

Overall Programme status remains AMBER. Phase 4 Transition remains on track including plans to roll out to 30 sites in July. Readiness status for scaling in October remains AMBER.

**Universal Credit Full Service (UCFS) Highlights:**

Implementation continues in line with our planned roll out schedule. Phase 4 of Transition remains on track with Todmorden, Brighouse and Halifax going live on 14 June. The total number of sites now delivering the UCFS is 70 with Stirling and Alton scheduled to go live on 28 June. The latest Programme stocktake assessment, held in May, confirmed readiness for commencing Phase 4 June sites with an overall AMBER/GREEN rating. Implementation plans to deliver 30 sites in July remain on track and the Commencement Order has been signed and published. Readiness assessments for the July implementation are scheduled for TPG on 20 June and PDE on 28 June. To ensure safe landing eight of the larger / more complex sites are planned to go live with 50% of their postcodes, the remainder of the postcodes will complete their implementation in September. Live Service Transfers progress continues, with transfer activity now completed in 12 sites and progressing in a further 30 sites.

The Case Management campaign continues to make good progress with full site case management now rolled out to all current Service Centres. Performance indicators continue to show an improving trend - particularly in the more established areas - where the percentage of claimants paid on time has increased from 65% to 87% since February. Service Centre Capacity continues to grow, with May expansions in Blackpool and Salford Austell providing an additional 110 staff. Additionally we have successfully transferred to the new telephony platform (Next Generation Contact Centre) with minimal service disruption and impact to service performance. Latest performance metrics for Percentage Calls Answered (94.7%) and Average Speed of Answer (1.2 minutes) continue to show a good performance.

Recent functional releases deployed include: automated integration of faster payments, removing the need for Faster Electronic Payments to be manually entered and approved in the Central Payment System (CPS), further enhancements to the agent dashboard by providing a team dashboard to give a view of caseloads and outstanding to-do's at team level and further support for decision makers by providing the ability to allocate 'make a decision' to do to a specific decision maker. In addition claims with single deductions for recoverable hardship payments, fraud overpayment recoveries, administrative penalties, eligible loans or integration loans, will now be included in automatic calculations.

