

Programme Summary

The overall Programme status remains AMBER/RED. The Voluntary Phase has stalled in the absence of publication of the Move to UC plan and gainer analysis, inhibiting our ability to engage effectively with stakeholders and partners to intensify joint activity on developing the phase and increase support for voluntary moves to UC. We continue to refine the publication with an updated draft shared with SoS following latest feedback from Ministers with discussions ongoing with Private Office. Following final agreement further work will be required to secure Number 10 approval.

The Discovery phase of Move to UC started as scheduled on 4 January with the team designing and building the first version of the service to support starting to move people as early as possible. Readiness criteria to commence the start of moving claimants was agreed at PDE on 26/01 with regular progress updates scheduled to commence at PDE later in February. Work continues to secure the proposed amendments to the UC Transitional Provisions Regulations by the end of March with supporting products being finalised ahead of Ministerial clearance and submission to the Parliamentary Business & Legislation Committee. Following claimant testing and Ministerial input, the insert for inclusion in Tax Credit customer renewal packs from April 2022 and revised lines to be included in the accompanying Tax Credits renewals letter have now all been signed off and final version of products shared with HMRC in time to meet their printing deadlines. Work now underway to develop supporting narrative and products for both UC and HMRC operational staff in preparation for questions raised by claimants. Options for communications through Local Authorities and Social Rented Sector landlords are also being prepared. The National Campaign to promote the key benefits of UC continues with a radio campaign, focussed on tax credit claimants and the benefits of moving to UC, scheduled to commence later in February.

Latest Full Service releases deployed include: Reintroduction of the requirement for claimants who have reported a health condition to provide a fit note; Changes to highlight the closure of the Kickstart scheme with referrals to Kickstart Scheme jobs closing on 1 March; and, updates to verifying National Insurance numbers. In addition to the usual performance and technical fixes work, work continues to prepare for the removal of Gov.Verify including capturing reasons for claimants opting not to undertake ID verification by phone. The external competition to identify an organisation to deliver the Help to Claim (previously called Future Support Offer) telephony and digital offer now concluded with the successful bidder announced as Citizen Advice and Citizen Advice (Scotland) on 26 January with implementation planning well underway to support delivery from 1 April. The next set of monthly themed stakeholders meetings commenced w/c 7 February, where we will provide an overview of the Move to UC framework, approach to the Discovery phase of Move to UC and how we will understand our readiness to start moving people. We also plan to share the Tax Credit leaflet at the March events.

