

Programme Summary

The overall Programme status is **AMBER/RED**. The Voluntary Phase is stalling 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 work with Ministers and Number 10 to secure an announcement on our plans.

Good progress continues, working collaboratively with HMRC and DfC, to develop and introduce an insert leaflet within Tax Credit customer renewal packs, providing details of the benefits of UC to about 1.5 million Tax Credit customers from April 2022 with the draft version of the leaflet now developed and subject to final review with key stakeholders. Discussions continue with Ministers on the next phase of the National Campaign and we remain on track internally to commence the second "Discovery" Phase in January, although there is a risk that Social Security Advisory Committee (SSAC) consultation on regulations may delay into Spring the start of moving claimants. The proposed amendments to the UC Transitional Provision Regulations, including the removal of the 10,000 on the number of claimants that can be moved to UC, were reviewed by SSAC on 8 December and included discussions on whether or not a public consultation was required. If required, the regulations could be delayed by around 5 months.

Latest Full Service releases deployed include: Changes required to reduce the UC earnings taper rate from 63p to 55p, and increase the work allowance by £500 a year; improvements to increase the success rate of establishing automatic earnings feed from HMRC Real Time Information (RTI) database; and, further improvements to support agents rebooking appointments. In addition to the usual performance and technical fixes work, the initial Transaction Risking capability into UC, to help prevent high risk UC advances claims, went live at the beginning of December, initially with a period of silent running to ensure it is working as expected before opening up to users early in the new year. Following an external competition to identify an organisation to deliver the Future Support Offer (the successor to Help to Claim) the successful bidder has now been confirmed through internal Governance and with Ministers. HMT approved the Full Business Case on 6 December with discussion underway with the successful bidder to clarify the final grant agreement ahead of formal signing and public announcements in January.

Stakeholder engagement - In November we held a number of stakeholder engagement forums, both sector specific with small groups of stakeholders, as well as a much larger meeting on 25 November to which 82 individuals from 72 organisations attended. The event was introduced by Minister for Welfare Delivery (MfWD), and led by the SRO, Neil Couling. A number of case studies relating to customers moving from legacy benefits to Universal Credit were shown to stakeholders at the event. Following a steer from the Secretary of State (SoS) these focused on individuals that would be notionally financially better off from a move to UC. These have not been shared following the event with further discussions to take place with Ministers on the sharing of information, with SoS still requiring further assurance before we are in a position to publish our analysis. This is critical in driving forward Voluntary moves to UC in conjunction with the proposed media campaign. Stakeholders were advised that we would begin 'managed moves' through a Discovery Phase from January 2022. We will continue to work with SoS and MfWD to secure an announcement on our plans to restart Move to UC in the new year.

