Programme Summary

The overall Programme status remains **AMBER** with discussion scheduled for November Programme Board on the current risks and issues faced by the Programme in agreeing and publishing the Move to UC plan and whether the SRO changes the Programme risk rating to AMBER/RED.

Work on the Voluntary Phase continues to progress although is stalling a little in the absence of Ministerial agreement to publish the Move to UC plan, inhibiting our ability to engage with stakeholders and partners both to assist with voluntary moves of legacy claimants to UC and to start to prepare them to engage with the Discovery phase. 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 PDE approving the approach and delivery plan on 3 November. The National campaign to promote the key benefits of UC continues and preparations to commence the second "Discovery" Phase in January 2022 remain on track with recruitment progressing although concerns remain with securing sufficient Java developers. SoS has agreed to amend the UC Transitional Provision Regulations and in particular remove the limit of 10,000 on the number of claimants that can be moved to UC with the draft regulations scheduled to be reviewed by Social Security Advisory Committee (SSAC) on 8 December.

Following the removal of the £20 uplift in October, the anticipated levels of increased customer contact did not materialise thanks to the extensive Communication plan put in place to support mitigation. Lowering the UC earnings taper rate from 63p to 55p, and increasing the work allowance by £500 a year were announced in the 2021 Autumn Budget and Spending Review with work commenced to implement by 1 December. Latest Full Service releases deployed include: Introduction of a work profile page to support agents tailor employability support reducing the need and saving time looking for information across multiple pages; improvements to strengthen ID verification and reduce Fraud and error and further improvements to both booking appointments and searching for Kickstart vacancies. In addition to the usual performance and technical fixes work the competition to identify suppliers to support the Job matching Pilot was launched on 18 October with the intention to commence the pilot late January/early February. The external competition to identify an organisation to deliver the Future Support Offer (the successor to Help to Claim) closed on October 15 with work underway to finalise evaluation, confirm the recommended successful bidder through internal governance ahead of securing ministerial agreement.

