To: UC Programme Board Members

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Paper Title: Product Development priorities for phase 13

Issue: UC Product development operates in phases. Phase backlogs are currently reviewed by the Programme Delivery Executive (PDE) before a phase starts and at the midphase point. This paper is to inform the Programme Board of the priorities agreed by PDE for phase 13.

Recommendations/Decisions required:
- **For Information**

Timing: Phase 13 runs from 24 November 2022 to 24 May 2023.

Introduction

1. This update provides information on the product development priorities for phase 13 and the associated distribution of investment of the UC product teams.

2. As agreed at the Programme Board in November 2021, we use the 8 Universal Credit Service Goals to guide prioritisation. These are listed in Annex A.

Summary

3. This paper has been brought to this meeting to provide visibility and assurance to the Programme Board of the phase priorities agreed at PDE.

Decision / Recommendation

Please indicate whether:

4. The paper is provided for information

Phase context

5. As the Programme Board are aware we continue to manage the issue of limited software engineering capacity whilst protecting work on sustaining the service and on Move to UC. Whilst we have some promising signs that we have reversed the trend of attrition we still have lower capacity than we need and must therefore prioritise accordingly.

6. Our priorities were agreed by PDE on 16 November however we are already reviewing these in light of the changes announced in the Autumn Statement and will be required to undertake further impacting of new policies that are being explored.

7. In using the UC Service Goals (Annex A) to co-ordinate prioritisation and to understand our distribution of investment, UC PDE gave the product team a steer to target all work on priority Service Goals. These are:
    a. DWP can manage and iterate the Universal Credit service post-programme *(Sustainable service delivery)*
    b. All legacy claimants entitled to Universal Credit are claiming it *(Move to UC)*
    c. Fraud, error and the associated monetary loss are minimised and we have the capability to continue to design it out *(Minimise Fraud and Error)*
    d. Claimants progress towards finding work or getting better paid work *(Claimants find work)*

8. Whilst we have teams dedicated to designing and delivering the Move to UC service journey, additional effort is prioritised in other teams that support scaling of Move to UC. Similarly, work is happening across the portfolios to deliver reductions in Fraud & Error.

9. Based on our current plans, the distribution of effort for phase 13 across the priority service goals is estimated as follows:

Service goal	Effort (%)
Sustainable Service Delivery	29%
Fraud and Error	23%
Moving into work	17%
Move to UC	12%
Effective time	8%
Manage money	6%
Equity of outcomes	3%
Claimant experience	2%

Prioritised problems to solve

10. Sustainable Service Delivery
    a. Service stability – further reduce critical database size and remove off-service tools
    b. Engineer productivity – we need to make it easier for engineers to build and deploy code quickly and for new engineers to get up to speed on the UC service

11. Move to UC
    a. Start to scale the Move service focussing on improving stability and efficiency by automating notifications, calculations and reducing reliance on clerical tools

b. Include more groups in the journey expanding to more locations and testing the service with couples on Tax Credits
c. Based on Discovery findings, innovate to improve the percentage of claims made by the deadline date
d. Improve the ability for third parties to support UC claimants

12. Minimise Fraud and Error
   a. Targeted Case Review – deliver a scalable process contained within UC to enable UCR to be conducted by larger volumes of agents
   b. Self-employment; helping claimants accurately report income/expenses and employment status, designing a possible future intervention
   c. Living Together; Changes to the gather to increase the understanding of claimants and increase number of couple claim declarations
   d. Capital; Update the change of circumstances process to match questioning style of original declaration. Reduce number of journeys for declaring capital. Aim to have an intervention that can be applied by random sampling
   e. Correct the calculation of capital overpayments (by implementing the diminution policy)
   f. Housing: Annual rent changes with zero tolerances
   g. Residency; amend the HRT journey to account for EU Exit and decision-making gather
   h. Continue to support CFCD and FED programmes in reducing fraud by iterating processes and unblocking cases
   i. Trial further use of mission memory to support a reduction in fraudulent re-claims

13. Helping Claimants Find work
   a. Gather richer information on our claimants so that we can use intelligence to target work coach interventions and match claimants to the right opportunities in a larger more complex caseload
   b. Support the Jobcentre Services of the Future project by being able to manage different levels of coaching support based on need within a specified work group starting with Intensive Work Search
   c. Help Work Coaches better manage training and job opportunities including local jobs
   d. Improve the commitments journey by supporting work coaches to regularly review commitments and ensure that the correct conditionality is applied

Annex A: Universal Credit Service Goals

Service Goal	"Short name"
DWP can manage and iterate the Universal Credit service post-programme.	Sustainable service
Claimants have equity of outcomes regardless of potential barriers	Equity of outcomes
Fraud, error and the associated monetary loss are minimised and we have the capability to continue to design it out.	Minimise fraud and error
Agents focus more of their time on supporting claimants, and not on unnecessary and wasteful tasks.	Agent efficiency
Claimants progress towards finding work or getting better paid work.	Claimants find work
Claimants have an excellent end-to-end experience of the Universal Credit service	Claimant experience
Claimants are getting the correct payment at the right time.	Manage money
All legacy claimants entitled to Universal Credit are claiming it.	Move to UC

Annex B: Summary of fixed commitments in P12

Commitment	Status
Exclusion of Scottish claimants from cold weather payments	Complete
Add Adult Disability Payment to UC service where PIP is referenced	Complete
Closure of Kickstart	Complete