**Programme Updates:**

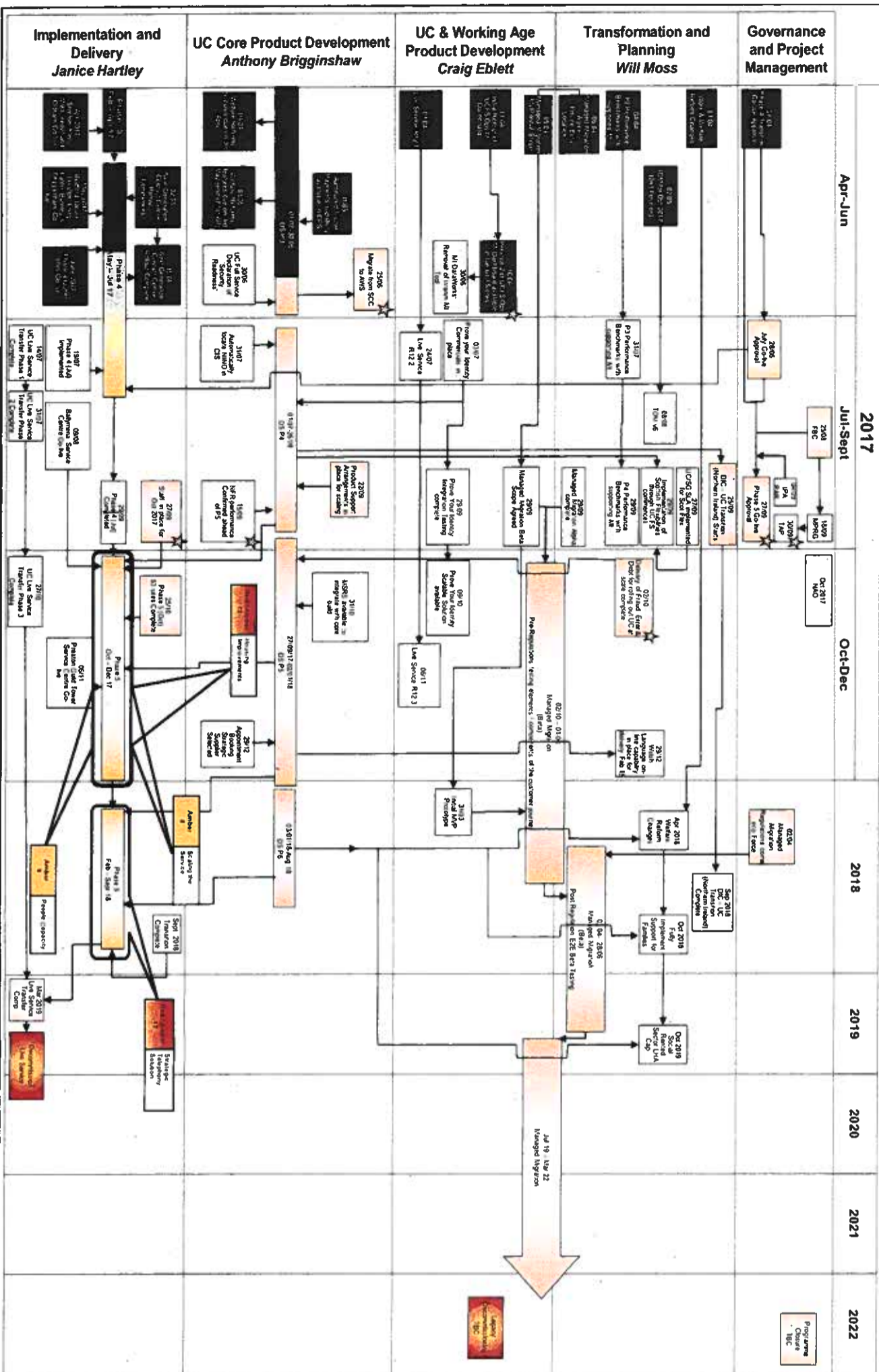
Development of the Full Business Case remains on track, including updates on counterfactuals and contingency, with the first version due to be completed early July. Terms of Reference for the September JPA review will be finalised by mid July. Planning for the October NAO review continues including early scoping meetings with the approach to be agreed by end of June.

**UC Programme E2E Critical Path**

Official - Sensitive

Key ☆ Critical for Commencing Phase 5 (October)

VO.192



**UC Full Service Product Development Phase 3 (end of June 2017) & Phase 4 (end of September 2017) Outcomes**

Category	Outcome	Rating	Notes
Security	UC Full Service Risk Assessment is completed	Completed	
Service	Service rearchitected following move to Amazon Web Services (AWS) Hosting	Phase 3	
Fraud and Error	Housing composition transaction risking rules	Phase 4	
Service Stability	Increased access management controls and separation of duties	Phase 4	
Performance	Performance testing confirmed ahead of Phase 4 Go-Live	Completed	
Capacity & Capability	Migration from SCC to AWS	Phase 3	
Guidance & Improvements	Performance testing confirmed ahead of Phase 5 Go-Live	Phase 4	
Guidance & Improvements	Capacity & improvements to feature updates process	Phase 3&4	
Affordability	Autopay for awards with DMS debts	Completed	
Affordability	Automated faster payments	Completed	
Affordability	Ability to process third party deductions	Phase 4	
Affordability	Self-reported earning capability for claimants (remove the need for telephony intervention)	Phase 4	
Case Progression	GC/Cloud renewal for BookingBing agreed and in place	Completed	
Case Progression	Feature team embedded in Canterbury to identify user needs and rapidly prototype functionality	Completed	
Case Progression	Functionality to support agents in identifying outstanding work, specifically that require urgent intervention	Completed	
Case Progression	MVP of a scalable interim appointment booking solution	Phase 3	
Case Progression	A housing improvement plan is in place that will support scaling	Phase 3	
Case Progression	Improved view of actionability for agents so they can easily identify what to work on	Phase 4	
Case Progression	Built to allow for agents to know when work has been completed on their case	Phase 4	

