# Programme Board Dashboard: 27 January 2022

Official - Sensitive

Rating: Current | Previous

## 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 update and refine the publication following additional feedback from Ministers providing further assurances. Following final agreement further work will then be required to secure Number 10 approval.

The Discovery phase of Move to UC started as scheduled on 4 January with the team focussed on designing and building the first version of the end-to-end service to support starting to move people as early as possible. The Social Security Advisory Council (SSAC) undertook its statutory scrutiny of the proposed amendments to the UC Transitional Provisions Regulations on 8 December with outcome and recommendations under discussion with Ministers. Good progress continues, working collaboratively with HMRC and DfC, to develop and introduce an insert within Tax Credit customer renewal packs, providing details of the benefits of UC to about 1.5 million Tax Credit customers from April 2022. Discussions continue, including with Ministers, on the content of the insert and additional wording for inclusion within HMRC covering letter with some further claimant testing taking place during w/c 17 January to inform final content and in time to meet HMRC deadlines.

Latest Full Service releases deployed include: Changes to support improving the accuracy of capturing capital information from claimants at new claims stage; Changes to support amended legislation ensuring only those disabled students with a Limited Capability for Work Assessment are eligible for UC; and, further improvements to Mandatory Reconsideration process. In addition to the usual performance and technical fixes work, temporary changes to self-certification arrangements and requirement to provide medical evidence have been introduced to support maximising GPs capacity to manage the vaccine booster program. The external competition to identify an organisation to deliver the Future Support Offer (the successor to Help to Claim) has now completed with the grant agreement signed by Permanent Secretary on 18 January and announcement detailing the new service and successful organisation expected by the end of January. Further stakeholders meetings have continued in January focussed on three subject specific groups - Health & Disabilities, Welfare Poverty & Children and Research & Financial. We shared progress with commencing Discovery, sought input to the checklist intended for inclusion with the Tax Credits renewal insert and started to explore content for future checklists including additional areas that claimants would need to consider. All meetings have been well received with stakeholders welcoming the opportunity to input.

## UC Programme E2E Critical Path

Official - Sensitive

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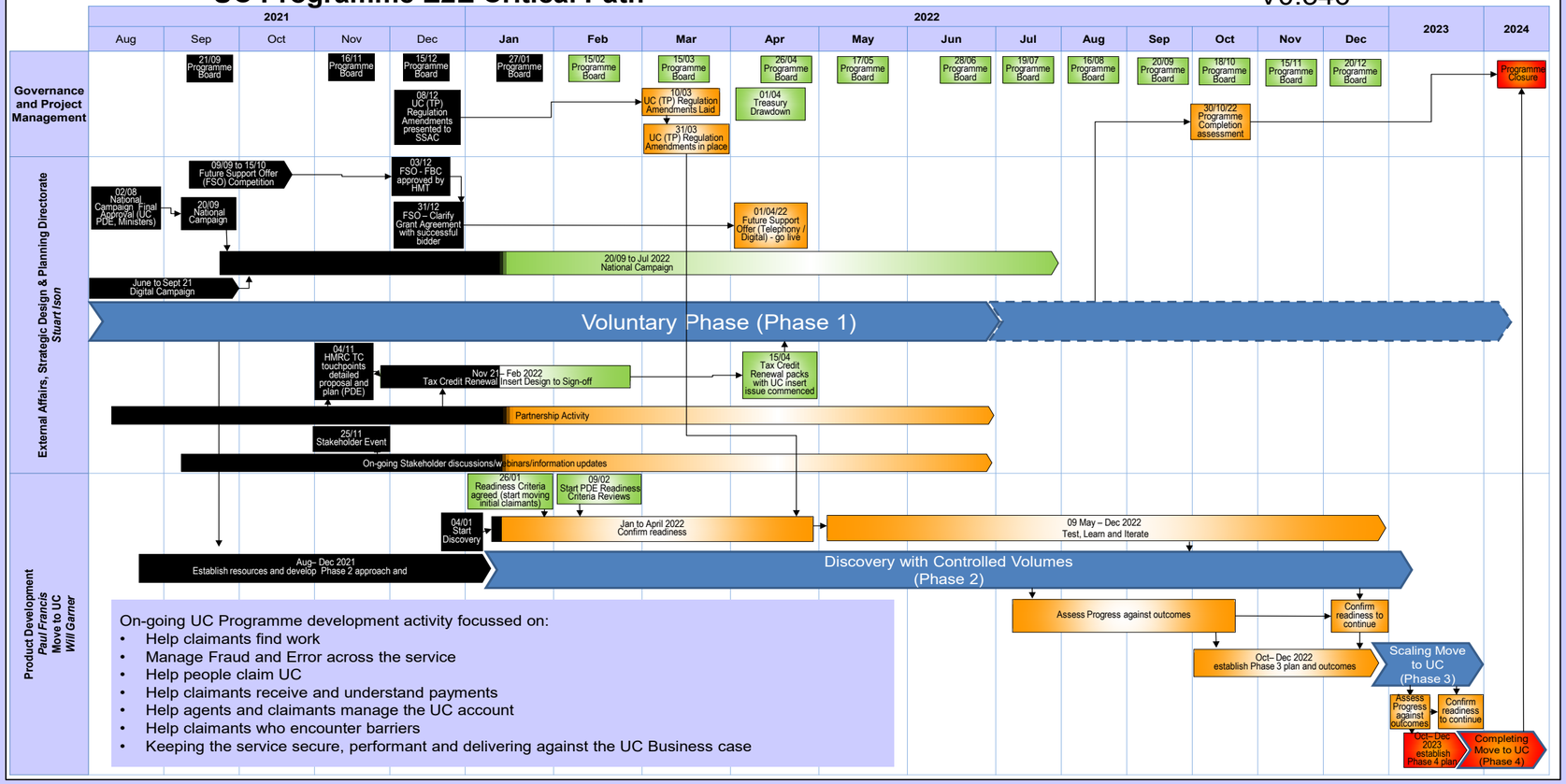