Critical / Key Milestones -

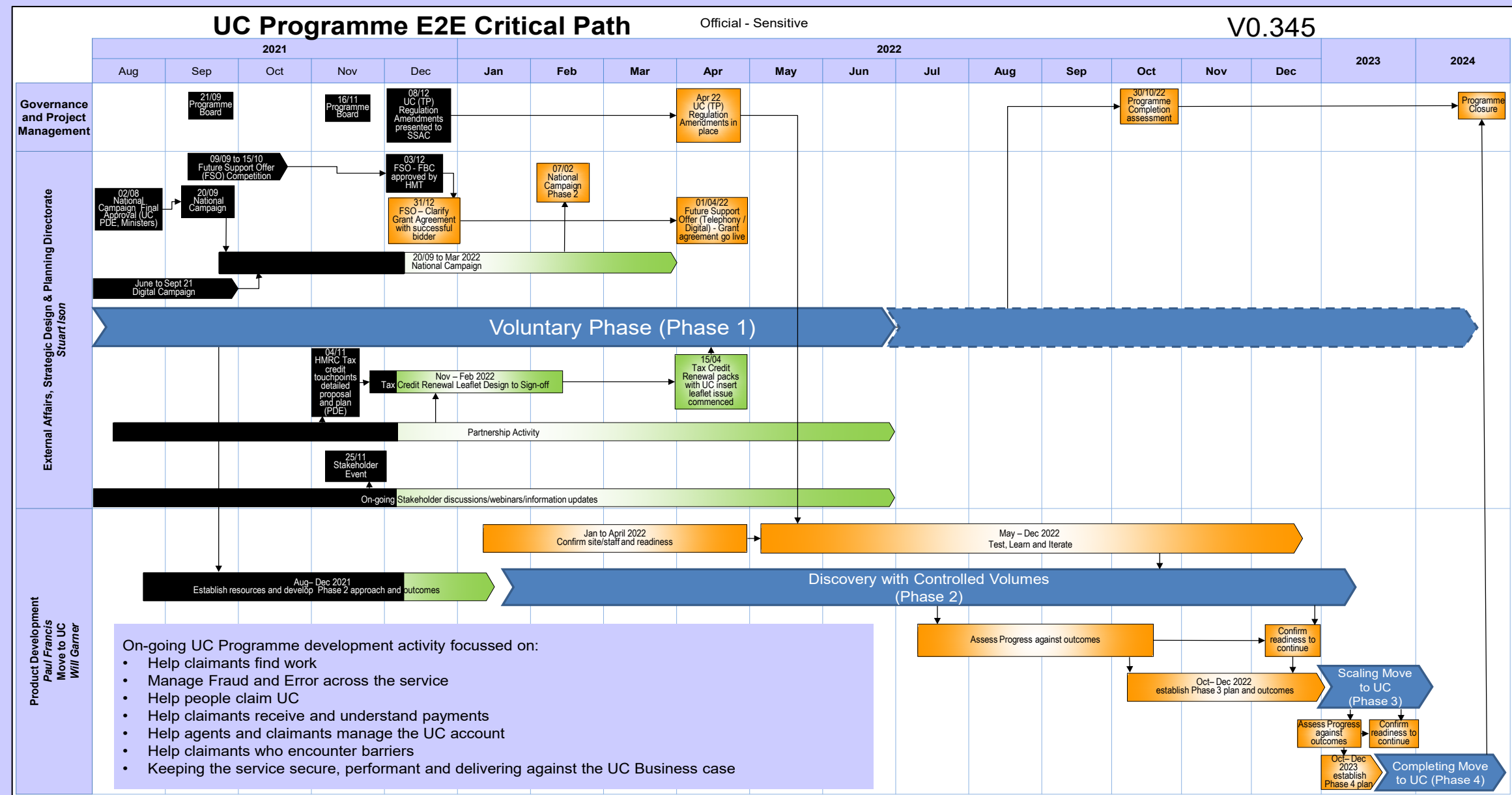
Programme	Rating	Completion Date
Increase in UC Work Allowances (by £500) implemented	Black	24/11/21
Reduction in UC taper rate (63% to 55%) implemented	Black	24/11/21
Transaction Risking - integration of end to end solution completed	Green	02/12/21
Future Support Offer (Telephony/Digital) - Full Business Case approved by HMT	Yellow	03/12/21
UC (TP) Regulation Amendments presented to SSAC	Yellow	08/12/21
SMS Contract Exit - Prior to existing contract end complete integration with Gov.uk Notify.	Yellow	20/12/21
Future Support Offer (Telephony/Digital) – Clarify Grant Agreement with successful bidder	Yellow	31/12/21
Job Matching Pilot - Commence pilot	Yellow	Feb 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	31/03/22
Future Support Offer (Telephony/Digital) - go live	Yellow	01/04/22
Annual uprating for 2022	Green	11/04/22
GOV.UK Verify – End of life	Green	30/04/22
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)		
HMRC UC Programme Board to sign-off Tax Credit Renewal proposals	Black	11/11/21
Social Rental Sector (SRS) landlord forum	Black	17/11/21
National Stakeholder Event	Black	25/11/21
Product Testing of Tax Credit Renewal UC insert leaflet	Green	14/01/22
Tax Credit Renewal UC insert leaflet Signed off for inclusion in renewal packs	Green	04/02/22
National Campaign Phase 2	Yellow	07/02/22
Tax Credit Renewal packs with UC insert leaflet issue commenced	Green	15/04/21