**Critical / Key Milestones - Next 6 Months**

Milestone	Forecast
Transformation and Planning	Forecast
Phase 4 (July Sites) Approval	28/06/17
Target Operating Model v6	08/08/17
Telephony Rooking Pilot commenced	11/08/17
Full Business Case	25/08/17
Infrastructure and Projects Authority (IPA) Programme Assessment Review (PAR)	04/09/17
Department for Communities UC Transition (Northern Ireland) Starts	25/09/17
Phase 5 (Scaling) Go Live Approval	27/09/17
Phase 4 - Performance Benchmarks with supporting MI	28/09/17
Treasury Approval Point	30/09/17
Managed Migration Beta Start	02/10/17
Delivery of Fraud, Error and Debt for rolling out UC at scale complete	02/10/17
External Relations & Orientation	Forecast
All LA grant agreements signed	31/08/17
Scottish Flexibilities in Full Service	27/09/17
UC Core Product Development	Forecast
Migrate from SCC to AWS (Amazon Web Service)	25/06/17
UC Full Service Declaration of Security Readiness	30/06/17
Automatically locate NIND in CIS	31/07/17
NFR Performance Confirmed ahead of Phase 5 Go-Live	15/09/17
Product Support Arrangements in place for Scaling	22/09/17
Medical Services Referral System (MSRS) available to integrate with core build	31/10/17
Appointment Booking strategic supplier selected	29/12/17
UC and Working Age Product Development	Forecast
Iteration 2 of UCFS Operational MI Dashboard available in all live UCFS sites	10/06/17
Prove Your Identity (Complementary) Service Commercial in place	03/07/17
Prove Your Identity (Complementary) Service Scalability Solution available	24/07/17
Release 12.2 Go-Live	28/09/17
Prove Your Identity (Complementary) Service Integration Testing Complete	09/10/17
Release 12.3 Go-Live	08/11/17
Implementation and Delivery	Forecast
Next Generation Contact Centre Rollout to UC Full & Live Service Advisers Complete	15/06/17
Phase 4 (June sites) Complete	28/06/17
Live Service Transfer Work for Phase 1 Sites Complete	14/07/17
Phase 4 (July Sites) Implemented	19/07/17
Ballymena Service Centre Go Live	09/08/17
Staff in place and trained for October 2017	27/09/17
Phase 4 (July Sites) Complete	29/09/17
Start of Transition Phase 5	04/10/17
Preston Guild Tower Service Centre Go Live	08/11/17