Critical / Key Milestones -

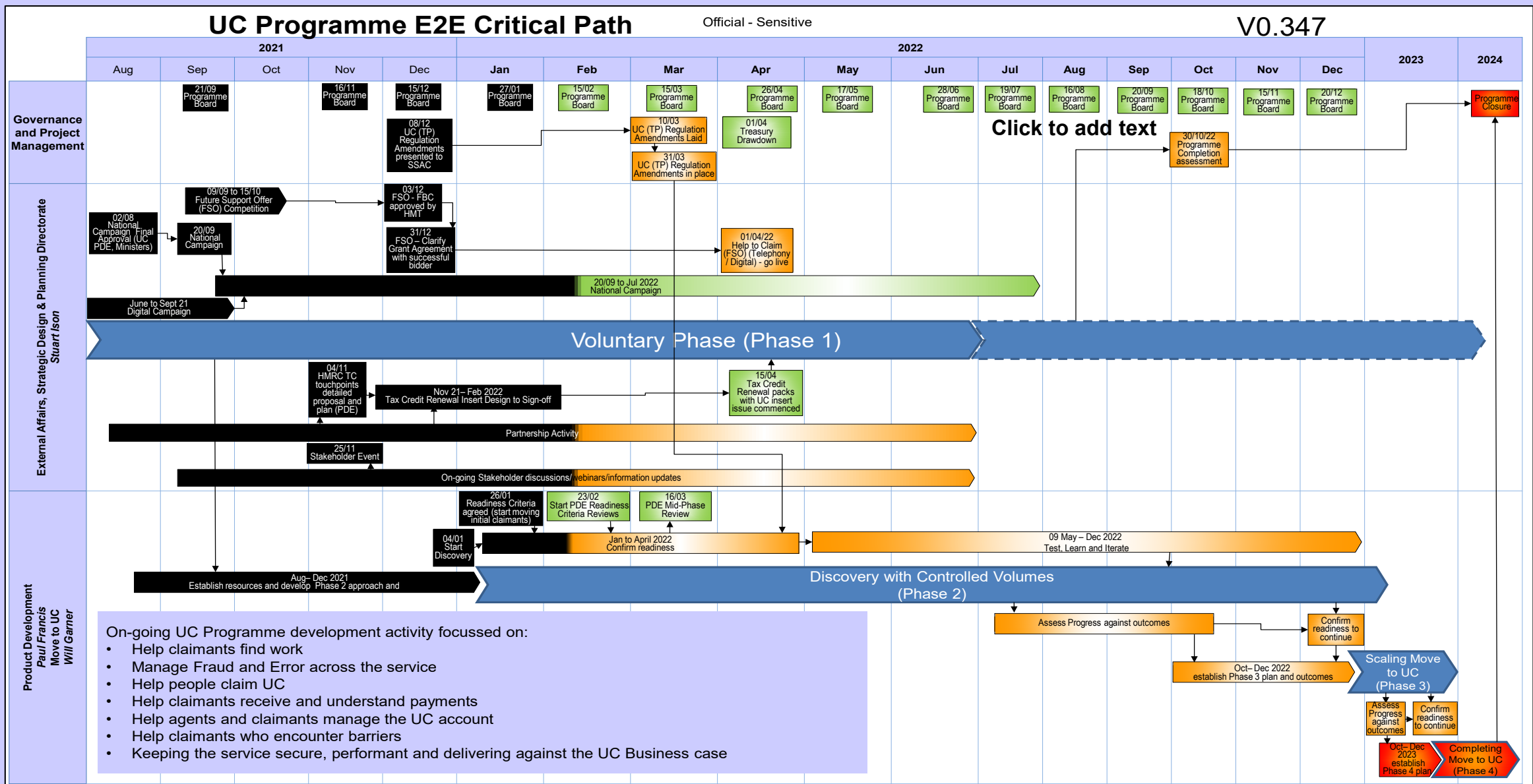
Programme	Rating	Date
Job Matching Pilot - Commence pilot	Green	02/03/22
Housing - Migrate Private Rental Sector (PRS) Landlord rent arrears deduction payments to bank account as a payment mechanism	Green	28/02/22
Frontier workers - Provide service support for Frontier workers	Green	30/03/22
GOV.UK Verify – End of life	Green	31/03/22
Help to Claim (previously Future Support Offer) (Telephony/Digital) - go live	Yellow	01/04/22
Treasury Drawdown	Green	01/04/22
Annual uprating for 2022	Green	11/04/22
Health - Update definition of Terminal Illness in line with legislation changes.	Green	30/04/22
Social Rented Sector (SRS) - Annual SRS Rent Changes	Green	30/04/22
Removal of Post Office Card Accounts (POCAs)	Green	31/05/22

Voluntary Phase (1)		
Tax Credit Renewal UC insert signed off for inclusion in renewal packs	Black	04/02/22
Tax Credit Renewal packs with UC insert issue commenced	Green	15/04/21

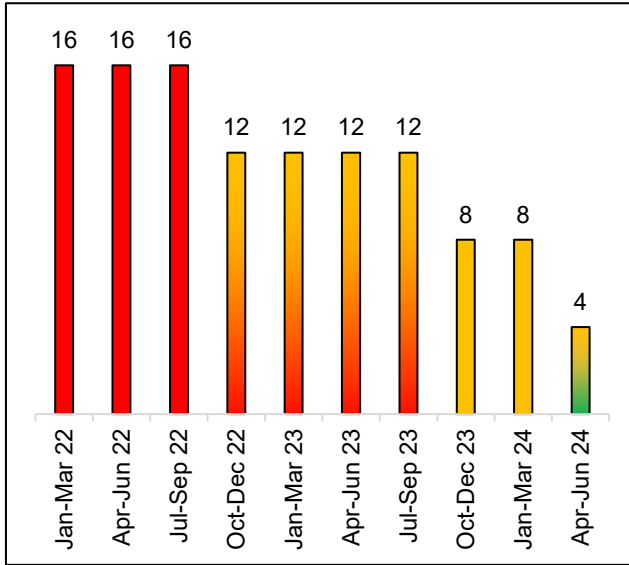
Discovery (with controlled volumes) Phase (2)		
Readiness Criteria to commence moving initial claimants agreed	Black	26/01/22
Commence fortnightly Programme Delivery Executive (PDE) progress reviews against Readiness Criteria (to commence moving claimants)	Green	23/02/22
Mid-Phase Review at PDE	Green	16/03/22
Move to UC Oversight Board Established	Black	07/02/22
UC (TP) Regulations Amendments: Parliamentary Business & Legislation Committee Decision	Green	25/02/22
UC (TP) Regulations Amendments Laid	Yellow	10/03/22
UC (TP) Regulation Amendments in place	Yellow	31/03/22
Discovery Phase - commence earliest testable service by:	Yellow	09/05/22
Programme Assessment of completing migration by end of 2024	Yellow	30/10/22