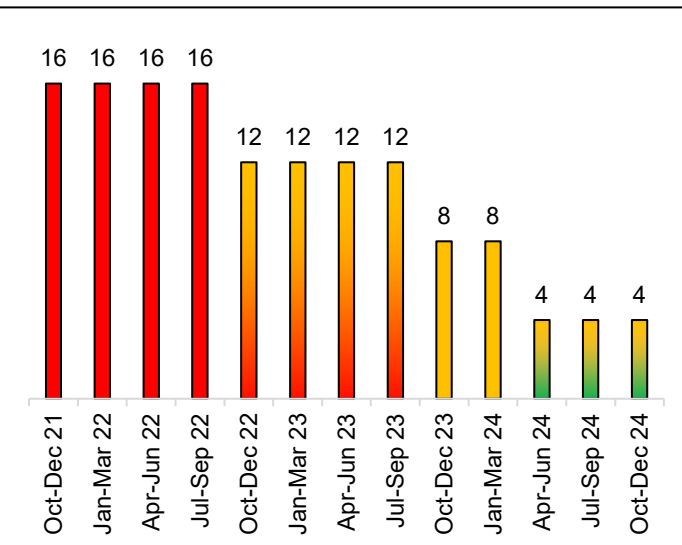
Discovery (with controlled volumes) Phase (2)		
Establish resources, approach and Goals to commence Discovery	Green	17/12/21
Discovery (with controlled volumes) Phase commenced	Green	03/01/22
UC (TP) Regulation Amendments in place	Yellow	Apr 22
Discovery (with controlled volumes) Phase – confirm site, staff and readiness completed	Yellow	29/04/22
Discovery (with controlled volumes) Phase - Test, Learn and Iterate commences	Yellow	09/05/22
Programme Completion Assessment	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	Yellow	30/11/23
Completing Move to UC Phase commences	Yellow	15/01/24
Move to UC Completed	Yellow	31/12/24

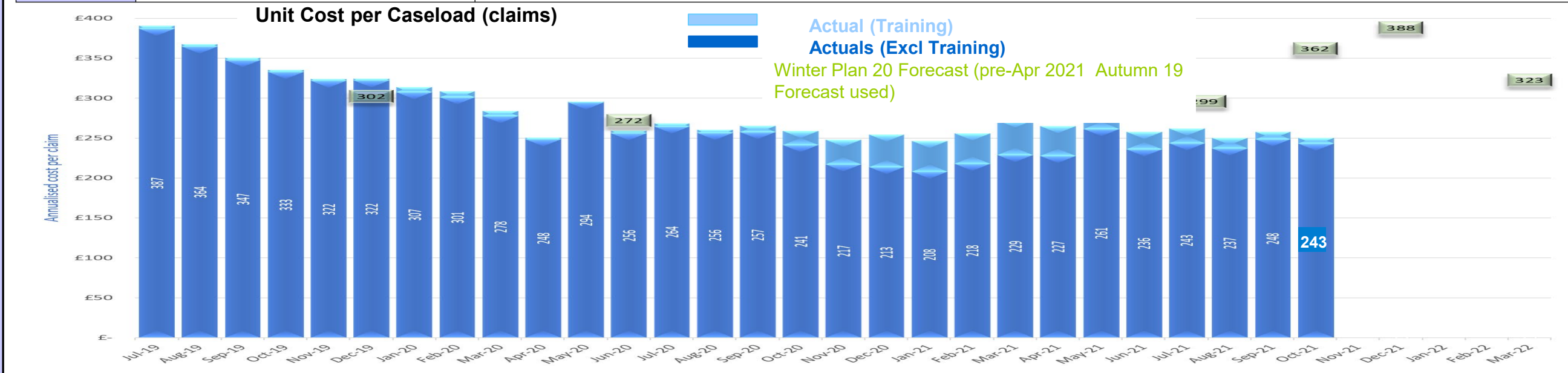


P82 Move to UC – UC Programme completion by December 2024.