**Programme Risks**

Risk Details	Expected Flight Path	Flight Path Narrative
<p><b>Risk Owner: Janice Hartley</b>  <b>P57 - Strategic Telephony Solution -</b>                      The Programme may be unable to develop a plan to successfully deploy and implement the Telephony Solution into UC Operations without adversely affecting Performance and Case Management  <b>Risk Raised - Mar 17</b>  <b>Current Risk Rating - Amber Red 12</b>  <b>Target Risk Rating - Amber Green 4</b>  <b>Target Date - Dec 17</b></p>		<p><b>By Sep 17</b> - If the programme continues on the current trajectory we anticipate reducing this risk to Amber 8 (Impact 4 Likelihood 2) if the following planned mitigations have been delivered: on track</p> <ul style="list-style-type: none"> <li>Telephony Identification &amp; Routing Pilot established - Jul-Aug 17</li> <li>HGCC Cutover complete and telephony roadmap in place</li> <li>Telephony Identification &amp; Routing to Case Manager Pilot Commenced - Aug 17</li> <li>National deployment of Telephony Identification &amp; Routing to Case Manager agreed - Sep 17</li> </ul> <p><b>By Dec 17</b> - If the programme continues on the current trajectory, we anticipate this risk will reach its target rating of Amber Green 4 (Impact 4 Likelihood 1) if the planned mitigations have been delivered</p> <ul style="list-style-type: none"> <li>National Rollout of Telephony Identification &amp; Routing to Case Manager completed - Dec 17</li> </ul> <p><b>By Jul 17</b> - If the programme continues on the current trajectory we anticipate reducing this risk to Amber 8 (Impact 4 Likelihood 2) if the following planned mitigations have been delivered: on track</p> <ul style="list-style-type: none"> <li>Landlord Portal Trial commenced - 26.04.17</li> <li>SRS National Inbox and Landlord Portal Paper to PDE - 14.08.17</li> <li>SRS Verification plan and storyboards developed and populated - 18.09.17</li> <li>Draft Trusted Partner &amp; Landlord Portal Implementation Strategy developed and approved at TPG 20.08.17</li> <li>Further Housing sampling exercise to be conducted during Mar 17 with outcomes expected by mid June 17</li> <li>Implementation approach for Trusted Partner and landlord portal agreed with UCFS - 30.08.17</li> </ul> <p><b>By Sep 17</b> - If the programme continues on the current trajectory, we anticipate this risk will reach its target rating of Amber Green 4 (Impact 4 Likelihood 1) if the planned mitigations have been delivered</p> <ul style="list-style-type: none"> <li>Housing Solution in place to support scaling - 30.09.17</li> <li>Performance improvements (Housing &amp; Vulnerable Claimants) Plan for External Communications to support use of the Landlord Portal in place</li> </ul> <p><b>Jun 17</b> - As the programme is continuing on the current trajectory, this risk remains at Amber 8 (Impact 4 Likelihood 2) as the following planned mitigations are on track</p> <ul style="list-style-type: none"> <li>Delivering required resources against demand on trajectory (14, 17 SC FTE 1520 WSD FTE 1438)</li> <li>Sufficient LDO's secured - on track</li> <li>Utilising current Dwyer staff and estate from other parts of the business to deliver UJC</li> <li>Forecast Volumes Assumptions Assurance activity - on track</li> <li>Required estate secured - on track</li> </ul> <p><b>By Mar 18</b> - If the programme continues on the current trajectory, we anticipate reducing this risk to Amber Green 4 (Impact 4 Likelihood 1) if the following planned mitigations have been delivered: on track</p> <ul style="list-style-type: none"> <li>Delivering required resources against demand on trajectory</li> <li>Sufficient LDO's secured</li> <li>Forecast Volumes Assumptions Assurance activity - on track</li> <li>Required estate secured - on track</li> </ul> <p><b>Jun 17</b> - As the programme is continuing on the current trajectory, this risk remains at Amber 8 (Impact 4 Likelihood 2) as the following planned mitigations have been delivered: on track</p> <ul style="list-style-type: none"> <li>Critical Outcomes on track</li> <li>Case management embedded - 12.06.17</li> <li>Delivering required resource against demand on trajectory (1500 SC FTE 1581 WSD FTE in Jun 17)</li> <li>Migrated to AYS - end of Jun 17</li> <li>Operational full dashboard established</li> <li>Postcode phasing agreed for July Sites</li> </ul> <p><b>By Sep 17</b> - If the programme continues on the current trajectory, we anticipate this risk will reach its target rating of Amber Green 4 (Impact 4 Likelihood 1) if the planned mitigations have been delivered</p> <ul style="list-style-type: none"> <li>Critical Outcomes Met</li> <li>Unit costs at £633 - Sep 17</li> <li>2408 SC FTE 2018 WSD FTE in place - Sep 17</li> <li>Prove Your Identity in place and effective - Oct 17</li> <li>Performance improvements (Housing &amp; Vulnerable Claimants)</li> <li>HGCC Cutover complete and telephony roadmap in place</li> <li>Postcode phasing agreed for Phase 5 sites</li> </ul>
<p><b>Risk Owners: Will Moss/ Susan Parks</b>  <b>P40 - People Capacity</b>                      Operations do not have the right number of people in the right locations to deliver a service that enables the business case outcomes to be achieved by the end of March 18  <b>Risk Raised - Jul 16</b>  <b>Current Risk Rating - Amber 8</b>  <b>Target Risk Rating - Amber Green 4</b>  <b>Target Date - Mar 18</b></p>		<p><b>Jun 17</b> - As the programme is continuing on the current trajectory, this risk remains at Amber 8 (Impact 4 Likelihood 2) as the following planned mitigations are on track</p> <ul style="list-style-type: none"> <li>Delivering required resources against demand on trajectory (14, 17 SC FTE 1520 WSD FTE 1438)</li> <li>Sufficient LDO's secured - on track</li> <li>Utilising current Dwyer staff and estate from other parts of the business to deliver UJC</li> <li>Forecast Volumes Assumptions Assurance activity - on track</li> <li>Required estate secured - on track</li> </ul> <p><b>By Mar 18</b> - If the programme continues on the current trajectory, we anticipate reducing this risk to Amber Green 4 (Impact 4 Likelihood 1) if the following planned mitigations have been delivered: on track</p> <ul style="list-style-type: none"> <li>Delivering required resources against demand on trajectory</li> <li>Sufficient LDO's secured</li> <li>Forecast Volumes Assumptions Assurance activity - on track</li> <li>Required estate secured - on track</li> </ul> <p><b>Jun 17</b> - As the programme is continuing on the current trajectory, this risk remains at Amber 8 (Impact 4 Likelihood 2) as the following planned mitigations have been delivered: on track</p> <ul style="list-style-type: none"> <li>Critical Outcomes on track</li> <li>Case management embedded - 12.06.17</li> <li>Delivering required resource against demand on trajectory (1500 SC FTE 1581 WSD FTE in Jun 17)</li> <li>Migrated to AYS - end of Jun 17</li> <li>Operational full dashboard established</li> <li>Postcode phasing agreed for July Sites</li> </ul> <p><b>By Sep 17</b> - If the programme continues on the current trajectory, we anticipate this risk will reach its target rating of Amber Green 4 (Impact 4 Likelihood 1) if the planned mitigations have been delivered</p> <ul style="list-style-type: none"> <li>Critical Outcomes Met</li> <li>Unit costs at £633 - Sep 17</li> <li>2408 SC FTE 2018 WSD FTE in place - Sep 17</li> <li>Prove Your Identity in place and effective - Oct 17</li> <li>Performance improvements (Housing &amp; Vulnerable Claimants)</li> <li>HGCC Cutover complete and telephony roadmap in place</li> <li>Postcode phasing agreed for Phase 5 sites</li> </ul>

