

The overall Programme status remains **AMBER**.

Universal Credit - Consolidation:

The transfer of Live Service claimants to UC Full Service Transfers completed as planned on 29 March with the Live Service caseload, from a peak of 416,000 in September 2017, now zero. Live Service National and housing email in boxes all closed with work on track to decommission UC Live Service systems by end of July 2019. Hastings, the 25th UC Service Centre, remains on course to go live on 26 April and transition to the new appointment booking service, Q-Flow, successfully completed on 28 March and is now live in 675 sites (all Jobcentres in England, Scotland, Wales, Northern Ireland and 2 claim by phone sites).

Latest releases deployed include: Required changes to implement annual increases in National Minimum Wage, Universal Credit Work Allowance and uprating of other benefits; new feature to notify agents where a faster payment has failed; ability to print appointments for the entire office in a digestible format to support Jobcentre staff manage footfall, and; introducing prompts for claimants with housing in the social rented sector to update their housing costs to reflect annual rent changes. In addition to the usual performance and technical fixes an additional 24 Landlords have been added to the Trusted Partner/Landlord Portal. There are now 722 Landlords using the 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 preparations are underway in Harrogate with site level implementation plan agreed. Resource and skills requirements have been established with pilot staff identified and induction commencing on 8 April including plans to involve the team with service design activity and support their Move to UC understanding. Engagement with external partners continues through a series of workshops and webinars including, on 19 March, taking a number of stakeholders through the key issues and themes identified from a number of service design workshops. They were taken through our current thinking on the approach to the pilot and in particular the 'Who Knows Me' concept. The session was well received generating lots of questions and interaction.