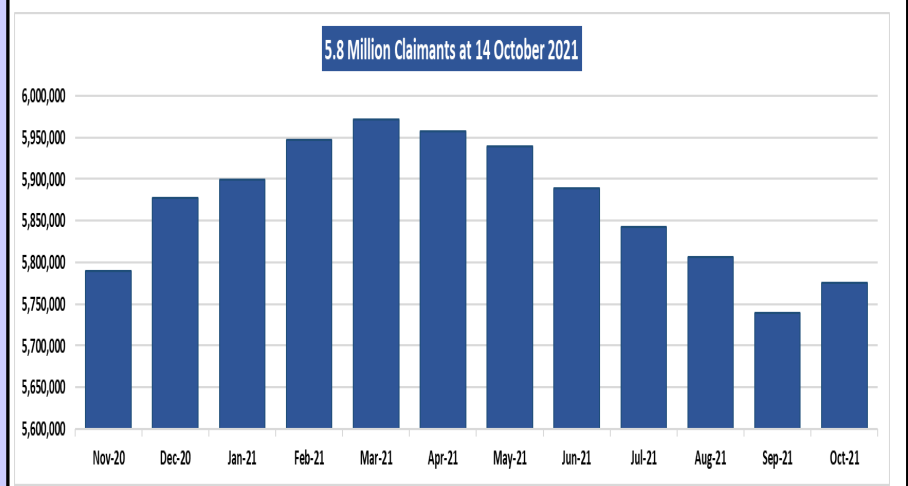
Risk	Risk Details	Mitigations Planned/Completed
<p>Description: Programme completion is dependent on 500k claimants voluntarily moving from existing Legacy Benefits to UC over the Voluntary Phase. If we are unable to maintain the required pace of voluntary claimant movements the Department will not successfully complete all migrations, making UC completion by the end of 2024 unfeasible</p> <p>Causes:</p> <ol style="list-style-type: none"> Without Ministers' continued positive messaging, it may be difficult to maintain the improved perception of UC Claimants are not incentivised by the benefits of UC The Campaign does not increase positive perceptions of UC Too few Legacy claimants utilise the support of stakeholders to understand their UC entitlement. Stakeholders/Partners who may not wish to engage with DWP, have concerns about DWPs approach or fail to buy-in to UC. Stakeholders/Partners may be unsupportive and/or critical and actively state their opposition to DWPs approach adversely impacting UC. <p>Consequences:</p> <ol style="list-style-type: none"> Failure to achieve sufficient volume of people voluntarily moving to UC by the end of 2024 impacting completion date. The benefits stated in the UC Business Case may not be realised resulting in excess cost and reduced savings. Significant reputational damage/serious Stakeholder/Partner concern. Numbers and claimant types remaining on Legacy may necessitate a different approach. There may be consequences on the service delivery plans of our delivery partners 	<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 – Apr 24 Impact Date – Dec 24</p> <p>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"> Provide clear communication with stakeholders, partners and legacy claimants to ensure fully aware of the reducing UC taper rate to 55p (31/12/21) Publish 'UC at Work' document (subject to final approval) setting out M2UC plans and details of those who benefit from moving to UC (tbc) High-profile National Advertising Campaign to increase understanding of the UC offer for different audiences commences (tbc) Comms Campaign tracking survey to measure progress against baseline (Feb 22 tbc) Leaflet / flyer to promote the benefits of UC to be issued as part of Tax Credits renewals process (April 22) Delivery plans established to complete by 2024 (Oct 22). Review progress of Voluntary Phase at PDE to assess achievability of completing migration by Dec 24 (Oct 22) Review progress at PDE (to assess readiness to move into Completion Phase) (Oct 23) Progress monitoring and reporting of Move to UC to PDE and PB (ongoing) <p>Completed:</p> <ol style="list-style-type: none"> Comms Campaign Strategic approval (SoS) (11/08/21) Deep dives with HMRC to look at communications at Tax Credit renewal period (29/07/21, 12/08/21, 26/08/21) Comms pre-campaign tracking survey to provide a baseline against which to measure progress National (Factual) Campaign (scheduled for Sept 21) initial content development completed (03/09/21) Comprehensive communications to ensure Stakeholders/Partners/Operations and claimants are fully aware of the £20 uplift removal (08/09/21) National (Factual) Campaign commences (14/09/21) Comms Campaign tracking survey to measure progress against baseline (Oct 21) PDE Updated regarding HMRC Tax credit touchpoints detailed proposal and plan and next steps agreed (03/11/21) Initial External Themed Stakeholder events for: Health and Disability, Research and Finance and Welfare, Poverty and Children (04/11/21) Stakeholder event shared case studies to improve awareness of benefits of moving to UC (25/11/21)