On-going UC Programme development activity focussed on:

- Help claimants find work
- Manage Fraud and Error across the service
- Help people claim UC
- Help claimants receive and understand payments
- Help agents and claimants manage the UC account
- Help claimants who encounter barriers
- Keeping the service secure, performant and delivering against the UC Business case

## Critical / Key Milestones -

| Programme | | |
|---|---|---|
| Future Support Offer (Telephony/Digital) – Clarify Grant Agreement with successful bidder | | 31/12/21 |
| SMS Contract Exit - Prior to existing contract end complete integration with Gov.uk Notify. | | 20/02/22 |
| Job Matching Pilot - Commence pilot | | 02/03/22 |
| Housing - Migrate Private Rental Sector (PRS) Landlord rent arrears deduction payments to bank account as a payment mechanism | | 28/02/22 |
| Frontier workers - Provide service support for Frontier workers | | 30/03/22 |
| GOV.UK Verify – End of life | | 31/03/22 |
| Future Support Offer (Telephony/Digital) - go live | | 01/04/22 |
| Treasury Drawdown | | 01/04/22 |
| Annual uprating for 2022 | | 11/04/22 |
| Health - Update definition of Terminal Illness in line with legislation changes. | | 30/04/22 |
| Social Rented Sector (SRS) - Annual SRS Rent Changes | | 30/04/22 |
| Removal of Post Office Card Accounts (POCAs) | | 31/05/22 |

| Voluntary Phase (1) | | |
|---|---|---|
| Product Testing of Tax Credit Renewal UC insert leaflet | | 14/01/22 |
| Tax Credit Renewal UC insert signed off for inclusion in renewal packs | | 04/02/22 |
| Tax Credit Renewal packs with UC insert issue commenced | | 15/04/21 |