Stakeholder engagement - From November our stakeholder engagement is ramping up. Our multi-pronged approach will see 110+ stakeholders invited to a National Stakeholder meeting scheduled for 25 November with a series of subject specific meetings through November and December for smaller groups. These will allow for engagement on areas of concerns stakeholders may have for certain claimant types. Following this first series, we will take stock and make changes where appropriate. Our aim is to baseline our engagement levels with stakeholders (likely through a short survey) ahead of the November National stakeholder meeting enabling us to measure the effectiveness of our discussions. Going forward, we will take a quarterly dipstick to ensure we are progressing and acting on feedback received. This planned ramp up of engagement will, however, be put at risk, should SoS require further assurance before agreeing to, and announcing our plans for Move to UC as well as agreeing the publication of our analysis of those who will gain on UC. The latter in particular is crucial in order for stakeholders to support any progress towards voluntary moves. A lack of any announcement would provide a particular challenge for our key event on 25 November.
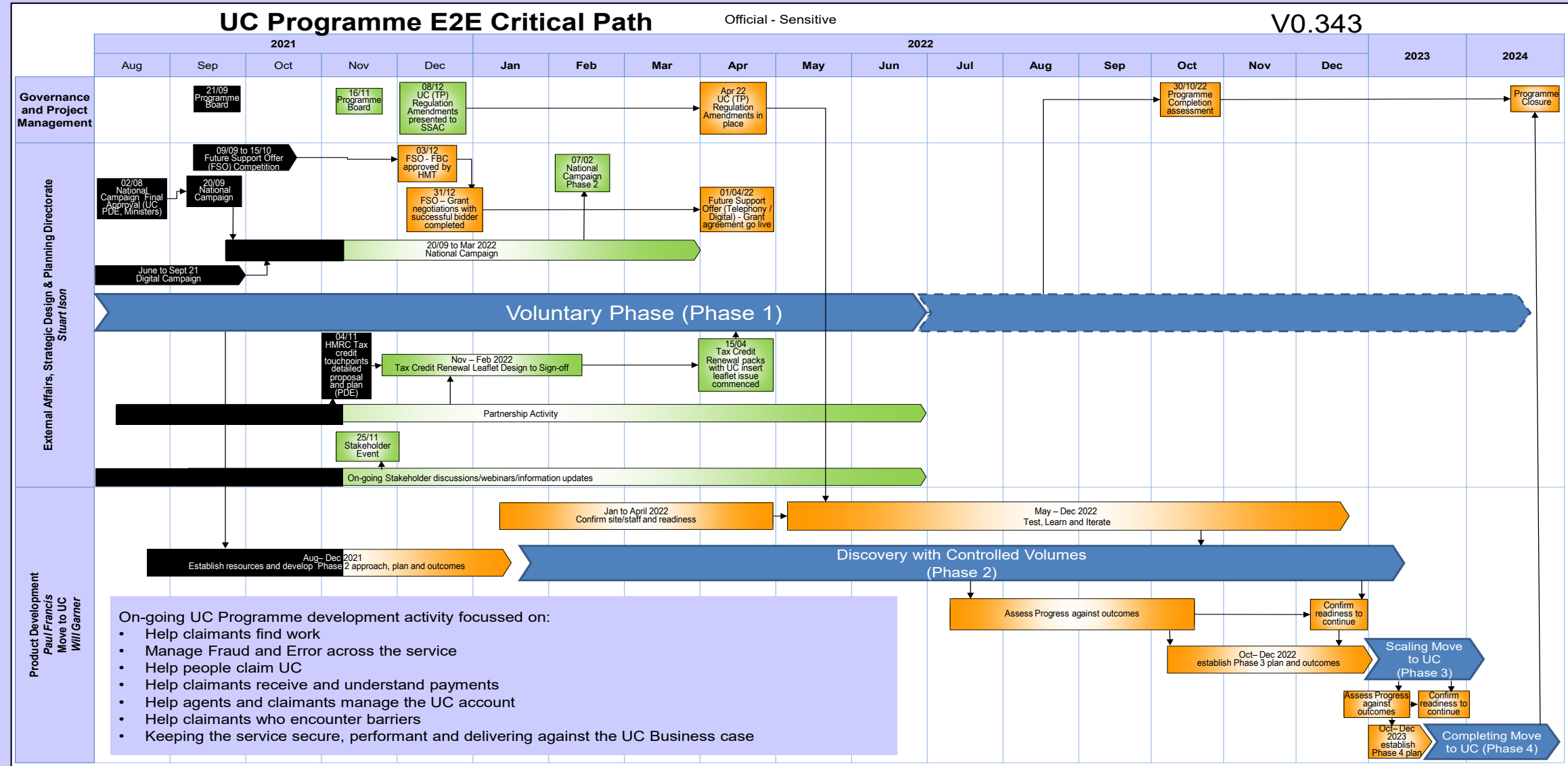
Critical / Key Milestones -

Programme		
C19 Uplift - Remove the temporary £20 uplift to UC weekly allowance	■	30/09/21
DataWorks - Complete migration of the live service to Amazon Web Services	■	08/10/21
Product Development Phase 11 Priorities agreed at PDE	■	10/11/21
Transaction Risking - integration of end to end solution completed	🟧	30/11/21
Reach Contract Exit and complete integration with Gov.uk Notify via DWP integration gateway.	🟩	30/11/21
Increase in UC Work Allowances (by £500) implemented	🟩	01/12/21
Reduction in UC taper rate (63% to 55%) implemented	🟩	01/12/21
Future Support Offer (Telephony/Digital) - Full Business Case approved by HMT	🟧	03/12/21
UC (TP) Regulation Amendments presented to SSAC	🟩	08/12/21
Future Support Offer (Telephony/Digital) - Grant negotiations with successful bidder completed	🟧	31/12/21
National Insurance - Complete data integrity exercise to correct NI credit records	🟧	31/12/21
Job Matching Pilot - Commence pilot	🟩	17/01/21
Future Support Offer (Telephony/Digital) - go live	🟧	01/04/22
UC (TP) Regulation Amendments in place	🟧	Apr 22