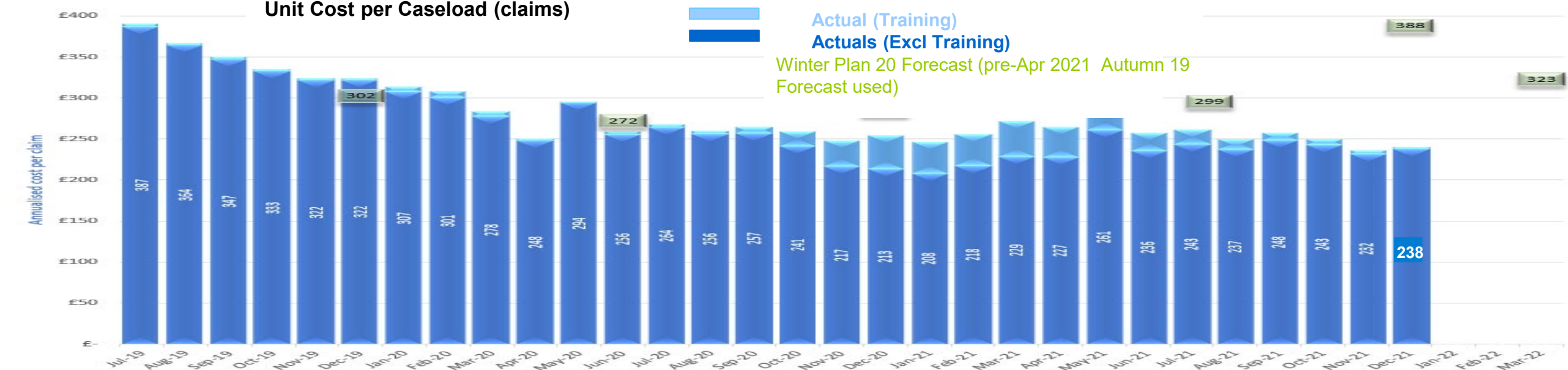
Scaling Move to UC Phase (3)		
Plan and outcomes established for Scaling Move to UC Phase	Yellow	30/11/22
Scaling Move to UC Phase commences	Yellow	21/01/23