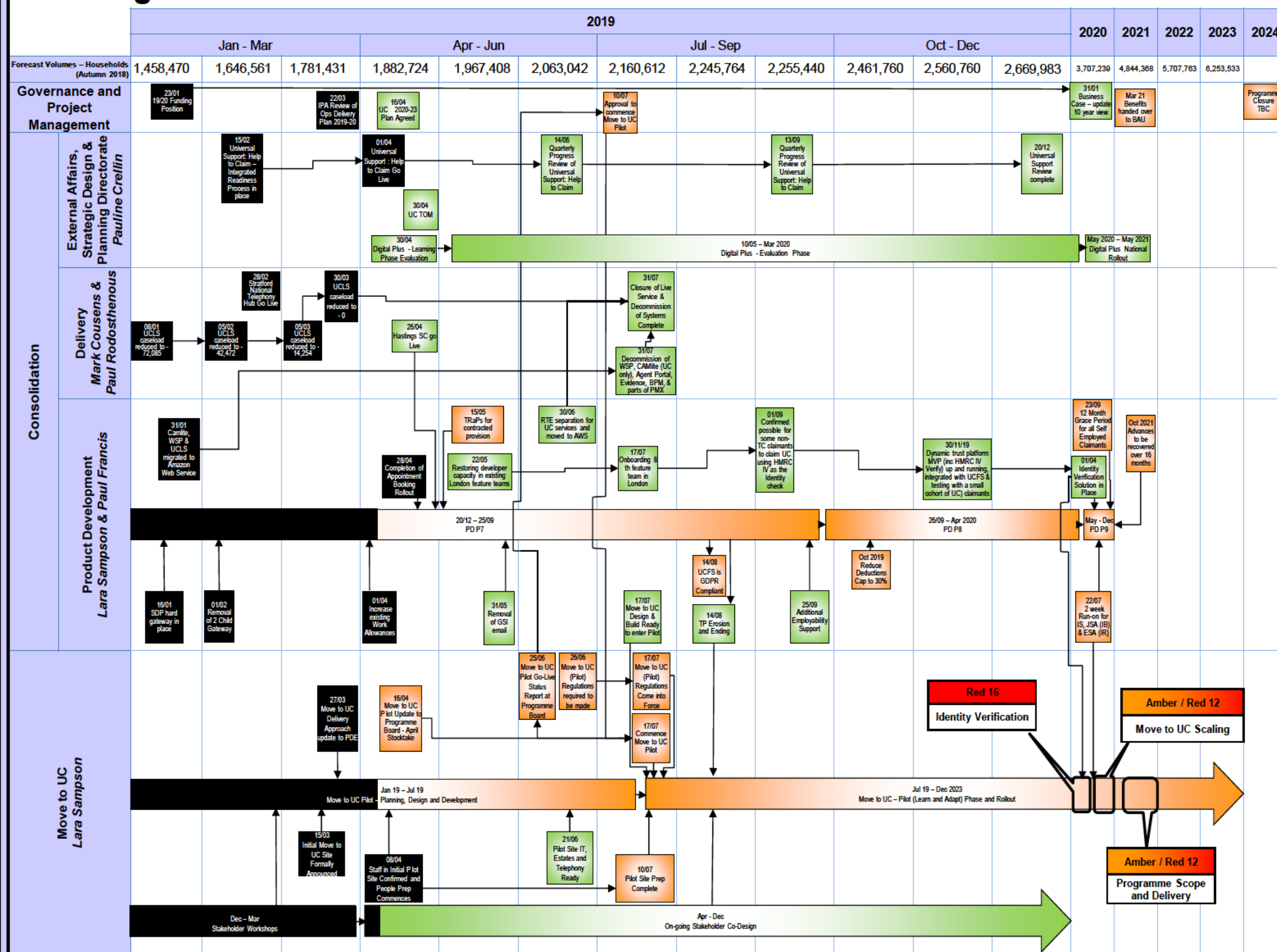
Programme Updates

The Minister for Family Support, Housing and Child Maintenance, along with Neil Couling, attended the Work and Pensions Select Committee on 27 March on the issue of the Welfare Safety Net. The Committee have also recently launched inquiries into 'Universal Credit and Survival Sex' and 'Universal Credit and In-Work Progression'. The Department has not yet been called to give written or oral evidence on either subject. Help to Claim, the new service delivered by Citizens Advice (England and Wales) and Citizens Advice Scotland was successfully launched on 1 April. The service will provide UC claimants, particularly the most vulnerable, with tailored and practical support when making a claim through to them receiving their first payments.

UC Programme E2E Critical Path

Official - Sensitive

V0.285



UC Full Service Product Development Phase 7 Outcomes

Programme Level Milestones	Date	RAG
Notify Customer Information System (CIS) of agent access to record		Phase 7
UCFS is General Data Protection Regulation (GDPR) compliant		Phase 7
Removal of Government Secure Intranet (GSI) email		Phase 7
Work allowances	01/04/19	Phase 7
Uprating and National Minimum Wage changes	01/04/19	Phase 7
Rent decreases	01/05/19	Phase 7
Completion of Appointment booking rollout		Phase 7
Mixed Age Couples	15/05/19	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
Confirmed possible for some non-TC claimants to claim UC using HMRC IV as the Identity check		Phase 7