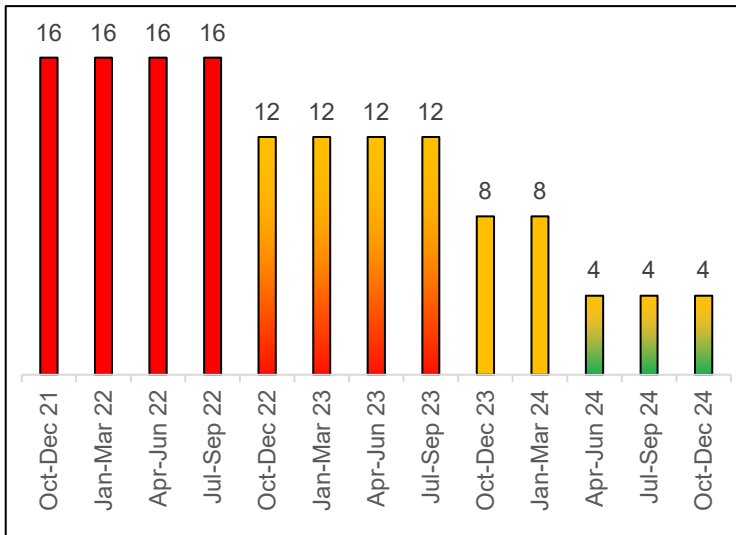| Voluntary Phase (1)		
HMRC Tax credit Tax Credit renewals proposal and plan (PDE)	■	03/11/21
HMRC UC Programme Board to sign-off Tax Credit Renewal proposals	🟩	11/11/21
Social Rental Sector (SRS) landlord forum	🟩	17/11/21
National Stakeholder Event	🟩	25/11/21
Product Testing of Tax Credit Renewal UC insert leaflet	🟩	14/01/22
Tax Credit Renewal UC insert leaflet Signed off for inclusion in renewal packs	🟩	04/02/22
National Campaign Phase 2	🟩	07/02/22
Tax Credit Renewal packs with UC insert leaflet issue commenced	🟩	15/04/21

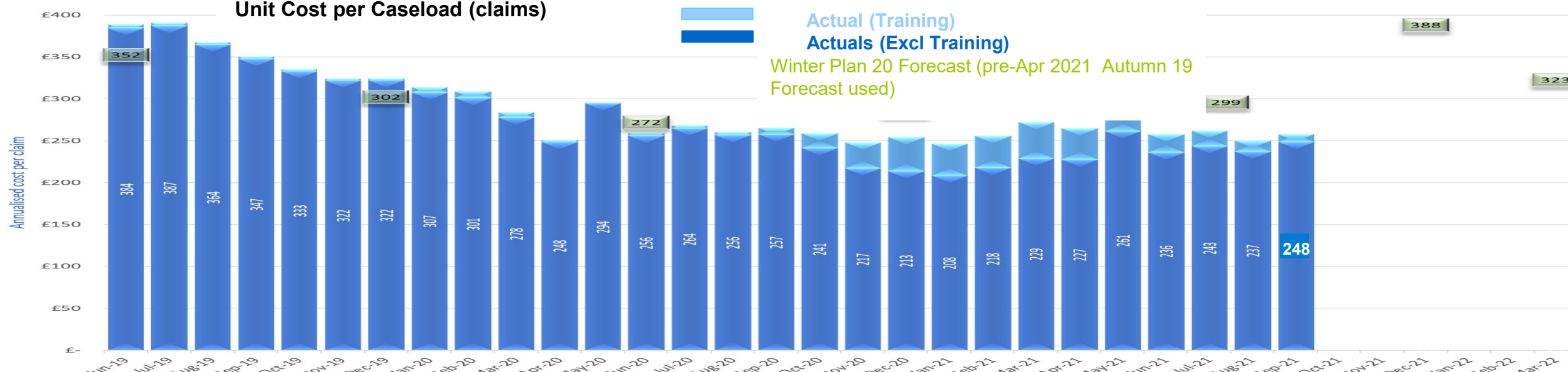| Discovery (with controlled volumes) Phase (2)		
Approach, plan, outcome and resources established for Discovery (with controlled volumes) Phase	🟧	17/12/21
Discovery (with controlled volumes) Phase commenced	🟧	03/01/22
Discovery (with controlled volumes) Phase – confirm site, staff and readiness completed	🟧	29/04/22
Discovery (with controlled volumes) Phase - Test, Learn and Iterate commences	🟧	09/05/22
Programme Completion Assessment	🟧	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

