

UNIVERSAL CREDIT – DELIVERY PARTNERSHIP AGREEMENT

Responsible Cabinet Member: Councillor Middleton (Cabinet member for Resources and Commercialism)

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Executive Summary:

Policy

The Administration's overarching policy objective of delivering a Cooperative Council, and its three touchstone financial principles - smarter, sustainable, different - seek to guide how, as a Council we can re-imagine the delivery of our services against a rapidly deteriorating financial position. The central challenges are in the context of Universal Credit (UC), radical welfare policy change, at a time of Central Government's national austerity programme. Responding to these challenges alone would be an almost impossible task, but by embracing the Cooperative Councils ethos, by working with third sector partners and by collaboratively working to find more productive methods to provide advice and support, the Council and its residents will be better positioned to chart a course through such a rapidly changing landscape.

UC headline information

UC is the new Department for Work and Pensions (DWP) benefit for those of working age which replaces six existing benefits.

The DWP have been piloting the rollout of UC, in the form of Pathfinders and Early Adopters, and in November 2014 they announced that a further phased national UC roll out over a year, would begin from February 2015. Milton Keynes is in the third tranche, with a 'Go Live' date of 16 November 2015.

Milton Keynes Council has been asked to sign a Delivery Partnership Agreement (DPA) with the DWP. Specifically, the DPA outlines the main requirements that the Council is expected to deliver, namely:

- Supporting on-line access
- Personal Budgeting Support
- Support for the UC Service Centre for queries on rent / housing costs.

Funding of £33,798 will be provided by the DWP (covering the period 16 November 2015 to 31 March 2016) to cover the resources required to provide the support outlined in the DPA.

There is no statutory requirement for Milton Keynes Council to help support the

delivery of UC but it is in its residents, and its own interests, to do so.

Challenges in delivering UC in our communities

1. How to manage likely decreased Housing Revenue Account (HRA) rental income arising from the roll out of UC
2. How to support our residents with financial literacy advice services at a time of decreasing budgets
3. How to support our residents with computer literacy services at a time of decreasing budgets
4. How to support our private rented sector at a time of decreasing budgets
5. How to effectively report back evidence of UC deployment within MK to the Minister for Welfare Reform , Lord Freud.
6. How to effectively support our voluntary and third sector partners in responding to UC deployment

1. Recommendation(s)

- 1.1 That the timescales for Universal Credit and the requirements of the Delivery Partnership Agreement be noted.
- 1.2 That it be agreed that the Council signs up to the terms of the Delivery Partnership Agreement as described in Section 5.1 (a) and Annex A and the authority to sign the Delivery Partnership Agreement be delegated to the Director of Strategy, both in terms of the current and future Delivery Partnership Agreements.
- 1.3 That the working arrangements of the Council's cross cutting Universal Credit Project, to support the safe landing of Universal Credit in Milton Keynes be noted.
- 1.4 That the historical reduction in Government funding associated with the provision of Housing Benefit, and the funding pressure that this creates be noted.
- 1.5 That the risks associated with Universal Credit for the Council be noted.

2. Background and timescales

- 2.1 Universal Credit (UC) is the new Department for Work and Pensions (DWP) benefit which replaces six existing working age benefits, currently administered by three different organisations, namely:-
 - Jobseeker's Allowance (JSA) (income based) (administered by the DWP)
 - Employment and Support Allowance (ESA) (income related) (administered by the DWP)
 - Income Support (IS) (administered by the DWP)
 - Working Tax Credit (WTC) (administered by HMRC)
 - Child Tax Credit (CTC) (administered by HMRC)
 - Housing Benefit (HB) (administered by Local Authorities)
- 2.2 UC will be administered by the DWP as one single monthly payment in arrears, and paid into a claimant's bank or building society account. The single payment will include a Housing Element, paid in respect of the claimants rent and which replaces Housing Benefit. It will be the responsibility of the claimant to ensure that they pay their rent to their landlord. This will be a change for many people, as under the existing Housing Benefit scheme, tenants of public sector landlords, who receive Housing Benefit, have their benefit entitlement paid directly to their landlord.