Critical / Key Milestones - Consolidation

External Affairs, Strategic Design and Planning		
Infrastructure & Projects Authority (IPA) Review – Operations Delivery Plan (2019-20)		22/03/19
Universal Support: Help to Claim – delivered nationally by Citizens Advice (CA) and Citizens Advice Scotland (CAS)		01/04/19
UC Programme Plan (2020 – 2023)		16/04/19
UC Target Operating Model Updated		30/04/19
Universal Support: Help to Claim - Evaluation approach agreed		30/04/19
Digital Plus - Start of Evaluation Phase		10/05/19
UC Handover Plan and ongoing handover monitoring arrangements agreed		28/06/19
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		
Live service Transfers complete		29/03/19
UC Live Service caseload reduced to - 0		31/03/19
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		
Increase in Work Allowance		01/04/19
Uprating and National Minimum Wage changes		01/04/19
Completion of Appointment Booking Rollout		28/04/19
Rent Decreases		01/05/19
Mixed Age Couples		15/05/19
Third Party Authentication Service (TRaPs) for Contracted Provision		15/05/19
Restoring developer capacity in existing London feature teams		22/05/19
Removal of GSI Email		31/05/19
Onboarding 8th feature team in London		17/07/19
UCFS is General Data Protection Regulation (GDPR) Compliant		14/08/19
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		
Move to UC Delivery Approach to PDE		27/03/19
Migration Pilot - Readiness Stocktake Summary Agreed at April Programme Board		16/04/19
Readiness Assessment Criteria for commencing Move to UC Pilot agreed		07/05/19
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
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	Expected Flight Path	Causes & Consequences
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 resulting in increasing or additional face to face verification, resourcing and estate challenges and potentially impacting payment timeliness and significant reputational damage. 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		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.
Planned Milestones / Mitigation • Monitoring via fortnightly progress meetings between D&T and UCFS (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 (01/04/20). • Alternatives to Verify for UC Identity needs in place (01/04/20). 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).		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.
		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.

Risk Details	Expected Flight Path	Causes & Consequences
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		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 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. • 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).		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 Details	Expected Flight Path	Causes & Consequences
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 2021 Impact Date – TBC		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) • Improve visibility of long term deliverables – (Refreshed Programme plan at Programme Board) (16/04/19) • Impacting EU Exit on UC scope once the withdrawal agreement is known (Apr 19) • Restoring developer capacity in existing London feature teams (May 19) • Strategic APA to SRS Landlords feature (Jun 19). • Complete UC impacting for SR19 (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) 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)		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.
To Note: Governance of all external change requests are managed through the Change Impacting Group & Senior Impacting Group		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.

Programme Overall Forecast

	2014/15 Outturn £255m	2015/16 Outturn £362m	2016/17 Outturn £403m	2017/18 Outturn £448m	Total Programme Spend £2,560m	2018/19 Range Risks £0.0m Opps (£0.0m)
Key	Costs increased / exceed budget	Costs decreased / under budget				
	Programme Funded	External Funded	Total	Prev Forecast	Variance	Budget
Implementation & Delivery	15,254	232,818	248,072	248,159	88	246,327
UC Product Development / Digital Delivery	92,949	11,162	104,111	104,098	(13)	111,132
Move to UC	10,704	13,724	24,429	24,478	49	25,349
Universal Credit Engagement Division	64,177	(16,430)	47,747	47,490	(257)	36,531
Rest of Programme	14,619	5,806	20,424	20,396	(28)	20,738
Central Overlay	0	0	0	0	0	0
Financial Costs	0	0	0	0	0	0
Total	197,703	247,079	444,782	444,621	(161)	440,077

Summary

2018/19

- The final year's out turn (period 12) was unchanged at £445m
- This represented a £5m overspend vs budget

2019/20

- The total forecast has decreased by £7.4m.
- Next month we will have agreed our 19/20 budget allocations ready for in year spend monitoring and reporting
- Discussions have commenced with HMT on an updated drawdown