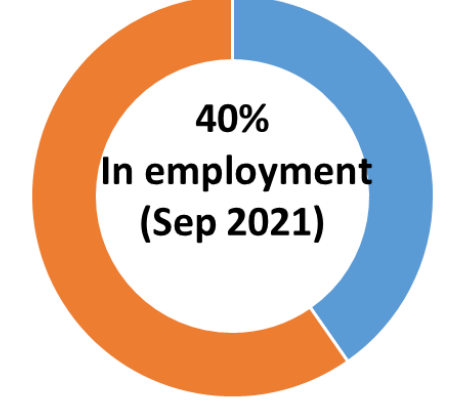
Affordability Service can be effectively delivered within agreed tolerance of funds

• Unit Costs forecast with Winter Plan 2020 Volumes (pre-April 2021 Autumn 2019 Volumes used) v Actual Caseload (Households)
 • Actual for October 2021 is £243 against target of £362



Forecast: Winter Plan 2020 Volumes (pre-April 2021 Autumn 2019 Volumes used)												
Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	June 21	Jul 21	Aug 21	Sept 21	Oct 21	Nov 21
3,098,573	3,155,085	3,213,621	3,256,976	3,286,073	4,886,403	4,916,108	4,927,414	4,913,429	4,899,451	4,876,243	4,827,737	4,779,210
Actual Caseload (Households)												
4,984,920	5,009,179	5,077,607	5,102,368	5,074,135	5,090,547	5,047,534	4,995,424	4,937,790	4,895,138	4,821,127	4,901,630	4,860,280



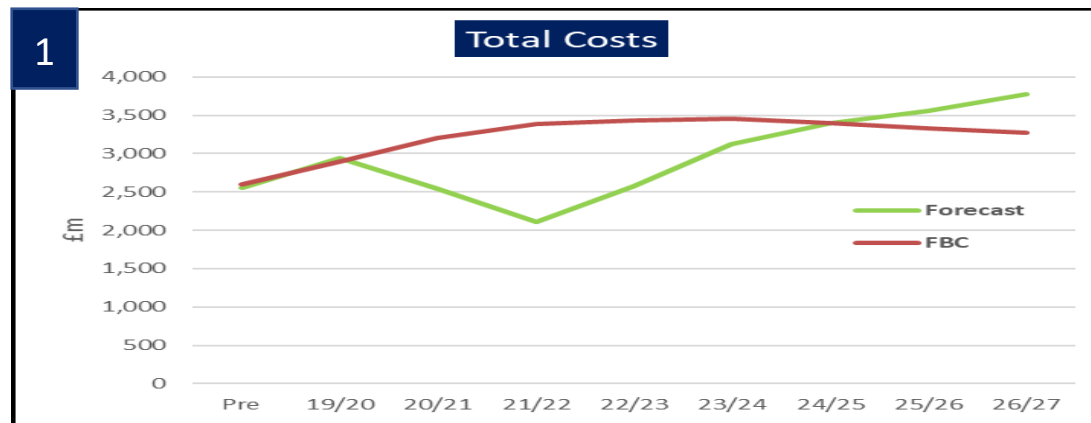


40% In employment (Sep 2021)