- 2.3 UC is available to working age people who are either in work or on a low income
- 2.4 UC was first announced in November 2010, and was intended to be rolled out nationally from October 2013. There have been a number of challenges, many IT related, which has led to a much slower roll out than originally anticipated.
- 2.5 The timescale for the national rollout of UC has regularly slipped and as a result the Government is no longer providing a firm end date for its implementation. The DWP are operating a twin track approach to delivering UC by developing a strategic 'Digital Service', whilst learning from further roll-out of the 'Live Service'. Further details about this can be found in Annex C. The table below provides estimated timescales for the migration process and full roll out of UC based on information provided by the DWP, National Audit Office and Office for Budgetary Responsibility.

Universal Credit Government Rollout Timetable – Summary

Date	Where	Who
April 2013	Pathfinders in the North West	New Claims for single jobseekers, without children.
October 13	Expansion into regions across Britain, bringing UC to a total of 10 areas.	As above
June 2014	Expansion to a further 29 areas, bringing total to 39.	As above, plus the DWP starts taking some new claim for job-seeking couples, and singles who are also claiming Housing Benefit.
September 2014 - February 2016	11 areas for 12 months reducing to 6 in the final 6 months	Formal Universal Support delivered locally trials. Data gathered will help the DWP to inform the Universal Support operating model for May 2016.
24 November 2014	6 sites in the NW of England	The DWP starts taking some new claims for jobseeking families with children.
26 January 2015	Further 26 Jobcentre areas; including Hammersmith, Rugby, Harrogate, Bath, Inverness, Shotton and 20 in the NW of England	
2 March 2015	Further 54 areas bringing total to 96 jobcentre areas across 45 LAs.	
February 2015 - 27 April 2015	National Expansion Tranche 1	New Claims for single jobseekers, without children. <i>By April 2016 the Government estimates that 500,000 claimants will be on Universal Credit (out of planned 7m)</i>
May 2015 – 20 July 2015	National Expansion Tranche 2	
21 September 2015 – 30 November 2015	National Expansion Tranche 3; including Milton Keynes	
7 December 2015 – 25 April 2016	National Expansion Tranche 4.	

	<i>UC will now have reached all 700 jobcentre areas.</i>	
May 2016	Start of National Expansion to families	New claims for job seeking couples & families.
May 2016	National	Universal Support Operating Model finalised
Postponed until Digital Service in place. Estimated to be between May 2016 and December 2017 although a 6 month delay is now being assumed	National Expansion	New claims for people who would otherwise have claimed Tax Credits & Employment & Support Allowance (Income Related)
January 2018 - December 2019	National	Managed transfer of existing Job Seekers Allowance, Housing Benefit & Income Support claims
End of 2019 onwards (no official end date has been announced)	National	Managed transfer of remaining Employment & Support Allowance cases and Tax Credits cases. <i>NB: the Government expects that at this point only 9% of the existing ESA & TC caseload will exist to be transferred. The remainder will have migrated naturally onto UC when their circumstances changed</i>

- 2.5 The DWP's current plans do not see the migration of claimants currently on Employment and Support Allowance (income related) (ESA -IR) before the end of 2019
- 2.6 Post migration, LA's will retain responsibility for administering HB for pensioners (some 8,500) and for a small number of working age people (approx. 500 in MK) living in Supported 'Specified' Accommodation.
- 2.7 In terms of Pensioners, the Government initially anticipated that their Housing costs would be rolled into Pension Credit, but by 2013 this programme was put on hold and we currently have no information as to when (and if) such a migration will commence.

Milton Keynes timescales

- 2.8 In November 2014, the DWP announced that a further phased national UC roll out would begin from February 2015 over one year in quarterly tranches. Milton Keynes is in the third tranche, 'Going Live' on the 16 November 2015. The DWP estimate that there will be approximately 1410 claims for UC between 16 November 2015 and 31 March 2016 in Milton Keynes. These claims are likely to be only single claimants, as the timetable in Section 2.4 shows.
- 2.9 There are currently circa 21,500 claimants in receipt of HB in Milton Keynes, of which 13,000 of them are of working age, the remaining 8,500 being pensioners. The anticipated decline in the HB caseload for Milton Keynes is depicted in Annex D