Funding Forward Look

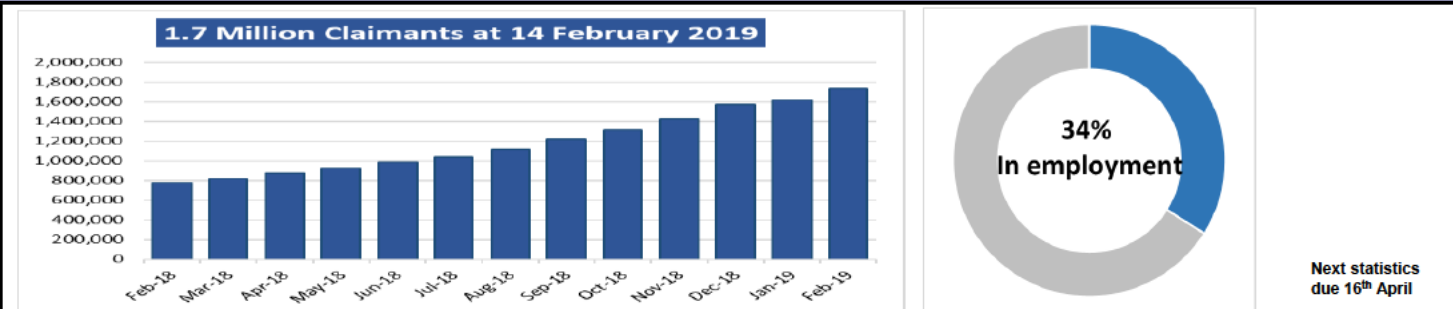
	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Forecast Requirement	403	439	407	348
<u>Funding</u>				
SR15 net of HMRC savings	401	447	365	233

Excludes Youth Obligation (funded separately)

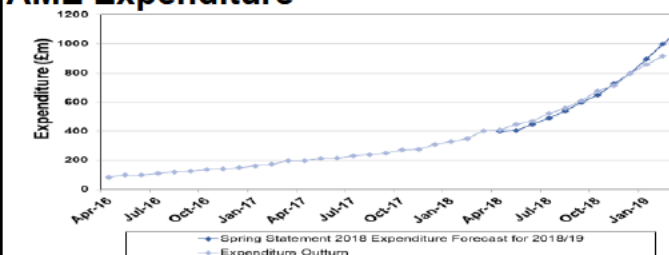
- HMT cumulative approval of £1,445m has been given to cover the period from January 2016 to July 2019.
- Discussions have commenced on a updated drawdown period.

Reconciliation of Funding Forward Look to Forecast

- 18/19 Funding Forward Look £407m
- 18/19 Youth Obligations (funded externally) £38m
- 18/19 Programme Forecast £445m

