



Department
for Work &
Pensions

Sir Mark Hendrick MP
House of Commons
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Alok Sharma MP
Minister of State for Employment

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RECEIVED

29 APR 2019

Dear Mark,

Thank you for your emails of 26 February and 3 April to the Secretary of State on behalf of a number of your constituents about Universal Credit. I am replying as the Minister of State for Employment and I apologise for the delay.

The Universal Credit programme has an extensive oversight regime to ensure the health of the Universal Credit programme, assess and mitigate risks, and establish the programme's readiness to progress to the next stage of delivery, as opposed to the Failure Mode Effect Analysis.

Universal Credit uses the Agile programme methodology, with a listening and adapting approach. The successful rollout of Universal Credit across the UK is testimony to the effectiveness of this, and we will continue to use Agile tools and techniques as we complete Universal Credit delivery.

A wide range of organisations scrutinise the Universal Credit programme. This includes the National Audit Office, the Infrastructure and Projects Authority, The Government Internal Audit Agency, Her Majesty's Treasury and the Cabinet Office.

The Universal Credit programme takes forward recommendations from these bodies to ensure we are delivering Universal Credit in the most effective way. The progress of the programme is also reviewed constantly in Parliament through Parliamentary Questions, Opposition Day debates, Adjournment debates and Work and Pensions Select Committee enquiries.

All of the above provide a robust framework to ensure that Universal Credit is delivering its policy intent and is ready to proceed to the next stage.

I hope your constituents find this information helpful.

Kind regards,

A handwritten signature in black ink, appearing to be 'Alok Sharma', written in a cursive style.

Alok Sharma MP
Minister of State for Employment