UC Programme E2E Critical Path — Official - Sensitive — V0.343

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

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

Risk	Risk Details	Mitigations Planned/Completed

Description:
Programme completion is dependent on 500k claimants voluntarily moving from existing Legacy Benefits to UC over the Voluntary Phase, if we a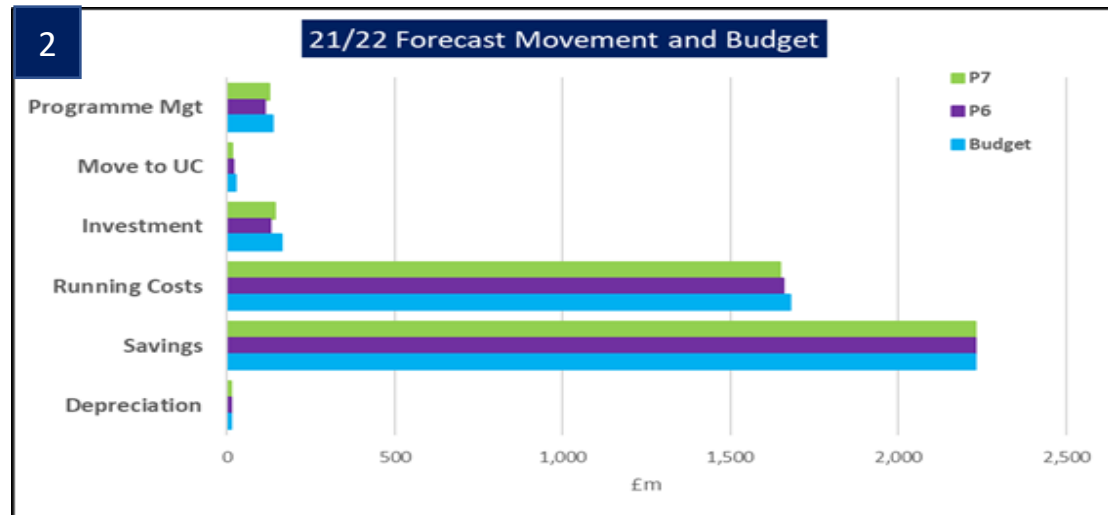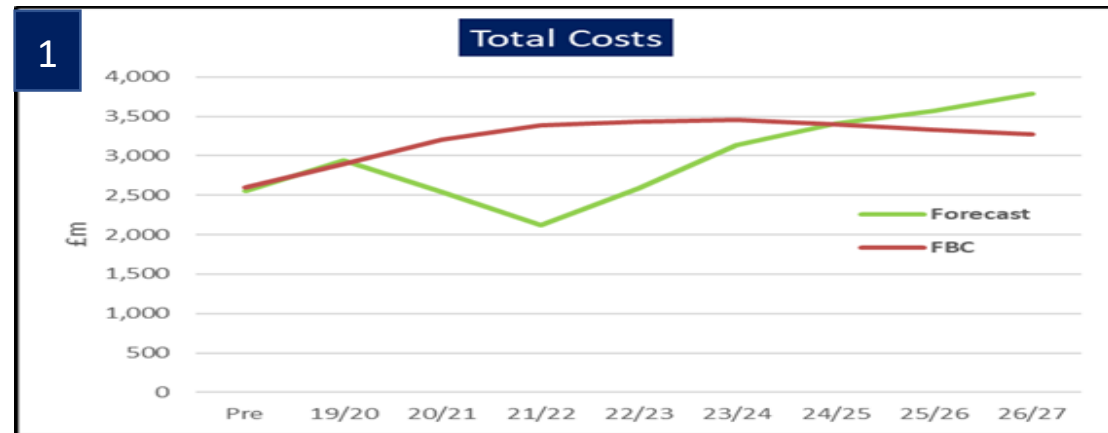re unable to maintain the required pace of voluntary claimant movement the Department will not successfully complete all migrations, making UC completion by the end of 2024 unfeasible

Causes:
1. Claimants are not incentivised by the benefits of UC
2. Adverse publicity and negative media coverage about the removal of the £20.00 uplift could lead to an increased negative perception 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 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

Expected Flight Path

Oct-Dec 21	Jan-Mar 22	Apr-Jun 22	Jul-Sep 22	Oct-Dec 22	Jan-Mar 23	Apr-Jun 23	Jul-Sep 23	Oct-Dec 23	Jan-Mar 24	Apr-Jun 24	Jul-Sep 24	Oct-Dec 24
16	16	16	16	12	12	12	12	8	8	4	4	4

Flight Path Rationale/Changes –
❖ **Oct 22:** Risk reduced to AR12 following Programme Completion Assessment review with Voluntary Phase outcomes, remaining volumes understood and delivery plans established to complete by 2024.
❖ **Oct 23:** Risk reduced to A8 as readiness assured to move into Scaling Phase.
❖ **April 24:** Risk mitigated to AG4 but the potential threat will be kept in view until we are confident that migration will 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.