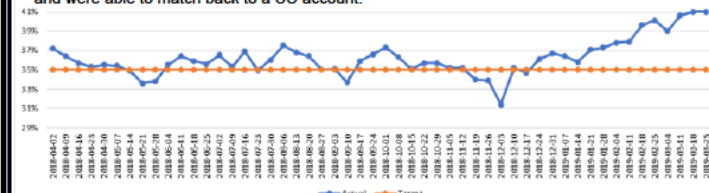


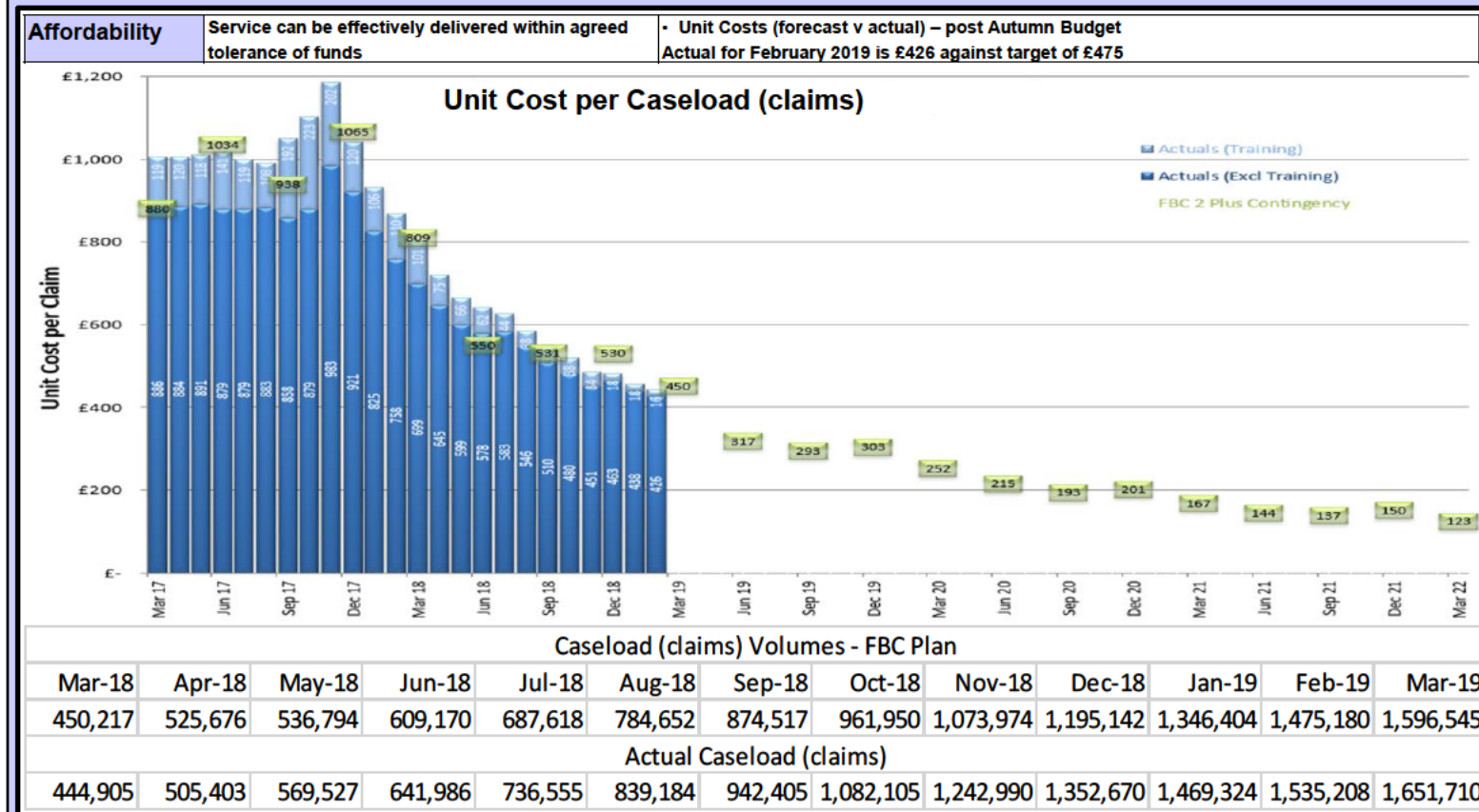
AME Expenditure