**Programme Overall Forecast**

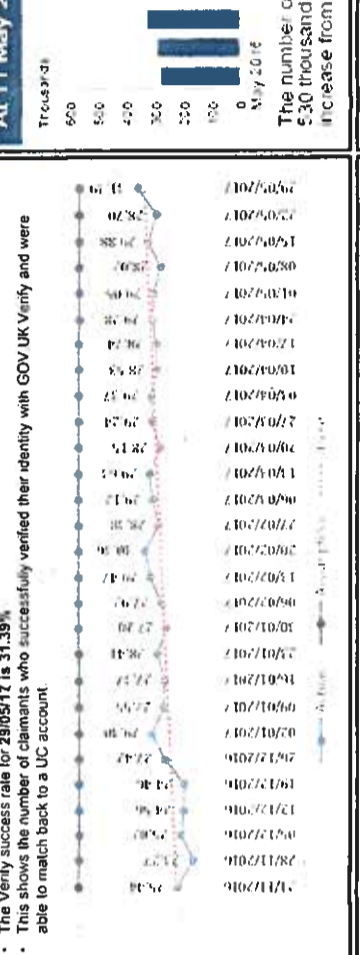
	2014/15 Outturn £255m	2015/16 Outturn £362m	2016/17 Outturn £403m	Total Programme Spend £1,663m	Key
<b>2017-18 Range Risks £63.88m Opps £24m</b>					
<b>Implementation &amp; Delivery</b>					
Total - Janice Hartley					
<b>UC Product Development</b>					
Total - Anthony Briggingshaw					
<b>UC Working Age Product Development</b>					
Total - Craig Eblett					
<b>Strategic Design &amp; Planning</b>					
Total - Will Moss					
<b>External Relations &amp; Orientation</b>					
Total - Cath Hamp					
<b>Rest of Programme</b>					
Total - Ian Wright					
<b>Central Overlay</b>					
Total Financial Costs					
Total UC - Excluding Budget Transfers					
Rest of Programme - ext Budget Holder					
Total External Budget Holders					
<b>UC TOTAL</b>					