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. Stakeholder event aligned to publication of 'UC at Work' document (Autumn 21)
3. Comms Campaign tracking survey to measure progress against baseline (Jan 22)
4. Leaflet / flyer to promote the benefits of UC to be issued as part of Tax Credits renewals process (Feb 22)
5. Delivery plans established to complete by 2024 (Oct 22).
6. Programme Completion review at PDE (to assess achievability of completing migration by Dec 2024) (Oct 22)
7. Programme progress review at PDE (to assess readiness to move into Completion Phase) (Oct 23)
8. Progress monitoring and reporting of Move to UC to PDE and PB (ongoing)

Completed:
a) Comms Campaign Strategic approval (SoS) (11/08/21)
b) Deep dives with HMRC to look at communications at Tax Credit renewal period (29/07/21, 12/08/21, 26/08/21)
c) Comms pre-campaign tracking survey to provide a baseline against which to measure progress
d) National (Factual) Campaign (scheduled for Sept 21) initial content development completed (03/09/21)
e) Comprehensive communications to ensure Stakeholders/Partners/Operations and claimants are fully aware of the £20 uplift removal (08/09/21)
f) National (Factual) Campaign commences (14/09/21)
g) Comms Campaign tracking survey to measure progress against baseline (Oct 21)
h) PDE Updated regarding HMRC Tax credit touchpoints detailed proposal and plan and next steps agreed (03/11/21)
i) Initial External Themed Stakeholder events for: Health and Disability, Research and Finance and Welfare, Poverty and Children (04/11/21)

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 September 2021 is £248 against target of £296

Unit Cost per Caseload (claims)

Legend:
- Actual (Training)
- Actuals (Excl Training)
- Winter Plan 20 Forecast (pre-Apr 2021 Autumn 19 Forecast used)

Callout values: 352, 302, 272, 299, 388, 323

Bar values (Jun-19 onwards): 384, 387, 364, 347, 333, 322, 322, 307, 301, 278, 248, 294, 256, 264, 256, 257, 241, 217, 213, 208, 218, 229, 227, 261, 236, 243, 237, **248**

	Forecast: Winter Plan 2020 Volumes (pre-April 2021 Autumn 2019 Volumes used)												
	Sept 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	June 21	Jul 21	Aug 21	Sept 21	Oct 21
	3,045,183	3,105,980	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
	Actual Caseload (Households)												
	4,817,273	4,872,566	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

5.8 Million Claimants at 9 September 2021

Monthly bars (Sep-20 to Sep-21): Sep-20, Oct-20, Nov-20, Dec-20, Jan-21, Feb-21, Mar-21, Apr-21, May-21, Jun-21, Jul-21, Aug-21, Sep-21

40% In employment (Aug 2021)

Next statistics due 16th November 2021
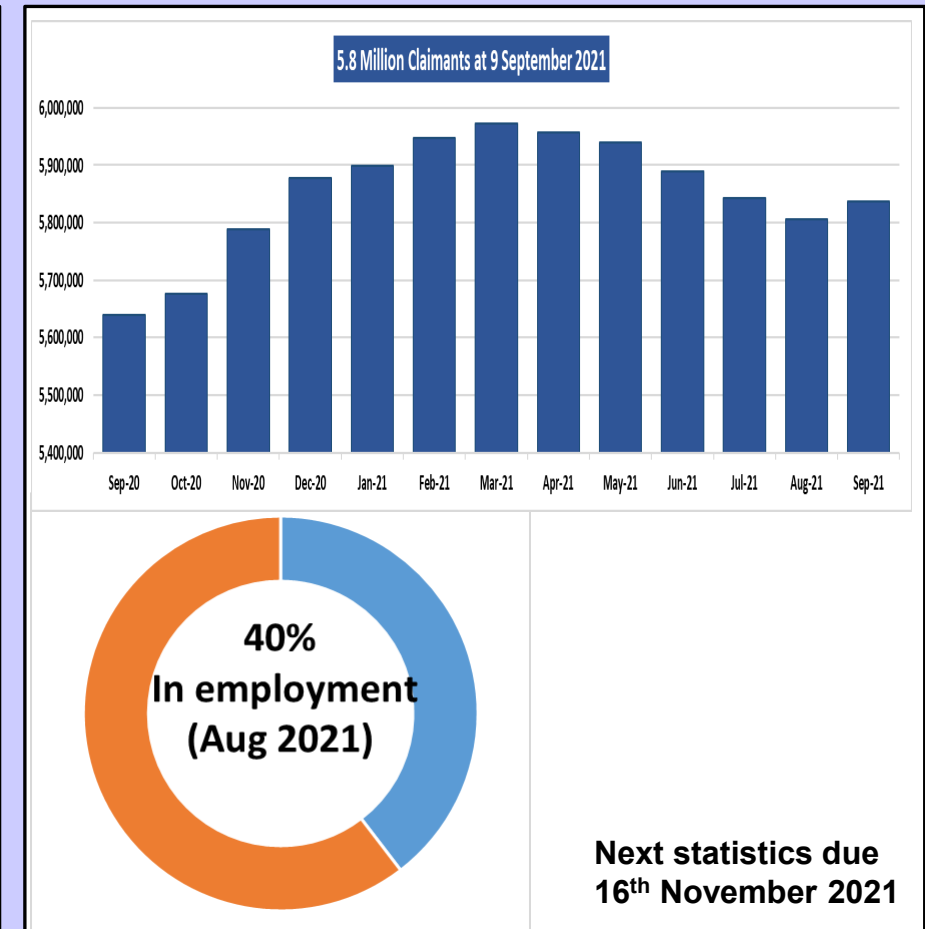
Programme Overall Finance Forecast Summary (P7)