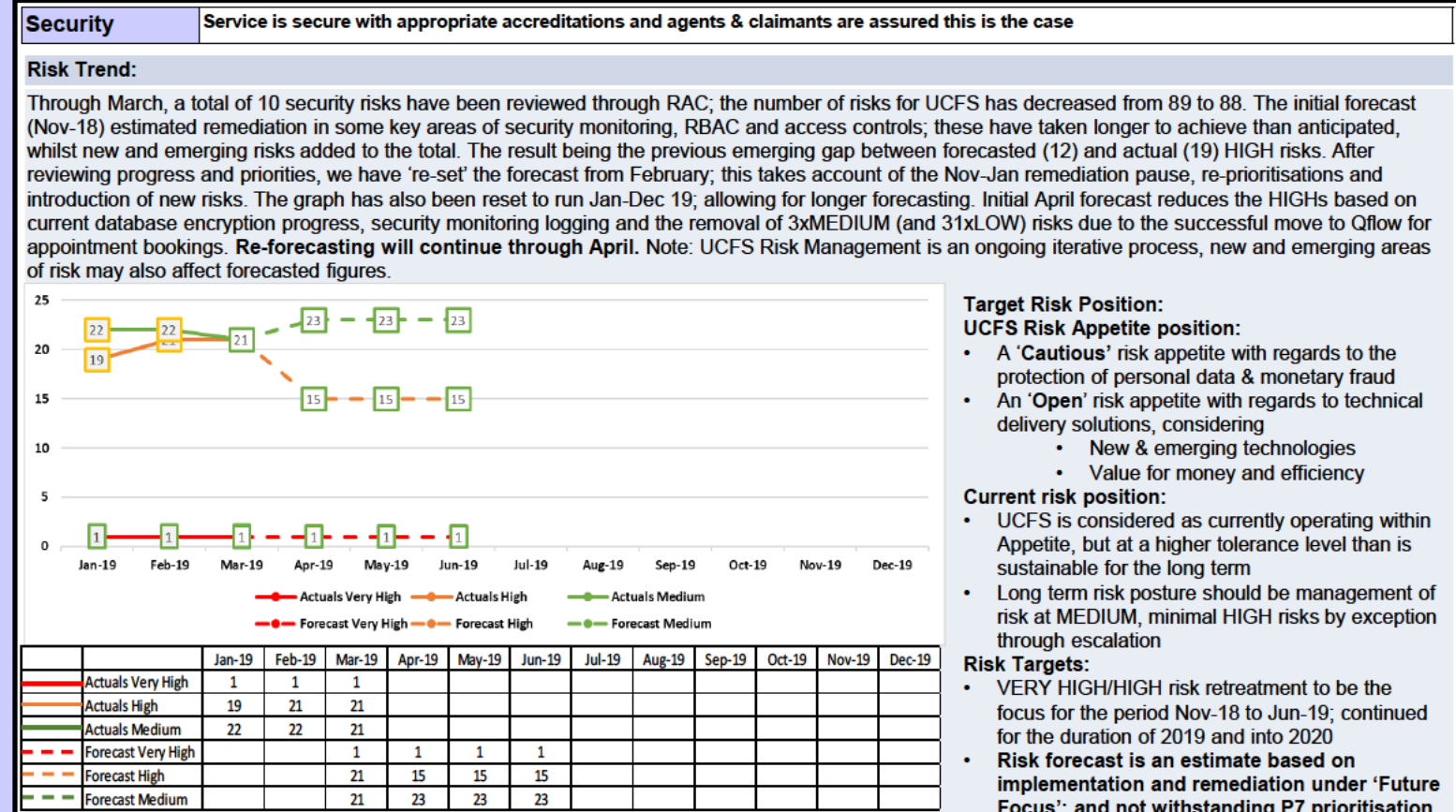
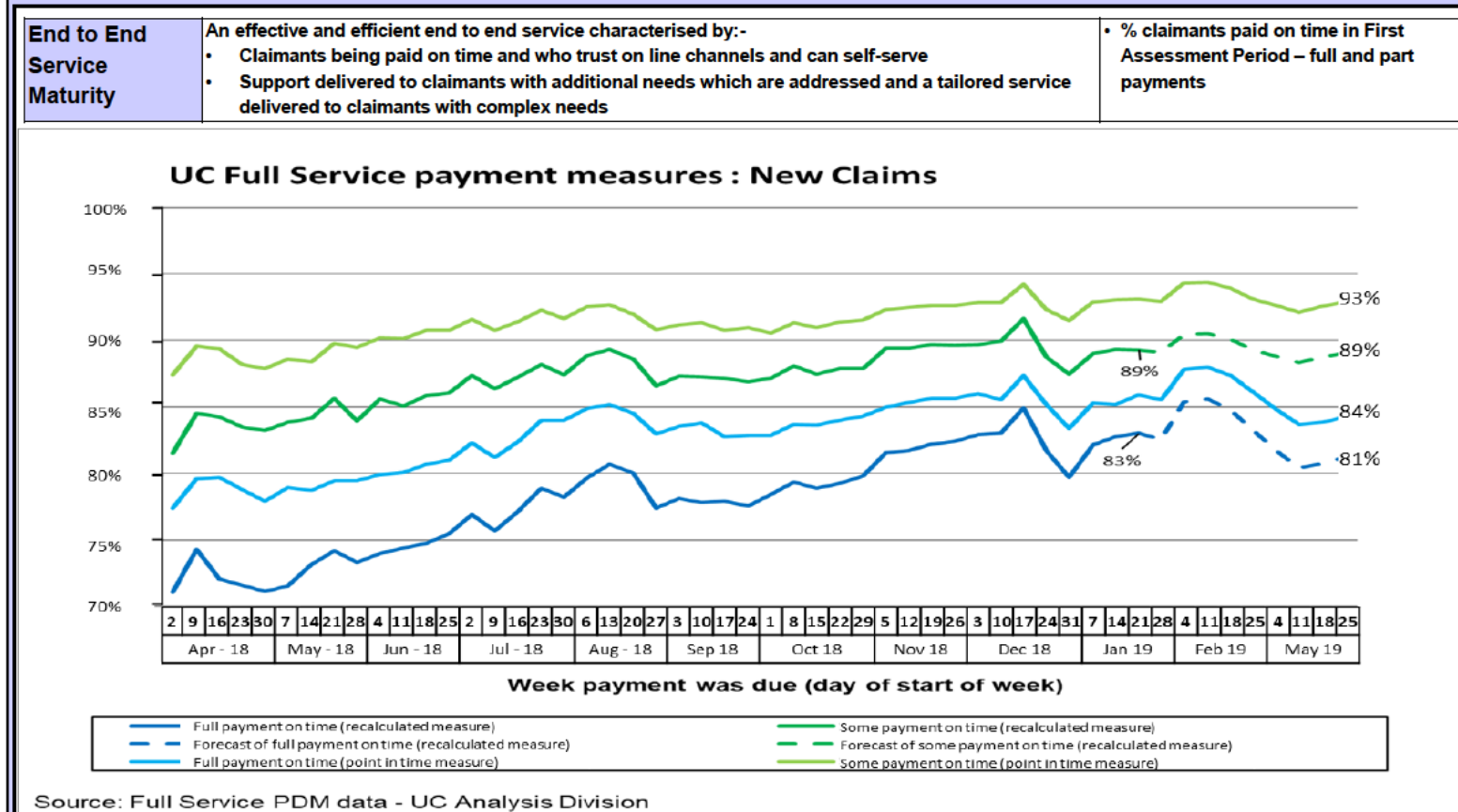
Full Service Verifv Performance