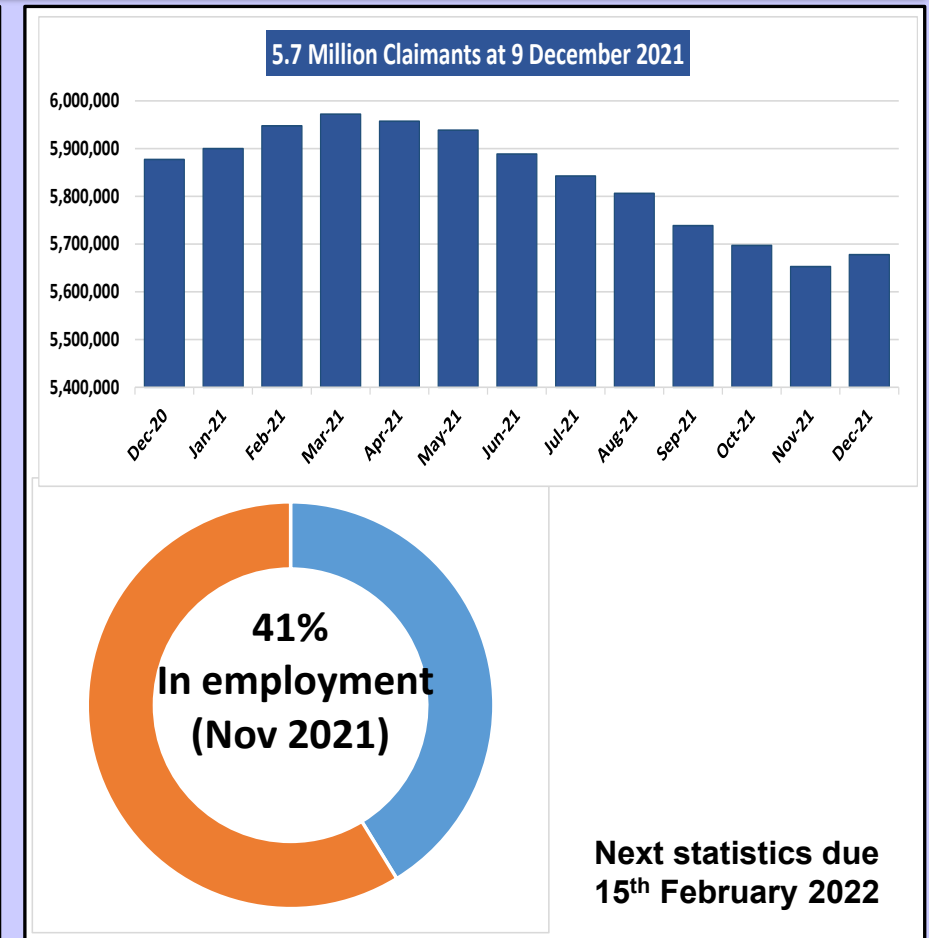
Completing Move to UC Phase (4)		
Plan and outcomes established for Completing Move to UC Phase	Red	30/11/23
Completing Move to UC Phase commences	Red	15/01/24
Move to UC Completed	Red	31/12/24



P82 Move to UC – UC Programme completion by December 2024.