**Funding Forward Look**

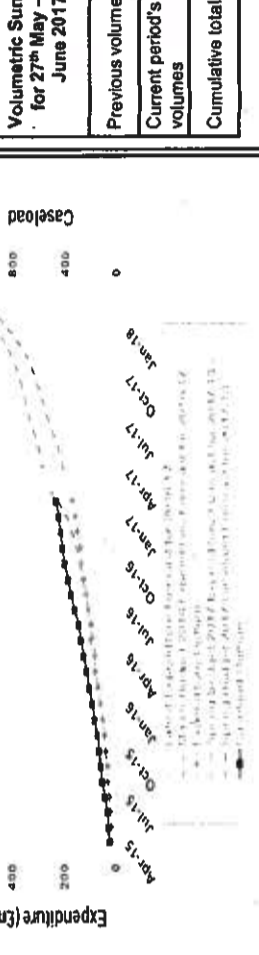
	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Forecast Requirement	403	511	498	361
Funding SR15 net of HAIRC savings	401	417	365	233
<b>Summary</b>				
The Programme's forecast remains in a balanced budget position				
The Programme is holding net risks with a most likely value of £40m				
<b>2018/19</b>				
The forecast has been maintained at previous levels pending a comprehensive update following completion of the Full Business Case				

HMT approval of £746.6m has been given to cover the period from January 2016 to September 2017. The Department has secured separate funding for the impacts of the Employee Deal as part of the SR settlement - this funding is currently held centrally within the Department

**Full Service Verify Performance**



**AME Expenditure**

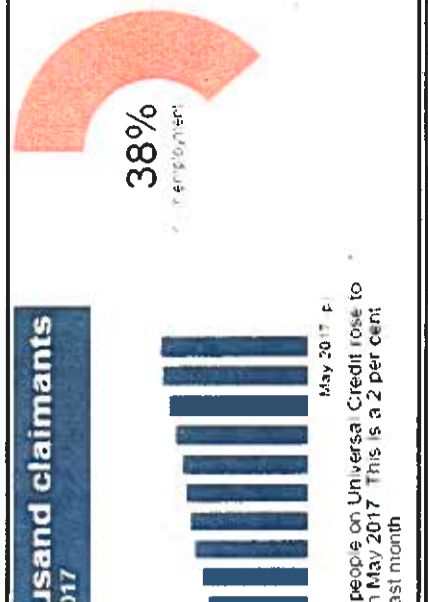


	2016/17 Outturn £403m	2017/18 Period 1 Forecast £k	2017/18 Period 2 Forecast £k	2018/19 Period 1 Forecast £k	2018/19 Period 2 Forecast £k	Variance £k
Implementation & Delivery	287,470	287,892	287,892	76,554	74,701	1,853
UC Product Development	42,525	41,967	41,967	48,783	48,733	50
UC Working Age Product Development	105,259	104,810	104,810	73,450	73,367	83
Strategic Design & Planning	267,356	267,765	267,765	246,468	250,538	(4,071)
External Relations & Orientation	17,386	17,428	17,428	26,210	26,210	0
Rest of Programme	7,149	6,771	6,771	51,869	52,435	(566)
Total - Ian Wright	-15	503	503	18,000	15,266	2,734
Central Overlay	10,143	10,137	10,137	6,951	7,034	(83)
Total Financial Costs	737,273	737,273	737,273	548,284	548,284	0
Total UC - Excluding Budget Transfers	-226,540	510,732	510,732	-50,237	-50,237	0
Rest of Programme - ext Budget Holder	510,732	510,732	510,732	498,047	498,047	0
<b>UC TOTAL</b>						

**Summary**

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Forecast Requirement	403	511	498	361
Funding SR15 net of HAIRC savings	401	417	365	233

HMT approval of £746.6m has been given to cover the period from January 2016 to September 2017. The Department has secured separate funding for the impacts of the Employee Deal as part of the SR settlement - this funding is currently held centrally within the Department