- 2.10 At this point it should be noted that the Council will continue to run its Council Tax Reduction (CTR) scheme (help with Council Tax) for both working age and pensioner age claimants. Currently, Housing Benefit and Council Tax Reduction are administered 'side by side' and benefit from economies / synergies with this arrangement. In addition to the 21,500 claimants that receive help with their rent (HB) and Council Tax (CTR) there are a further 3,000 owner occupiers who receive help with their Council Tax (CTR). In the short term, the gradual introduction of UC means it is preferable to treat income from UC in line with the existing provision within the CTR scheme. Longer term, (possibly from 2017 / 2018 onwards) there will be potential to develop a revised CTR scheme with awards linked to banded levels of income which would be more cost effective to administer. This is currently being explored as we gain more knowledge of the wider impact of UC.
- 2.11 Given the national roll out, which is being done on a 'test and learn approach', and given the challenges of the delays in the roll out to date, the lack of detail is not allowing the Council (in particular the Benefit Service and Housing Service) to plan for the future with any level of confidence and certainty.
- 2.12 The Government has been reducing its administration funding for the provision of Benefit Services (LA's pay out HB on behalf of the DWP) over the last few years, which has added pressure on the Benefit Service budgets. The funding reduction is detailed below:
- 2010/11 - £2,264,919
 - 2011/12 - £2,143,810
 - 2012/13 - £2,053,557
 - 2013/14 - £1,909,039
 - 2014/15 - £1,852,692 (1,537,616 DWP / £315,076 CLG)¹
 - 2015/16 – £1,505,028 (1,210,787 DWP / 297,315 CLG)
- 2.13 Caseload figures for HB for those claiming HB March 2010 were 20,746 (compared to the current figure of 21,500). Whilst some of the reduction in administration funding has been offset to a degree by additional 'one off' funding to support LA's through various aspects of Welfare Reform Implementation, the core funding has seen a significant reduction in real terms.

3. **The Delivery Partnership Agreement (DPA)**

- 3.1 The DWP is requesting that local Job Centre Plus (JCP) offices and LA's to enter into a local Delivery Partnership Agreements (DPA's), to aid the smooth roll out of UC. The DPA sets out the roles of each organisation in delivering UC and provides for payments to be made to LA's in respect of the activities they carry out to support UC claimants.
- 3.2 The DWP have requested the Council's assistance through a DPA in the following areas:

¹ Grant source is split from 2014/15 between DWP and CLG (Communities and Local Government) as DWP only have responsibility for HB, with CTR falling to CLG with the introduction of Local Council Tax Reductions Schemes in 2013.

- (i) Support for claimants to “get on-line and stay on-line” – this will involve helping and facilitating residents to make applications on-line through advice and provision of adequate internet facilities.
- (ii) Provide benefits advice and application advice and support to claimants – this will involve giving help and advice to complete applications and provide the supporting information required for each claim.
- (iii) Provide budgeting support for claimants with complex needs in particular those identified as requiring Personal Budgeting Support (PBS).
- (iv) Work with DWP staff to prepare landlords (private landlords, Registered Social Landlords and ourselves as the Council landlord) for the change. This will be a liaison role and will include setting up information meetings for landlords.
- (v) Provide support to the UC Service Centre around housing issues that may arise. This is likely to be the analysis of rents to help determine what housing costs are eligible to be included in the UC calculation, for example, service charges, etc.
- (vi) Providing Management Information (MI) to DWP.

- 3.3 As the migration of UC progresses, it is likely that DPA’s will be revisited to take into account the requirements being identified as part of the ‘slow roll out’ under a ‘test and learn’ approach.
- 3.4 The UC ‘Local Support Services Framework (LSSF - published February 2013²) was the initial title of the DWP model to provide support to claimants with complex needs who would need assistance adapting to and managing the UC claim process. It was rebranded in October 2014 as Universal Support – Delivered Locally³ (US-DL). This provides a structure for the delivery of a range of local support services to individuals needing additional help with the new demands of UC.
- 3.5 Eleven formal LA US-DL trials began in September 2014 for a 12 month period. We are currently waiting for the DWP to share the interim research report, along with their findings with associated learning reports. The Minister for Welfare Reform, Lord Freud, has recently written to six of the trials offering an opportunity to extend the trial by three months to allow the gathering of more data, which will inform the Universal Support Operating Model for May 2016.
- 3.6 Although responsibility for administering HB (for working age claimants) will pass from LA’s to the DWP as claimants move from HB on to UC, it is clear that LA’s will still have an important and ongoing role to play in the introduction and safe landing of UC for residents in their areas.

