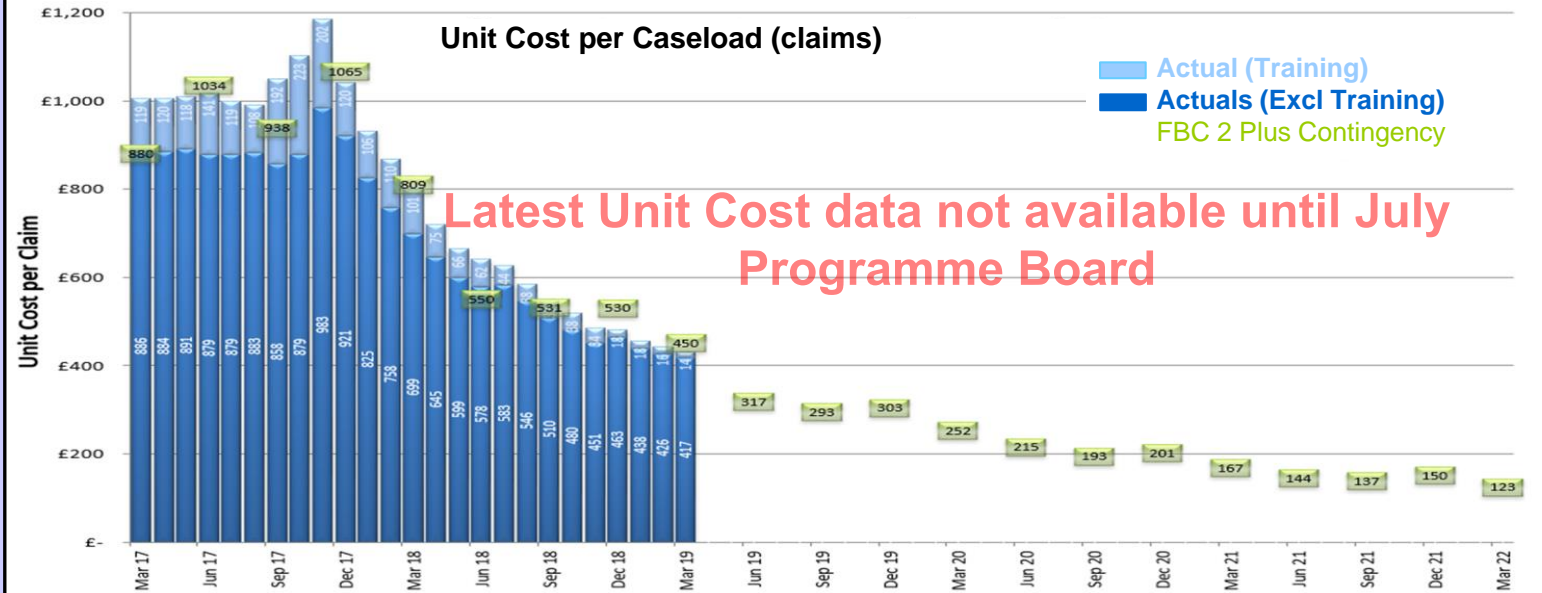
Caseload (claims) Volumes - Spring 2019 Volumes

Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19
1,883,004	2,005,412	2,122,505	2,234,847	2,341,540	2,441,982	2,537,697	2,630,510	2,721,667

Actual Caseload (claims)

1,747,022	1,837,923							

Fraud & Error	We can identify and prevent Fraud & Error and manage risk effectively	• Percentage Claimants paid accurately
		• Levels of MVFE