**Live Service MI Data**

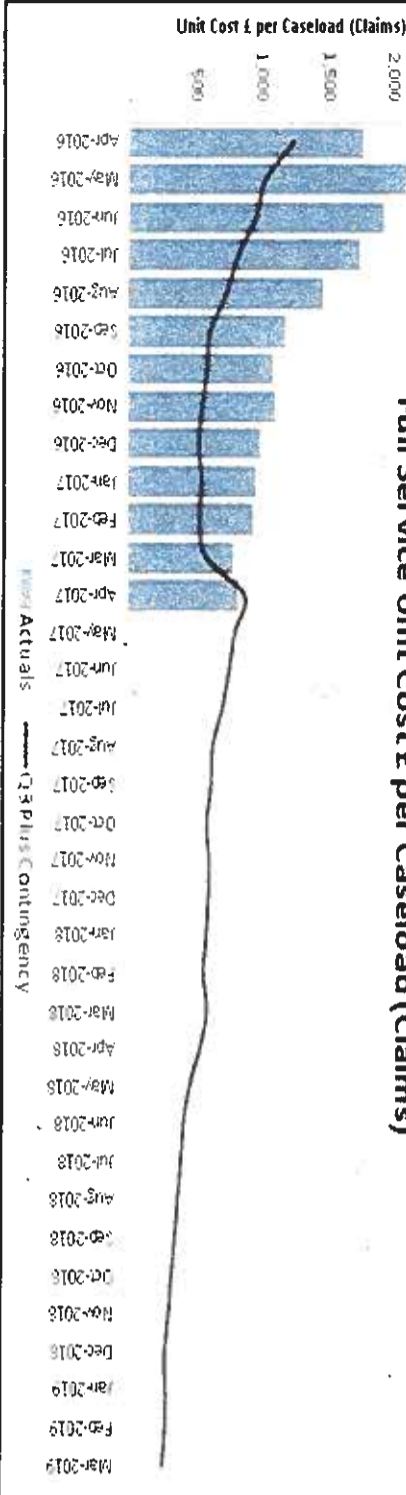
Volumetric Summary for 27th May - 2nd June 2017	Channel	Total
Previous volumes	Online	1,064,775
Current period's volumes	Telephone	154,319
Cumulative total	Telephone	1,219,094
	Online	7,323
	Telephone	1,056
	Online	155,375
	Telephone	1,227,473
	Live Load	404,153
	Terminations	822,941
	Claimant Commitments signed	734,348

October 2017 Scaling - Progress Against Critical Outcomes

**Affordability** Service can be effectively delivered within agreed tolerance of funds

• Unit Costs (forecast v actual)  
Target for Oct 17 £603 per caseload  
Actual for Apr 2017 is £823 against target of £882

Full Service Unit Cost £ per Caseload (Claims)



**Capacity & Capability** We have the right number of people in the right locations, trained and UC confident to deliver a service that enables the Business Case Outcomes to be achieved

• FTE forecast v actual - following Quarter 3 including contingency  
Service Centre demand for Oct 17 is 2684 FTE  
FS Work Coach demand for Oct 17 is 2621 FTE

Measures	Trend Analysis											
	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17	Nov '17	Dec '17	Jan '18	Feb '18	Mar '18
<b>Demand</b> Forecast inc contingency	1368	1530	1605	1738	2020	2408	2684					
<b>Supply</b>	1462 (+94)	1490 (+40)										
<b>Demand Forecast inc contingency</b>	1118	1446	1561	1780	1947	2018	2621					
<b>Supply</b>	To be reported from July 2017											

**Case Progression** An effective and end-to-end service is delivered which allows agents to adopt a case progression approach to their caseload, resulting in:  
• Building trust with the claimants by paying accurately and on time and by allowing agents to support additional needs by understanding the whole claim.  
• Reducing inefficiency by supporting agents to understand how work is linked and what work needs to progress.

• % claimants paid on time (including the first Assessment Period) - not by Faster Electronic Payments (FEP) - 85%

Measures	Trend Analysis											
	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17	
<b>Target</b>	T 85%	T 85%	T 85%	T 85%	T 85%	T 85%	T 85%	T 85%	T 85%	T 85%	T 85%	
<b>Actual</b> (all Assessment Periods, some payment) Inc FEP	84% (-1%)	86% (+1%)	87% (+2%)	88% (+3%)	89% (+4%)	90% (+5%)	91% (+6%)	92% (+7%)	93% (+8%)	94% (+9%)	95% (+10%)	
<b>Actual</b> (1st Assessment Periods, some payment) Inc FEP	70%	71%	76%	75%	82%	83% (indicative)						
<b>Actual</b> (all Assessment Periods, some payment) not by FEP			74%	75%	79%							