² <https://www.gov.uk/government/publications/universal-credit-local-support-services-framework>

³ <https://www.gov.uk/government/publications/universal-support-delivered-locally-information-for-local-authorities/universal-support-delivered-locally-information-for-local-authorities>

4. **Funding the DPA**

- (a) The initial DPA will be for a short period only - from 16 November 2015 to 31 March 2016. During this period, the DWP are anticipating only a very small number of customer enquiries (possibly fewer than 150 over this period) and an estimated 280 'support enquires' from the DWP UC Service Centre. From what is likely to be a pilot exercise over this period, the Council will be able to gauge the service demand. It may be necessary to employ additional [temporary / fixed term] resources to enable existing staff to undertake new requirements, with temporary staff, backfilling current work, at the point of the DWP issuing their timetable for the general migration of HB caseload to UC. As described in Section 3.3, as lessons are learnt and demand unfolds, it is likely that the subsequent DPA (possibly from 1 April 2016) will require a different level of funding to that allocated for the period 16 November 2015 to 31 March 2016.
- (b) The reimbursement of costs contained within the current DPA will be through a level of costs determined by the DWP. They are based on an hourly rate, according to different levels of support required and payment will be made to the Council on production of an invoice to the DWP. For the period 16 November 2015 to 31 March 2016, the proposed funding is confirmed as £33,798. A detailed breakdown is contained within the DPA, but can also be found in Annex B
- (c) It is not clear how the DWP will fund the support provided by LA's for 2016/17 and future years. One possibility, that the DWP appear to be considering, is to pay a fee per interaction, although no concrete information is currently available. It is important that in this event, we prepare a cross Council system to record the assistance provided to residents, which will allow our costs to be recovered from the DWP (to any agreed limits)

5. **Options for the Council**

5.1 The proposed DPA is contained in Annex A. There is no statutory requirement for Milton Keynes Council to help support the delivery of UC but it is believed to be in its residents, and its own interests, to do so. The following options have been identified.

- (a) Agree and sign DPA – recommended option

The Council works as a key partner with the DWP in the implementation of UC and undertakes the roles within the UC DPA contained in Annex A. The Council continues to build on the work undertaken from the cross cutting Universal Credit / Welfare Reform Project, to get residents, stakeholders and staff prepared for UC, and assist them in managing the impacts of the wider welfare reforms, but recognises that it is doing so within the confines of the existing council wide budget pressures.

- (b) Do Nothing – not recommended

The impacts of UC are still being tested in pilot areas, and those LA's in the earlier tranches. It is, however, a known fact that there will be impact on the citizens of the authority and there will be an increase in resources required from the Council and from many departments.

Claimants for UC who need support will not be helped, leading to loss in benefits, increased deprivation, greater potential for homelessness and indebtedness, and greater potential for increased Rent and Council Tax arrears.

Although the Council is not obliged to enter into a DPA to provide the support, it would be counter-productive to wellbeing of claimants and it would be difficult to insulate it from residents affected by UC. Furthermore, the Council would be unprepared and likely to incur unintended costs through impacts felt elsewhere, which would be unfunded.

(c) **Do Minimum – not recommended**

The Council accepts that UC is happening and waits to see the impact.

There are certain administrative tasks where it is clearly in the Council's interest to co-operate in order to prevent an overpayment of benefit. For example, responding to requests for information regarding the status of the Housing Benefit claim and terminating that claim to allow the transfer onto Universal Credit.

For the remaining undertakings the response would be disjointed and unplanned over the numerous services it provides with the Council continuing to support claimants where possible. For a minimum service there would be no funding from the DWP.

If the minimum option is chosen the resources and arrangements to provide support for residents will not be in place, which will lead to a fragmented response, leading to fragmented services, impacting heavily on claimants and their families.

6. Working with other partners

6.1 Whilst it is intended that the Council is the key partner and will undertake most of the Personal Budgeting Support (PBS) demand, there will be a need to triage or signpost claimants to other specialist advice and support agencies, who will be required / expected to respond. For example, formal debt / money advice can only be provided by persons or agencies qualified to do so.