- The Verify success rate for w/c 25 March 2019 is 41%
- 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.





Fraud & Error	We can identify and prevent Fraud & Error and manage risk effectively		<ul style="list-style-type: none">Percentage Claimants paid accuratelyLevels of MVFE		
Measures	Trend Analysis				
	Nov '18	Dec '18	Jan '19	Feb '19	3 Month Average
Payment Accuracy Caseload Growth Measure	96%	93%	92%	97%	94%
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				



Current & Future Focus:		Achievements/Progress:	
The next 6 months:		<ul style="list-style-type: none"> RBAC (V.HIGH risk) – Regular development work was paused between Jan-Mar; this was down to reprioritisation of performance issues, addressing current vulnerabilities and developer resourcing. Analysis work continued through this period. All work has now resumed: Stories have been generated and are being assessed and prioritised to provide a roll out roadmap. The roadmap will be key to understanding the roll out plan and may be subject to change as we learn. Serco screen mock-up's (story board) has been designed i.e. showing the perceived new view for an agent under RBAC Performance impact is still the biggest concern; a small group of Serco agents will be piloted to assess the impact (timeframe to be determined) The risk team are assessing where in the roadmap, rolling out to user groups should see a reduction in impact or likelihood to the risk Due to the risk on performance, the front loaded work and extensive testing to de-risk the feature, it is anticipated that RBAC work may not complete to an acceptable level of residual risk for some significant time. However, once front loaded work completes, progress across areas should complete quicker. 	
<ul style="list-style-type: none"> 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 		<ul style="list-style-type: none"> Security Monitoring (HIGH risk) – remediation of log time stamps has removed the associated HIGH risk 	