Trend Analysis

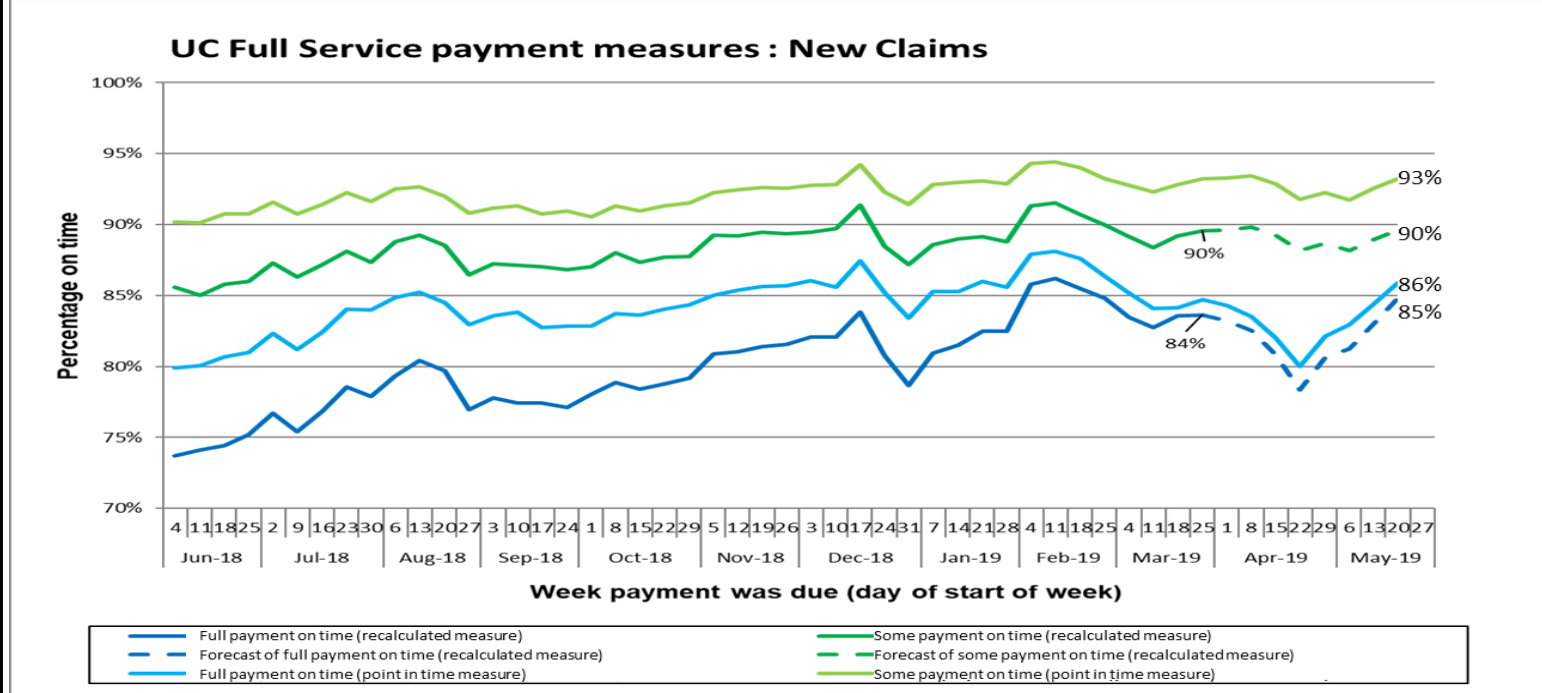| Measures	Nov '18	Dec '18	Jan '19	Feb '19	Mar '19	Apr '19	3 Month Average
Payment Accuracy Caseload Growth Measure	96%	93%	92%	97%	94%	89%	93%
Levels of Monetary Value of Fraud & Error (MVFE)	MVFE statistics for 2017/18 published December 2018 included Full Service data (55%). Overall Fraud, Error and Overpayments were 8.3%. Full Service performance is on a par with what would have been expected in legacy (7.7%). Work continues to establish more timely metrics and early indicators to support improvement activity						