6.2 Organisations such as the Citizens Advice Bureau (CAB), Milton Keynes Money Advice, MK Money Lifeline and the Swan Credit Union will be pivotal in providing support to UC claimants. It is likely that there will be an increased demand on these services, as the migration to UC happens over the coming years.

6.3 There are general concerns in respect of the ability of our partners to cope with the increase in demand. This is because, in general terms, they are seeing reductions in their own funding / commissions. This does present a risk for the Council, however until the future funding and the level of need is better understood, the degree of risk and ability to mitigate is uncertain.

7. Managing the Programme

7.1 A cross departmental officer project has been established to develop and lead on a policy response and to develop and propose changes to cross cutting working practices in respect of the introduction of UC.

7.2 The overarching expected outcome in terms of UC is that it lands safely in Milton Keynes and citizens are supported throughout the transition, thereby mitigating some of the potential impacts as described throughout the report. There are of

course external influences to the safe landing, for example DWP processing times, which LA's have no direct control over. However not to provide the relevant level of support, at the appropriate time to customers who are transitioning to UC is expected to result in a greater cost to the authority at a future point in time (see Risk and Resources at section 8.2).

7.3 The programme organisation is

- (a) Project Board chaired by and sponsored by the Director of Strategy
- (b) Delivery Partnership Group to oversee the DPA and early implementation
- (c) Cross authority Implementation Group that oversees the impact of UC and other welfare reforms across the whole authority, including capturing Management Information (MI) data and shaping process change.
- (d) An external Stakeholder Group which includes Voluntary Organisations, Registered Social Landlords (Housing Associations), the CAB and the Credit Union.

7.4 Full project controls including risks and issue lists are maintained and issues and blockages escalated as appropriate.

8. Implications

8.1 Policy

The sign up to the DPA will progress the following *priorities/outcomes* within the Corporate Plan 2012-16, in terms of Living in MK and Working in MK.

Enjoy personal dignity and respect (Develop cost effective models of support [and care] for vulnerable people that ensure they regain and maintain independence)

High levels of employment opportunities for current and potential residents (Increase everyone's career opportunities by improving the overall skills and qualifications profile of the resident population)

Endeavouring to land Universal Credit safely in Milton Keynes for the benefit of its residents is important. In working with the DWP under the DPA the Council will seek to manage the impact of national decisions in the context of the Councils Medium Term Financial Strategy.

8.2 Resources and Risk

There are risks to the implementation UC in general – these are detailed in Annex E

However, there are a couple of significant risks, which if we do not attempt to resource and mitigate, will have a significant impact on the Councils overall financial position.

The current primary risk around UC is an increase in rent arrears as a result of the fundamental change that when claimants move onto UC, their HB will cease being paid directly to the landlord, and start to be paid directly to them (Direct Payments). The DWP's 'Direct Payment Demonstration Projects; Key Findings of 18 Months' Rent Account Analysis exercise' identified that the levels of rent

arrears increased where tenants moved to UC. The report into direct payments noted *'Direct payments in the DPDP did have a financial impact on landlords and tenants but much of this burden was borne in the first few months following migration....'* The report also noted *'a clear picture emerged, then, of a distinct and significant drop in rent payment rates when tenants first migrated to direct payment. Payment rates then improved dramatically over time, stabilising at slightly below baseline and comparator rates.'*

In Milton Keynes there are approximately 11,200 tenants living in Council owned properties with a Housing Revenue Account (HRA) rent roll of circa £50million. Out of these 11,200 tenants, some 4,600 tenants are of working age and are in receipt of Housing Benefit which totals some £17.3million. Of the 4,600 tenants approximately 3,000 are in receipt of full HB which covers their rent in full, whilst circa 1600 are in receipt of partial HB (and are therefore contributing to their rent in some degree). In essence, it is a proportion of this figure, ie £17.3million that will, over the phased roll out of UC, be paid direct to our tenants. If support is not provided to our tenants, as they transition to UC (because of having UC paid direct, as opposed to it being paid direct onto rent accounts, as it is now for HB), the risk is that during the transitional period, a proportion of this may become more difficult to collect. Whilst the DWP has made changes in the way landlords can apply to have arrears repaid, and rent payments paid directly to the landlord (known as APA's – Alternative Payment Arrangements), when specific criteria are met, in order to mitigate some risk, the Council needs to be in a position to provide support to customers through the transition, to be able to make their claims on-line, manage their finances effectively and budget to pay their rent out of their UC payments.