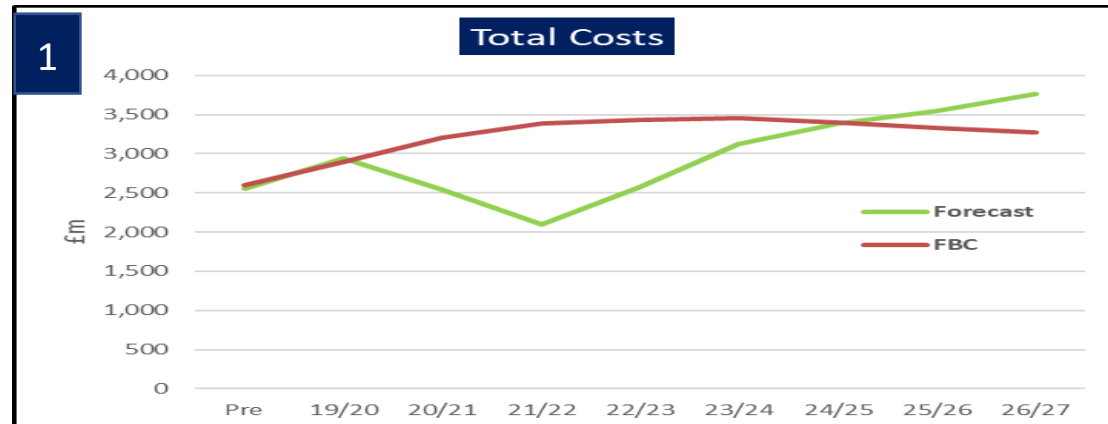
Risk	Risk Details	Mitigations Planned/Completed
<p>Description: Programme completion is dependent on 500k claimants voluntarily moving from existing Legacy Benefits to UC over the Voluntary Phase. If we are unable to maintain the required pace of voluntary claimant movement the Department will not successfully complete all migrations, making UC completion by the end of 2024 unfeasible</p> <p>Causes: 1) Without Ministers' continued positive messaging, it may be difficult to maintain the improved perception of UC 2) Claimants are not incentivised by the benefits of UC 3) The Campaign does not increase positive perceptions of UC 4) Too few Legacy claimants utilise the support of stakeholders to understand their UC entitlement. 5) Stakeholders/Partners who may not wish to engage with DWP, have concerns about DWPs approach or fail to buy-in to UC. 6) Stakeholders/Partners may be unsupportive and/or critical and actively state their opposition to DWPs approach adversely impacting UC. 7) A poor perception of UC (eg. adverse media coverage) may result in Legacy claimants becoming more resistant to voluntarily moving to UC</p> <p>Consequences: a) Failure to achieve sufficient volume of people voluntarily moving to UC by the end of 2024 impacting completion date. b) The benefits stated in the UC Business Case may not be realised resulting in excess cost and reduced savings. c) Significant reputational damage/serious Stakeholder/Partner concern. d) Numbers and claimant types remaining on Legacy may necessitate a different approach. e) There may be consequences on the service delivery plans of our delivery partners</p>	<p>Risk Owner: Ian Wright Risk Action Manager: Stuart Ison Risk Raised – 04/08/21 Current Risk Rating – R16 (Impact 4 x Likelihood 4) Target Risk Rating – A/G4 (Impact 4 x Likelihood 1) Target Date – Mar 24 Impact Date – Apr 24</p> <p style="text-align: center;">Expected Flight Path</p>  <p>Flight Path Rationale/Changes –</p> <ul style="list-style-type: none"> ❖ Oct 22: Risk reduced to AR12 once the review of progress of Voluntary Phase has concluded and the likelihood of Programme completion by Dec 24 is achievable. ❖ Oct 23: Risk reduced to A8 once the review of progress has concluded and readiness to move into Completion Phase has been confirmed. ❖ April 24: Risk mitigated to AG4 but the potential threat will be kept in view until we are confident that 500k voluntary moves can be achieved, enabling migration to be completed by Dec 24. <p>To Note: Delivery of the Voluntary Phase will continue into later Move to UC Phases. Despite expected learning and progress made the Risk score is likely to remain static for some time as voluntary movement may initially be slow. The rating will be kept under constant review.</p>	<p>Planned:</p> <ol style="list-style-type: none"> 1) Publish 'UC at Work' document (subject to final approval) setting out M2UC plans and details of those who benefit from moving to UC (tbc) 2) Comms Campaign tracking survey to measure progress against baseline (14/02/22) 3) National Advertising Campaign (including radio advertising) to increase understanding of the UC offer for tax credits claimants commences (w/c 14/02/22) 4) Factual Campaign completed (28/02/22) 5) Issue of insert to promote the benefits of UC as part of tax credits renewals process begins (15/04/22) 6) National Advertising Campaign completed (Jul 22) 7) Delivery plans established to complete by Dec 24 (Oct 22) 8) Review progress of Voluntary Phase at PDE to assess achievability of completing migration by Dec 24 (Oct 22) 9) Review progress at PDE (to assess readiness to move into Completion Phase) (Oct 23) 10) Themed external stakeholder events to communicate messages and gain support / buy-in. Themes are: Health and Disability, Research, Finance and Welfare, Poverty and Children (monthly) 11) Progress monitoring and reporting of Move to UC to PDE and PB (ongoing) 12) Ministerial communications / forward look through meetings to apprise Ministers of progress and next steps, building a supportive and collaborative working relationship (ongoing) <p>Completed:</p> <ol style="list-style-type: none"> a) Comms Campaign tracking survey to measure progress against baseline (Oct 21) b) PDE Updated regarding HMRC tax credits touchpoints detailed proposal and plan and next steps agreed (03/11/21) c) Initial External Themed Stakeholder events for: Health and Disability, Research and Finance and Welfare, Poverty and Children (04/11/21) d) Stakeholder event shared case studies to improve awareness of benefits of moving to UC (25/11/21) e) Clear communication with stakeholders, partners and legacy claimants to ensure fully aware of the reducing UC taper rate to 55p (31/12/21) f) Provide Minister with outcomes of fact finding work on the benefits of UC in comparison to tax credits (14/01/22) g) Finalise insert to promote the benefits of UC for issue as part of tax credits renewals process (04/02/22)