Next statistics due 14th December 2021

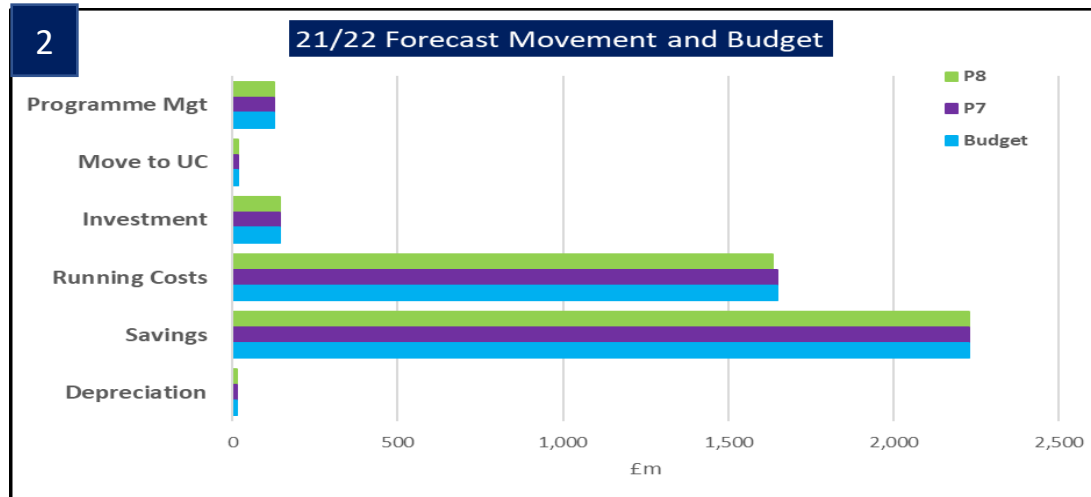
Programme Overall Finance Forecast Summary (P8)

1	Total Costs £m										FBC
	Pre	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	Total	
Programme Mgt	1,432	146	172	126	144	139	58	24	22	2,263	1,771
Move to UC	54	30	22	16	165	192	79	5	1	564	291
Investment	1,486	176	193	142	309	331	136	29	23	2,827	2,062
Running Costs	1,645	864	1,396	1,634	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	14	24	23	23	23	20	419	357
Total	2,554	384	(394)	(439)	472	547	272	159	215	3,769	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 SR Spring 21 volume refresh sign-off.



2. Forecast and Budget 21/22

- A budget re-alignment exercise to P7 forecasts has reduced the UC budget by £49m.
- Operations running costs have reduced by £13m in line with the budget re-alignment assumptions.
- The latest forecast represents an underspend of £14m against budget.

2	Forecast 21/22			Budget 21/22	
	P8	P7	Var	Budget	Var
Programme Mgt	126	127	0	127	0
Move to UC	16	16	0	16	0
Investment	142	143	0	143	0
Running Costs	1,634	1,647	13	1,647	13
Savings	(2,229)	(2,229)	0	(2,229)	0
Depreciation	14	14	0	14	0
Total	(439)	(426)	13	(425)	14

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.

Current Status of Product Development Move to UC vacancies

Roles	Number of posts	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	4	6	Advertised / Interviewing
Test Engineer	4	0	4	0	Filled
DevOps Engineer	4	0	3	1	Advertised/ Interviewing
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	2	1	0	Filled
Business Analyst	5	1	3	1	On hold, until more Devs sourced
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	26	9	

- Recruitment of engineering roles (Java Developers in particular) remains our biggest area of concern with only 4 Java Developers secured and significant gaps already within business as usual (and 2 recent leavers from the Programme). We are pursuing all possible options for sourcing candidates, including a number of agencies and our own recruitment of permanent and contract software developers but results remain limited. However we will be able to start with one small London team from January.
- 26 external offers have been made to date, leaving 9 roles currently unfilled – although the Business analyst position is currently not required until we hire more developers. 22 candidates have successfully been on boarded with the rest scheduled to join in coming weeks

Current status of UC roles (excluding Business Management)

Roles	Number of posts	Perms/Detached Duty	Contractors	Remaining vacancies	Status
Secure Design (Security)	17	6	8	3	Discussion on recruitment taking place
Architects	7	1	5	1	No recruitment ongoing at the moment
Java Dev / Tech Lead	74	21	42	11	Out on Permanent recruitment/PSR
Test Engineer	34	7	24	3	Out on Permanent recruitment
DevOps Engineer	30	3	21	6	Out on Permanent recruitment/PSR
Front End Devs	7	2	5	0	Filled
Product Manager	23	16	5	2	Filled
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	9	7	7	Out on PSR recruitment
Business Analyst	52	42	2	8	No recruitment ongoing at the moment as not currently required
Agile Delivery Manager	20	11	9	0	Filled
Digital Project Manager	22	2	19	1	2 roles out on permanent recruitment to replace contractors
Interaction Designer	14	2	10	2	Out on PSR recruitment
Service Designer	8	0	5	3	1 out for permanent recruitment
Product Support / UL Roles	88	82	0	6	Eol's submitted for advert
Total	446	222	171	53	