A further risk is around the collection of Council Tax. In 2013, we saw the introduction of a Local Council Tax Reduction (CTR) scheme which required LA's to develop their own CTR schemes. Milton Keynes chose to limit the maximum level of support (reduction) at 80% (previously 100% under the Governments Council Tax Benefit Scheme), requiring customers to pay a minimum contribution of 20% towards their Council Tax. Significant resource and investment was required to ensure that people were 'transitioned and supported to pay'. If similar resource and investment is not made, the impact of UC, combined with other welfare reforms, which are reducing the overall level of financial support available, will have an impact on Council Tax collection as well as Rent collection (as described above).

Resources – section 2.12 detailed the decline in government funding in respect of HB administration; however there are synergies between the HB process and the Local Council Tax Reduction / Local Welfare Provision assessments. The reductions in HB administration grant may mean that the Council takes a disproportionate reduction in funding, while costs may not decrease with the same profile. This issue will need to be managed through the Council's medium term financial plan, including appropriate process redesign. There is likely to be an impact on the numbers and skills of staff required to deliver UC in terms of Universal Support Delivered Locally (UCDL) and this will be assessed alongside the roll out and process redesign, with resourcing plans developed accordingly.

N	Capital	Y	Revenue	N	Accommodation
N	IT	Y	Medium Term Plan	N	Asset Management

8.3 Carbon and Energy Management

No impacts

8.4 Legal

The Local Government Finance Act 2012.

The Legal Services team have reviewed the contents of the DPA, and have confirmed that there are no matters of major concern from a legal perspective.

Other Implications

Equality Impact Assessment

The policy decision related to Universal Credit was taken by the National Government and an EqIA was created <http://j.mp/1NO0hzp> This found that “Universal Credit will impact on the welfare of individuals by increasing the likelihood that they will be willing and able to move into work, or work an increased number of hours”(page 8). This finding may use a questionable interpretation of the advancement of equality of opportunity. Adjustments are promised for people with a disability, “The Government will reform the current system of overlapping disability premiums and tax credits and create a simpler system. These are paid at different rates and have different qualifying conditions and different purposes. Within Universal Credit, the Government does not intend to replicate every aspect of this provision. Instead, the Government will recycle the savings from abolishing existing premiums to the most severely disabled people by providing all those in the support group an addition that is substantially higher than the current support component in ESA” (page 9). This suggests that Universal Credit will have an indirect impact on those who have the most severe disability.

Y	Equalities/Diversity	N	Sustainability	N	Human Rights
N	E-Government	Y	Stakeholders	N	Crime and Disorder

Background Papers:

CIPFA Benefits and Revenue Service – Universal Credit - Progress and Roll out – Feb 2015

www.gov.uk/government/publications/universal-credit-local-support-services-framework

<https://www.gov.uk/government/publications/universal-support-delivered-locally-information-for-local-authorities/universal-support-delivered-locally-information-for-local-authorities>

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/263490/universal-credit-local-support-services-update-trialling-plan.pdf

<https://www.gov.uk/government/publications/local-authority-led-pilots-a-summary-of-early-learning-from-the-pilots>.

http://www.local.gov.uk/publications/-/journal_content/56/10180/4050723/PUBLICATION

<http://www.shu.ac.uk/research/cresr/sites/shu.ac.uk/files/direct-payments-learning-lessons.pdf>.

<https://www.gov.uk/government/publications/direct-payment-demonstration-projects-final-reports>

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/388673/rr891-direct-payment-demonstration-projects-18-month-rent-account-analysis.pdf

<http://ssac.independent.gov.uk/pdf/occasional/implementation-uc-claimants.pdf>.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/226191/uc-local-service-support-framework-response.pdf

<http://www.nao.org.uk/wp-content/uploads/2014/11/Universal-Credit-progress-update.pdf>

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/368805/uc-at-work.pdf

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/405921/uc-at-work-spring-2015.pdf

List of annexes for easy reference

- Annex A – Delivery Partnership Agreement (DPA)
- Annex B – DPA - Proposed Funding Table
- Annex C – Live / Digital Service information
- Annex D – Anticipated HB Caseload reductions
- Annex E – Universal Credit Project Risk Register