| Discovery (with controlled volumes) Phase (2) | | |
|---|---|---|
| Establish resources, approach and Goals to commence Discovery | | 17/12/21 |
| Discovery (with controlled volumes) Phase commenced | | 04/01/22 |
| Readiness Criteria to commence moving initial claimants agreed | | 26/01/22 |
| Commence fortnightly Programme Delivery Executive (PDE) progress reviews against Readiness Criteria (to commence moving claimants) | | 09/02/22 |
| Programme Board progress update against Readiness Criteria to (commence moving claimants) | | 15/03/22 |
| Move to UC Oversight Board Established | | 07/02/22 |
| UC (TP) Regulations Amendments: Parliamentary Business & Legislation Committee Decision | | 25/02/22 |
| UC (TP) Regulations Amendments Laid | | 10/03/22 |
| UC (TP) Regulation Amendments in place | | 31/03/22 |
| Discovery Phase - Test, Learn and Iterate commences by. | | 09/05/22 |
| Programme Assessment of completing migration by end of 2024 | | 30/10/22 |

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

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

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

## Risk

**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

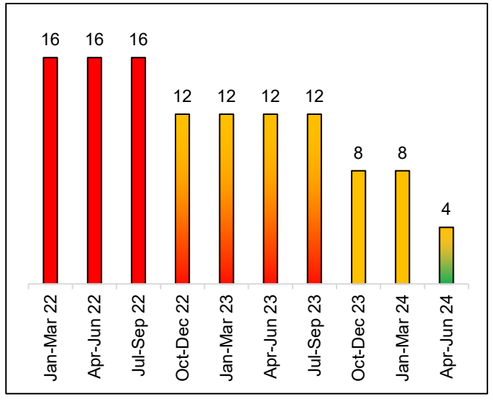
**Causes:**
1. Without Ministers' continued positive messaging, it may be difficult to maintain the improved perception of UC
2. Claimants are not incentivised by the benefits of UC
3. The Campaign does not increase positive perceptions of UC
4. Too few Legacy claimants utilise the support of stakeholders 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.

**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

## Risk Details

**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

### Expected Flight Path




**Flight Path Rationale/Changes –**

- **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.

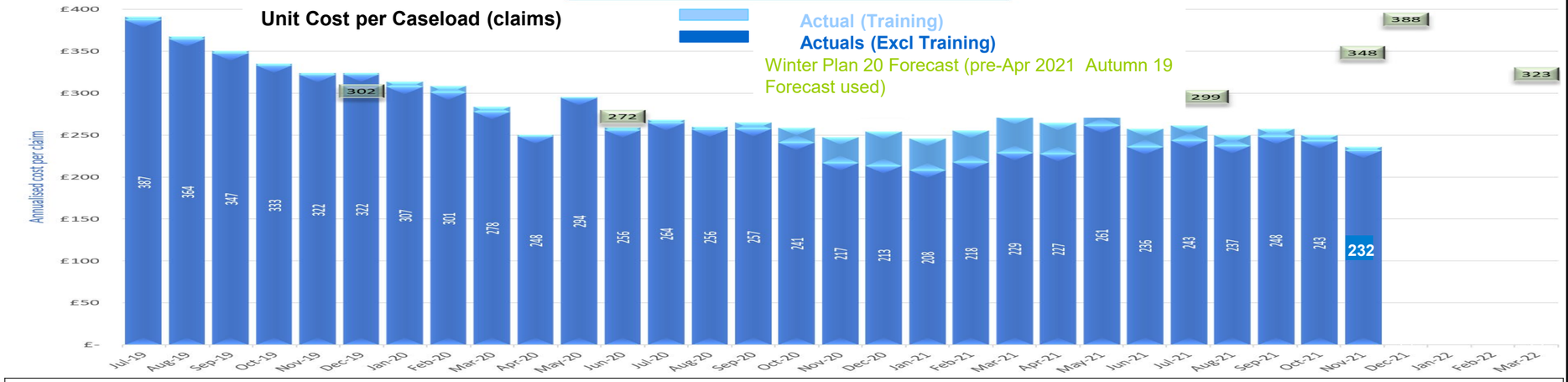
**To Note:** Delivery of the Voluntary Phase will continue into later Move to UC Phases. Despite expected learning and progress made the Risk score is likely to remain static for some time as voluntary movement may initially be slow. The rating will be kept under constant review.