Affordability	Service can be effectively delivered within agreed tolerance of funds	<ul style="list-style-type: none"> • Unit Costs forecast with Winter Plan 2020 Volumes (pre-April 2021 Autumn 2019 Volumes used) v Actual Caseload (Households) • Actual for December 2021 is £238 against target of £388
<p style="text-align: center;">Unit Cost per Caseload (claims)</p> 		
<p style="text-align: center;">Forecast: Winter Plan 2020 Volumes (pre-April 2021 Autumn 2019 Volumes used)</p>		
Jan 21	Feb 21	Mar 21
3,213,621	3,256,976	3,286,073
Jan 22	Feb 22	Mar 22
4,642,814	4,795,605	4,813,396
<p style="text-align: center;">Actual Caseload (Households)</p>		
Jan 21	Feb 21	Mar 21
5,077,607	5,102,368	5,074,135
Jan 21	Feb 21	Mar 21
4,937,790	4,895,138	4,821,127



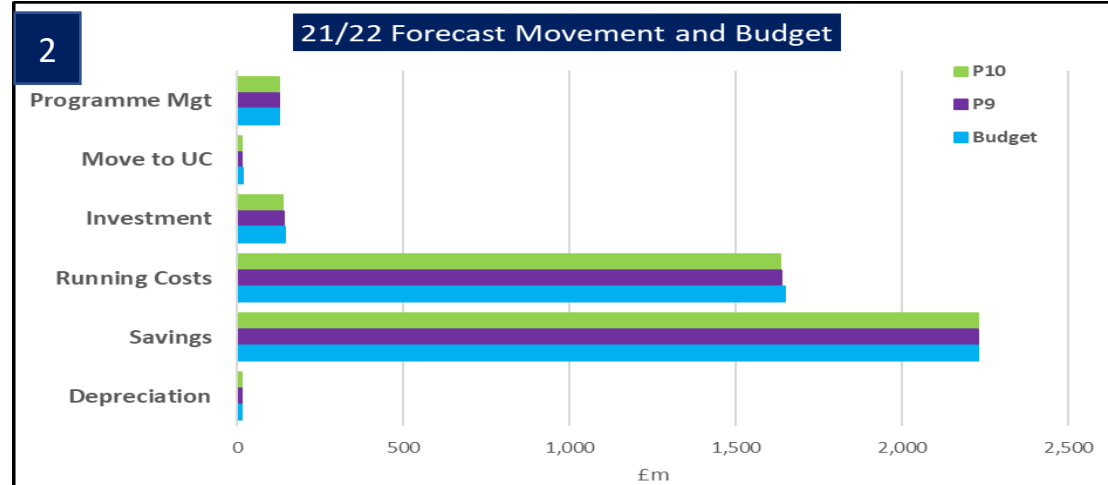
Programme Overall Finance Forecast Summary (P9)

1	Total Costs £m										
	Pre	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	Total	FBC
Programme Mgt	1,432	146	172	126	144	139	58	24	22	2,262	1,771
Move to UC	54	30	22	12	165	192	79	5	1	560	291
Investment	1,486	176	193	138	309	331	136	29	23	2,822	2,062
Running Costs	1,645	864	1,396	1,633	1,049	1,173	1,208	1,216	1,236	11,421	10,655
Savings	(842)	(670)	(1,996)	(2,229)	(911)	(981)	(1,095)	(1,110)	(1,064)	(10,898)	(9,806)
Depreciation	266	13	13	15	24	23	23	23	20	420	357
Total	2,554	384	(394)	(443)	472	547	272	159	215	3,765	3,268



1. Total Costs

- Overall Forecast costs are £0.5bn higher than the 2018 FBC. This is due to the revised Move to UC Plan and the subsequent increased Programme costs. In addition, significantly more Policy Changes have been delivered than originally planned at the expense of some of the planned efficiency development. 20/21 and 21/22 include COVID-19 impacted volumes and consequently higher Operational Running Costs and Savings.
- For years 22/23 onwards volumes have not been updated and represent Autumn 19 pre COVID-19 position. All future years will be updated following final SR 21 volume refresh and allocations sign-off.**



2. Forecast and Budget P9 v P10 21/22

- No budget changes this month.
- Investment drop of £0.6m due to review of expected recruitment.
- Running costs reduced by £4m in Operations Service Delivery due to higher attrition rates on temporary staff.
- The latest forecast represents an underspend of £18m against budget.