[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	17	166	192	79	5	1	566	291
Investment	**1,486**	**176**	**193**	**143**	**309**	**331**	**136**	**29**	**23**	**2,827**	**2,062**
Running Costs	1,645	864	1,396	1,647	1,049	1,173	1,208	1,216	1,236	11,434	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)**	**(426)**	**472**	**547**	**272**	**159**	**215**	**3,783**	**3,268**

[1]

Total Costs chart (Forecast, FBC)

[2]

21/22 Forecast Movement and Budget chart (P7, P6, Budget)

[2]

	Forecast 21/22			**Budget 21/22**	
	P7	**P6**	**Var**	**Budget**	**Var**
Programme Mgt	126	112	(14)	136	10
Move to UC	17	18	1	26	9
Investment	**143**	**130**	**(13)**	**162**	**19**
Running Costs	1,647	1,659	12	1,678	31
Savings	(2,229)	(2,229)	0	(2,229)	0
Depreciation	14	14	(0)	13	(1)
Total	**(426)**	**(426)**	**(1)**	**(376)**	**49**

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
   - Transfer in from Corporate centre of £12.7m budget and associated forecast in respect of HMRC compensation for delayed migration. Both budget and forecast will transfer to HMRC in the supplementary estimate.
   - Operations running costs have reduced by £12m due to actual staff costs lower than expected and higher attrition rates.
   - Investment is under budget by £19m. Decrease in Partnership Support (£8m) due to delays in announcing voluntary phase resulting in the Programme not being able to engage with partners. Additional Features Team £3m, revised workforce plans £6m and an overlay reduction of £2m to mitigate future delays in recruitment.
   - Running costs are under budget by £31m mainly due to a decrease in Operations running costs £25m and Local Authorities £6m.

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 UC Product Development Roles (exc 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 on-going at the moment
Java Dev / Tech Lead	74	20	41	13	Out on Permanent recruitment/PSR
Test Engineer	33	6	25	2	Out on Permanent recruitment
DevOps Engineer	29	2	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	6	1	Contractor currently on-boarding
Content Designer	15	13	2	0	Filled
User Researcher	25	10	7	5	Out on PSR recruitment
Business Analyst	52	42	2	8	No recruitment on-going at the moment as not currently required
Agile Delivery Manager	20	11	9	0	Filled
Digital Project Manager	20	2	18	0	2 roles out on permanent recruitment to replace contractors
Interaction Designer	15	2	11	2	Out on PSR recruitment
Service Designer	8	0	5	3	1 out for permanent recruitment
Product Support / UL Roles	86	82	0	4	No recruitment on-going at the moment

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	3	7	Advertised / Interviewing
Test Engineer	4	0	3	1	Interviewing
DevOps Engineer	4	0	3	1	Advertised
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	Advertised
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**	**24**	**11**	

Recruitment of engineering roles (Java Developers & Dev Ops in particular) remain our biggest area of concern. We are pursuing all possible options for sourcing candidates, including a number of agencies and will continue to run these in parallel to maximise chances of success. Additionally exploring any opportunity to utilise existing staff from across department, who may be approaching end of contracts, or working on non-critical work