## Mitigations Planned/Completed

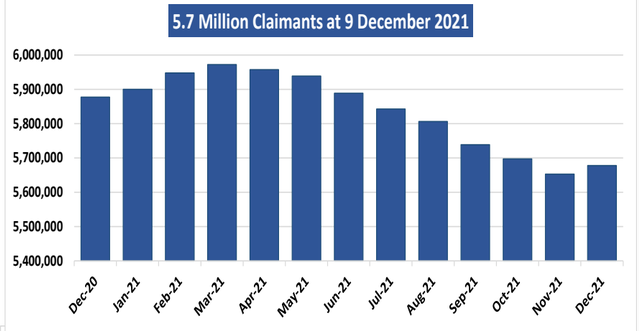
**Planned:**
1) Publish 'UC at Work' document (subject to final approval) setting out M2UC plans and details of those who benefit from moving to UC (tbc)
2) High-profile National Advertising Campaign to increase understanding of the UC offer for different audiences commences (w/c 14/02/22 tbc)
3) Comms Campaign tracking survey to measure progress against baseline (Feb 22)
4) Finalise insert to promote the benefits of UC for issue as part of Tax Credits renewals process (Feb 22)
5) Factual Campaign completed (Mar 22)
6) First tranche of high-profile National Advertising Campaign completed (Mar 22)
7) Issue of insert to promote the benefits of UC as part of Tax Credits renewals process begins (15/04/22)
8) Delivery plans established to complete by 2024 (Oct 22).
9) Review progress of Voluntary Phase at PDE to assess achievability of completing migration by Dec 24 (Oct 22)
10) Review progress at PDE (to assess readiness to move into Completion Phase) (Oct 23)
11) Progress monitoring and reporting of Move to UC to PDE and PB (ongoing)

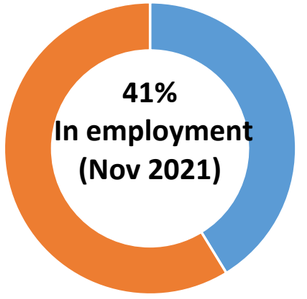
**Completed:**
a) National (Factual) Campaign (scheduled for Sept 21) initial content development completed (03/09/21)
b) Comprehensive communications to ensure Stakeholders/Partners/Operations and claimants are fully aware of the £20 uplift removal (08/09/21)
c) National (Factual) Campaign commences (14/09/21)
d) Comms Campaign tracking survey to measure progress against baseline (Oct 21)
e) PDE Updated regarding HMRC Tax credit touchpoints detailed proposal and plan and next steps agreed (03/11/21)
f) Initial External Themed Stakeholder events for: Health and Disability, Research and Finance and Welfare, Poverty and Children (04/11/21)
g) Stakeholder event shared case studies to improve awareness of benefits of moving to UC (25/11/21)
h) Clear communication with stakeholders, partners and legacy claimants to ensure fully aware of the reducing UC taper rate to 55p (31/12/21)

| **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)<br>• **Actual for November 2021 is £232 against target of £348** |
|---|---|---|




| Forecast: Winter Plan 2020 Volumes (pre-April 2021 Autumn 2019 Volumes used) | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Dec 20 | Jan 21 | Feb 21 | Mar 21 | Apr 21 | May 21 | June 21 | Jul 21 | Aug 21 | Sept 21 | Oct 21 | Nov 21 | Dec 21 |
| 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 | 4,711,031 |
| Actual Caseload (Households) | | | | | | | | | | | | |
| 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 | 4,813,396 |




**Next statistics due 15th February 2022**

# 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 | 2,263 | 1,771 |
| Move to UC | 54 | 30 | 22 | 12 | 165 | 192 | 79 | 5 | 1 | 561 | 291 |
| **Investment** | **1,486** | **176** | **193** | **139** | **309** | **331** | **136** | **29** | **23** | **2,823** | **2,062** |
| Running Costs | 1,645 | 864 | 1,396 | 1,637 | 1,049 | 1,173 | 1,208 | 1,216 | 1,236 | 11,424 | 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)** | **(439)** | **472** | **547** | **272** | **159** | **215** | **3,769** | **3,268** |