2	Forecast 21/22			Budget 21/22	
	P10	P9	Var	Budget	Var
Programme Mgt	126	126	1	127	1
Move to UC	12	12	0	16	4
Investment	138	139	1	143	5
Running Costs	1,633	1,637	4	1,647	14
Savings	(2,229)	(2,229)	0	(2,229)	(0)
Depreciation	15	15	(0)	14	(0)
Total	(443)	(439)	5	(425)	18

3. HMT Drawdown Approval (Apr-Mar 2022)

- Approval of the Programme's £144.5m 21/22 drawdown was granted to March 22. This drawdown excludes Operations Running Costs, depreciation and Move to UC. The Programme is within the HMT control total.
- The Programme are engaging with HMT on the 22/23 drawdown week commencing 7th Feb.

Current Status of Product Development Move to UC vacancies

Roles	Number of positions	Internal Placements (no backfill req)	External Placements	Remaining vacancies	Status
Security Analyst	2	0	2	0	Filled
Front End Dev	1	0	1	0	Filled
Java Dev / Tech Lead	10	0	7	3	Advertised / Interviewing
Test Engineer	4	0	3	1	Re-advertised due to leaver
DevOps Engineer	4	0	2	2	Re-advertised due to leavers
Technical Architect	1	0	1	0	Filled
Data Scientists	3	0	3	0	Filled
Product Manager	4	3	1	0	Filled
Product Strategist	2	1	1	0	Filled
Content Designer	2	0	2	0	Filled
User Researcher	3	1	1	1	Re-advertised - internal option needed for BAU
Business Analyst	5	2	3	0	Filled
Agile Delivery Manager	3	3	0	0	Filled
Digital Project Manager	2	2	0	0	Filled-
Interaction Designer	2	1	0	1	Advertised
Service Designer	1	1	0	0	Filled
Product Support / UL Roles	5	5	0	0	Filled
Total	54	19	27	8	

- Recruitment of engineering roles (Java Developers in particular) to meet immediate needs and to cover continued attrition remains our biggest area of concern. We have secured 7 Java Developers via this campaign but due to leavers from across the wider programme some of these people are currently backfilling existing teams. We are reprioritising work and redistributing existing teams to support efforts on Move.
- Utilising all possible options for sourcing candidates, including agencies and our own recruitment of permanent and contract software developers, but results remain limited. It is becoming increasingly likely we will need to re-plan and the P11 backlog will be impacted.
- 27 external offers have been made to date, leaving 8 roles currently unfilled – Two DevOps Engineer roles have been re-advertised due to leavers and the User Researcher position has been advertised as the original internal option is now not available.

Current Status of UC Product Development Roles (excluding Business Management)

Roles	Number of positions	Perms / Detached Duty	Contractors	Remaining vacancies	Status
Secure Design (Security)	17	6	9	2	Discussion on recruitment taking place 1 new contractor started
Architects	7	1	5	1	No recruitment ongoing at the moment
Java Dev / Tech Lead	82	19	47	16	Number of positions amended as did not include all our Tech Leads that were Software Engineers. Out on Permanent recruitment/PSR
Test Engineer	35	7	25	3	Out on Permanent recruitment
DevOps Engineer	30	4	22	4	Out on Permanent recruitment/PSR
Front End Devs	7	2	4	1	One recent leaver – PSR recruitment
Product Manager	23	16	4	3	One recent leaver – PSR recruitment underway
Product Strategist	5	5	0	0	Filled
Infrastructure Engineers	7	0	7	0	Contractor currently on-boarding
Content Designer	15	13	2	0	Filled
User Researcher	23	10	7	6	Out on PSR recruitment
Business Analyst	52	42	2	8	No recruitment ongoing at the moment as N/R
Agile Delivery Manager	20	11	7	2	
Digital Project Manager	21	2	19	0	2 roles out on permanent recruitment to replace contractors
Interaction Designer	14	2	9	3	Out on PSR recruitment
Service Designer	8	0	5	3	1 out for permanent recruitment
Product Support / UL Roles	83	77	0	6	Awaiting outcome for 4 EoI's
Totals	449	217	174	58	