**Security** Service is secure with appropriate accreditations and agents & claimants are assured this is the case

Measures	Delivery Date	Delivery RAG
UC Full Service Risk Assessment is completed	19/05/17	Complete
Service Reaccredited following move to AWS Hosting	02/06/17	Amber / Green
UC Full Service declaration of security readiness	30/06/17	Green

As of 9th June 2017, DWP Security Risk Assurance Forum (SRAF) and UCFS have an agreed risk position on all the Red risks (very high) and Red Amber risks (high). This was completed in accordance to the DWP Enterprise Security Risk Management (ESRM) methodology. The SRAF have endorsed two SRAF papers on UCFS: the first paper was on UCFS offshoring data to AWS Dublin. The second paper was to support the migration of UCFS from SCC to AWS in June 2017. The associated Red risks which were made visible to the two SRAF sessions were:  
• 3 current UCFS risks that relate to vulnerabilities in the UCFS Production and development environment; the mitigation is planned for June 2017 and one about misuse of claimants browsers. Two of these risks are due to be validated Thursday 15th June 17 at which point the risk team are likely to move them to an Amber.  
• 3 enterprise risk/residual risks that sit with other SROs and/or the rest of the department; the mitigations will be progressed by Neil Couling (with relevant stakeholders). In addition to these there are also 21 Red Amber risks which have an agreed Risk Treatment Plan (RTP). The planned deep dive into UCFS at DSOB level has been cancelled and moved to another date in June.

**Fraud & Error** We can identify and prevent Fraud & Error and manage risk effectively

• Percentage Claimants paid accurately - % TBC  
• Levels of MVFE (TBC)

Measures	Trend Analysis											
	Oct '16	Nov '16	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17
<b>Levels of Monetary Value of Fraud &amp; Error (MVFE) - Plotting approach across 2017 (informal &amp; not statistically valid). Will continue to review 30 randomly sampled cases each month</b>	99.90%	99.90%	99.90%	99.90%	99.90%	99.90%	99.90%	99.90%	99.90%	99.90%	99.90%	99.90%
<b>Percentage Claimants paid accurately (where calculated through Autocalc and Autopay)</b>	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%

**Service Stability** End-to-end service is resilient, robust and can handle throughput with assured Business Continuity procedures

• 99.90% Claimant and Agent site availability  
• 99% of common actions completed within 2.5 seconds - claimant and agent site page response times

Measures	Trend Analysis											
	Oct '16	Nov '16	Dec '16	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17
<b>99.90% Claimant Site Availability (end-to-end) - October Target</b>	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%
<b>99.97% Claimant Site Availability (end to end) - Pre-October Target</b>	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%
<b>99.90% Agent Site Availability (end-to-end) - October Target</b>	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%
<b>99.97% Agent Site Availability (end to end) - Pre-October Target</b>	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%	99.97%
<b>Claimant site page end-to-end response times (Pre - Oct) - 99.95% essential actions completed within 4.5 seconds</b>	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%
<b>Claimant site page end-to-end response times (Pre - Oct) - 99.00% essential actions completed within 2.5 seconds</b>	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%
<b>Agent site page UCFS response times (Pre Oct) - 99.95% essential actions completed within 4.5 seconds</b>	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%
<b>Agent site page UCFS response times (Pre Oct) - 99.00% essential actions completed within 2.5 seconds</b>	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%	99.95%
<b>Service Hours Lost</b>	530,049	0	0	0	0	0	0	0	0	0	0	0

**Benchmarks - Further benchmarks to follow**

Measures	Trend Analysis											
	Jan '17	Feb '17	Mar '17	Apr '17	May '17	Jun '17	Jul '17	Aug '17	Sep '17	Oct '17		
<b>Claimant ID verified by day 10</b>	63%	61%	52%	48%	90%							
<b>Claimant commitment accepted by day 10</b>	44%	55%	63%	62%	71%							
<b>Claim evidence verified (including non-DM decisions) by day 20</b>	43%	57%	62%	60%	72%							
<b>Payment blocking To-Dos cleared by day 20</b>	85%	81%	81%	78%	87%							
<b>Decisions made by DM (where required) by day 25</b>	66%	62%	70%	76%	75%							