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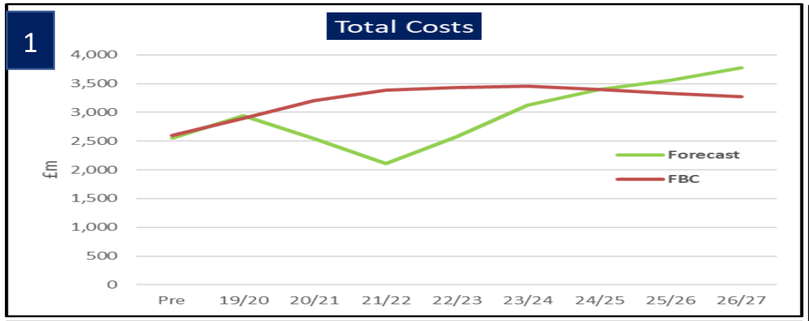


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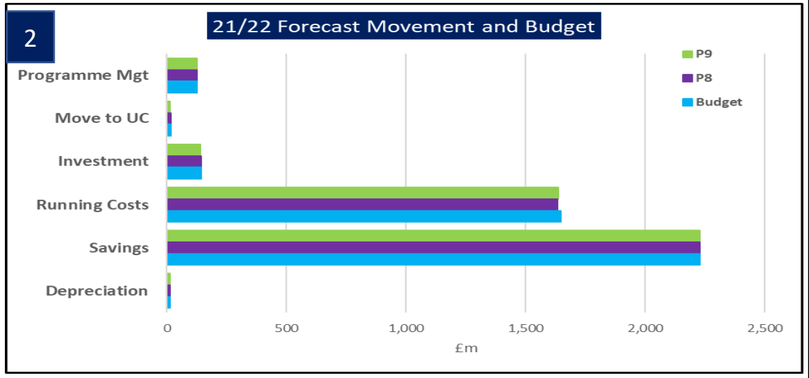


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| | Forecast 21/22 | | | Budget 21/22 | |
|---|---|---|---|---|---|
| | P9 | P8 | Var | Budget | Var |
| Programme Mgt | 126 | 126 | (0) | 127 | 0 |
| Move to UC | 12 | 16 | 4 | 16 | 4 |
| **Investment** | **139** | **142** | **4** | **143** | **4** |
| Running Costs | 1,637 | 1,634 | (3) | 1,647 | 10 |
| Savings | (2,229) | (2,229) | (0) | (2,229) | (0) |
| Depreciation | 15 | 14 | (0) | 14 | (0) |
| **Total** | **(439)** | **(439)** | **0** | **(425)** | **14** |

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 P8 v P9 21/22**
   - No budget changes this month.
   - The Marketing forecast has reduced by a further £3.5m due to a decrease in Partnership Support and Marketing spend due to changes to content following Ministerial decisions in the light of the taper change in the Budget. Although the planned approach was agreed by the previous Minister the revised campaign is now targeted for Q1/2 of the next financial year and has radically changed content, such as an absence of TV.
   - Operations running costs have increased by £3m for outsourced telephony and temporary to permanent staff movements.
   - The latest forecast represents an underspend of £14m against budget.

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 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 | 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** | **29** | **6** | |

- 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 an additional 3 developers since the last report but have also had 2 recent leavers from across 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 and it is becoming increasing likely we will need to re-plan and the P11 backlog impacted.
- 29 external offers have been made to date, leaving 6 roles currently unfilled – The DevOps Engineer role had to be re-advertised due to a leaver. The Business analyst position is currently not required until we hire more developers specifically for Move.

## 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 | 8 | 3 | Discussion on recruitment taking place |
| Architects | 7 | 1 | 5 | 1 | No recruitment ongoing at the moment |
| Java Dev / Tech Lead | 74 | 19 | 40 | 15 | Out on Permanent recruitment/PSR |
| Test Engineer | 34 | 7 | 24 | 3 | Out on Permanent recruitment |
| DevOps Engineer | 30 | 4 | 20 | 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, 1 contractor currently on-boarding |
| 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 | 81 | 0 | 7 | Awaiting outcome for 4 EoI's |