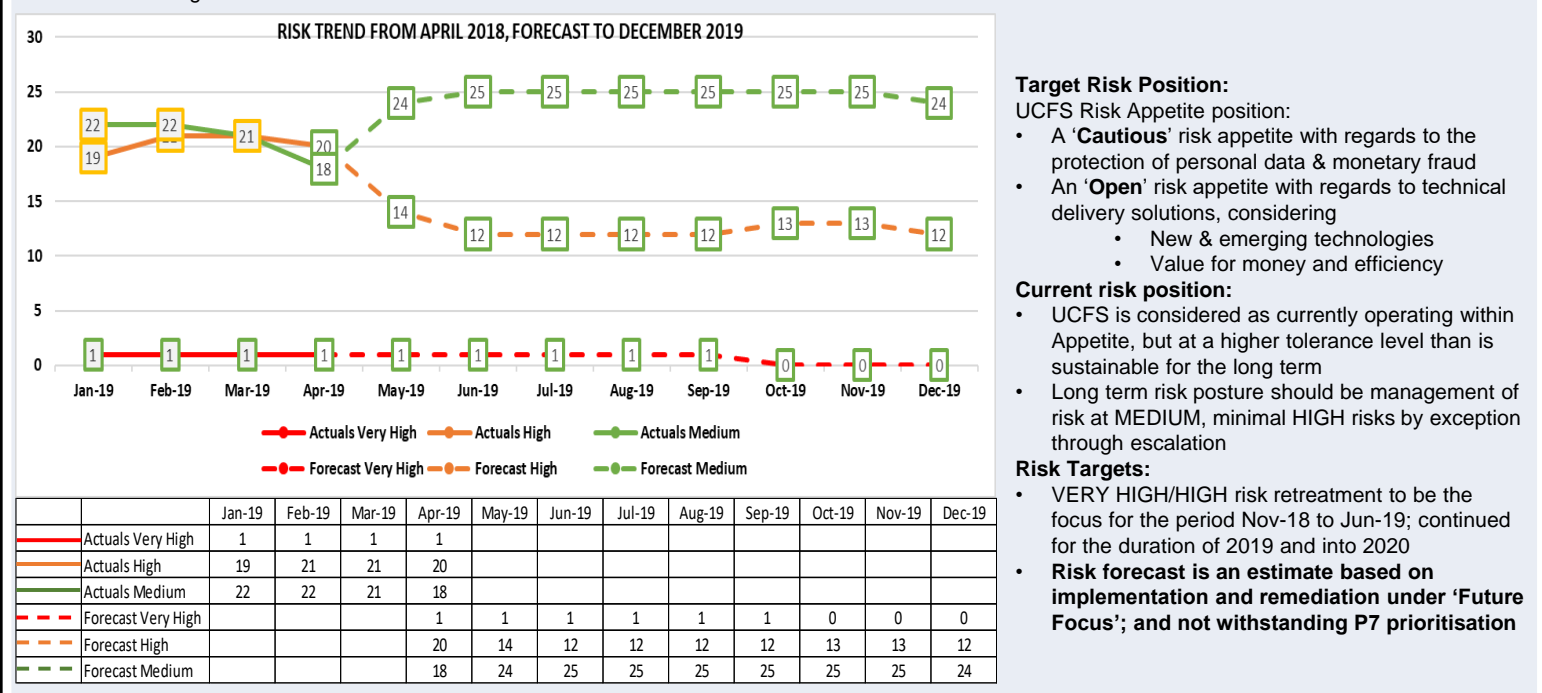| End to End Service Maturity	An effective and efficient end to end service characterised by:- • **Claimants being paid on time and who trust on line channels and can self-serve** • **Support delivered to claimants with additional needs which are addressed and a tailored service delivered to claimants with complex needs**	• % claimants paid on time in First Assessment Period – full and part payments

UC Full Service payment measures : New Claims

Legend:
- Full payment on time (recalculated measure) — 86%
- Some payment on time (recalculated measure) — 90%
- Forecast of full payment on time (recalculated measure) — 84%
- Forecast of some payment on time (recalculated measure) — 90%
- Full payment on time (point in time measure) — 85%
- Some payment on time (point in time measure) — 93%

Source: Full Service PDM data - UC Analysis Division

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

Through March/April, a total of 50 security risks have been reviewed through RAC; the number of risks for UCFS has decreased from 88 to 53. After reviewing progress and priorities, we have re-forecasted to Dec-19; this will now be maintained month on month and takes account of new features for RBAC and core risk treatment focus. Initial April-May forecast reduces the HIGHs based on current database encryption progress and security monitoring logging; these are to be ratified in the May RAC.

Note: only Very High, High and Medium risks are reported. UCFS Risk Management is an ongoing iterative process, new and emerging areas of risk may also affect forecasted figures.

RISK TREND FROM APRIL 2018, FORECAST TO DECEMBER 2019

Legend:
- Actuals Very High
- Actuals High
- Actuals Medium
- Forecast Very High
- Forecast High
- Forecast Medium

	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19
Actuals Very High	1	1	1	1								
Actuals High	19	21	21	20								
Actuals Medium	22	22	21	18								
Forecast Very High				1	1	1	1	1	1	0	0	0
Forecast High				20	14	12	12	12	12	13	13	12
Forecast Medium				18	24	25	25	25	25	25	25	24

Target Risk Position:
UCFS Risk Appetite position:
- A '**Cautious**' risk appetite with regards to the protection of personal data & monetary fraud
- An '**Open**' risk appetite with regards to technical delivery solutions, considering
  - New & emerging technologies
  - Value for money and efficiency

Current risk position:
- UCFS is considered as currently operating within Appetite, but at a higher tolerance level than is sustainable for the long term
- Long term risk posture should be management of risk at MEDIUM, minimal HIGH risks by exception through escalation

Risk Targets:
- VERY HIGH/HIGH risk retreatment to be the focus for the period Nov-18 to Jun-19; continued for the duration of 2019 and into 2020
- **Risk forecast is an estimate based on implementation and remediation under 'Future Focus'; and not withstanding P7 prioritisation**

Current & Future Focus:
The next 6 months:
- Further develop and implement user roles and access control (Role Based Access Control (RBAC)) to claimant personal and sensitive data – implementing the principles of 'need to know' and 'least privileged'; this will continue through P7
- Develop, design and implement centralised control over privileged/administrative access to all environments; design and delivery into Q2/3 2019
- Automation and improvement of technical vulnerability and patch management to meet mandated Service Level Agreements; risk reductions estimated through Q2/3 2019
- Implementing further encryption on personal/sensitive data fields; initial risk reductions estimated through Q2 2019
- Work with Cyber Resilience Centre to establish top 10 risks scenarios for security monitoring and alerting; implement strategic tooling: risk reductions estimated through Q2/3 2019
- Security Hygiene: Extension of 2 Factor Authentication for administrative activities, user awareness and password management and secret/certificate storage: risk reductions estimated through Q1/2 2019

Achievements/Progress:
- Good progress has been made across key risk treatment area of RBAC – Security Monitoring – Patch Management & general security hygiene
- The successful move to Qflow for appointment bookings has removed 3xMEDIUM and 31xLOW risks
- The current forecast takes account of the RBAC roadmap & final database encryption; further forecasting will account for security monitoring with CRC, access management and isolated risks that do not form the core risk treatment focus
- RBAC Roadmap has been completed and defined 4 stages of delivery. Risk reduction is estimated after stages 3 and 4
- Reduction of residual medium risks beyond those that do not naturally fall under the core risk treatment will need focussed prioritisation

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

May 2019	Service Hours Available	Service Hours Lost - UCFS	Service Hours Lost – DWP Network & Desktop	Total Service Hours Lost	Service Hours Lost as %
	3,534,902	0	0	0	0%

	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19
Service Hours Lost	49	46,593	0	1,284	11,493	0	0	3,093	0	1,404	17,215	0
% Service Hours Lost (SHL)	0.00%	2.45%	0.00%	0.06%	0.43%	0.00%	0.00%	0.08%	0.00%	0.04%	0.45%	0.00%

Legend:
- Service Hours Lost
- % Service Hours Lost (SHL) experienced by UCFS Agents