

Strategic Objective 1: Protect the Vulnerable

WORKSTREAM	PROJECT SPECIFIC OUTCOMES	PROJECT SPECIFIC ACTIVITIES (Description)	PROJECT SPECIFIC INDICATOR			NI LEVEL MACRO INDICATORS
			How much did we do? (Outputs)	How well did we do?	Is anyone better off?	
Personal Independence Payment (PIP)	(Policy): Those that are disabled and most in need receive the full financial support that they are entitled to so that their additional living needs as a result of their disability are met.	<ul style="list-style-type: none"> - Training of staff and assessors within the PIP team - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants, advice groups and the health sector, to make them fully aware of PIP, including rationale for change, eligibility criteria and how and when it will impact existing Disability Living Allowance (DLA) claimants. - Telephone intervention (3 attempts over a 2 day period) before consideration of DLA suspension at 4 weeks for failure to claim PIP when requested to do so - Home visits will be in place for existing DLA claimants who fail to claim PIP by the date requested (4 weeks) in order to avoid their DLA being terminated by week 8 - Introduce a more robust disputes process (appeals, mandatory reconsiderations) - Implement a process that identifies cases where face to face consultations are not required - Development and implementation of data systems (IT infrastructure) that ensures that both those impacted by PIP (and also those exempt from PIP assessment i.e those over working age) are correctly identified in a timely way 	<ul style="list-style-type: none"> - Analysis of those entitled to PIP, levels of award, illness breakdown, rate breakdown - Analysis of management information data to include volumes of face to face outcomes and paper based outcomes, outcomes at medicals - Number of home visits made - Number of letters sent out, including the annual benefit uprating letter, initial invite letter for reassessment (4 weeks before implementation) and a reminder letter (2 weeks after the initial letter) - Number of attempts made to call claimants before their DLA payment is suspended - Number of claimants who have had their DLA payment suspended - Number of cases where the claimant requested their DLA medical evidence to be taken into consideration - Number of new claims to PIP - Number of cases where further medical evidence was requested - Number of face to face assessments - Number of paper based assessments - Number of DFC staff and assessors who have taken part in the PIP training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector PIP advisors - Number of people the advisors within the advice sector have seen - Number of responses to requests to DFC for PIP advice (emails, calls, etc.) 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, Staff and Advice Sector attitudes in relation to the PIP policy process, training and associated communications - Information from a dedicated Claimant representative group (feedback through one to one interviews) - Analysis / Audit of PIP Decision Making standards to assess the levels of accuracy against targets for PIP <p>Quantitative data:</p> <ul style="list-style-type: none"> - Number or % of disputes in relation to claiming PIP where the original decision was upheld - Number or % of people suspended for non-compliance - Number or % of people who made a claim after each stage of contact - Number of people assessed using DLA medical evidence compared to that of GB - Number or % of cases where further medical evidence was requested that resulted in an award of PIP - Analysis of award levels - Analysis of PIP related data gathered by the Voluntary and Community Unit - Analysis of the amount of money paid to PIP claimants compared to DLA claimants - Analysis of the number of claimants in receipt of PIP compared to the number currently in receipt of DLA - Analysis of the checks made by the Quality Assurance Managers 	<ul style="list-style-type: none"> - Increase in the life expectancy of the disabled - Proportion of those who are eligible to claim disability benefit compared to those stating that they have a life limiting condition in the census - Proportion of NI population claiming disability benefits compared to that of GB - Decrease in working age benefit levels - Disability-related Wellbeing indicators - Total Benefit expenditure - Reduction in level of fraud and error 	
	(NI Specific Mitigation): To ensure that those who see a reduction in their income as a result of PIP are protected from financial vulnerability	<ul style="list-style-type: none"> - Provide mitigation payments for those impacted (as detailed in the Evason Report) - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to those eligible for the mitigation scheme, to make them fully aware of any mitigation payments that are available to them 	<ul style="list-style-type: none"> - Number of claimants in receipt of the mitigation payments - Number of people who triggered a mandatory consideration - Number of people who lodged an appeal - Number of DFC staff and assessors who have taken part in the PIP training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector PIP advisors - Number of responses to requests to DFC for advice in relation to the PIP mitigations (emails, calls, etc.) - Number of people the advisors within the advice sector have seen in relation to the PIP mitigations 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, Staff and Advice Sector attitudes towards the mitigation <p>Quantitative data:</p> <ul style="list-style-type: none"> - Time taken to process mitigation payments - Analysis of the amount of money paid out to claimants through the mitigation (by type and duration of the mitigation) - Number or % of claimants who benefitted from the mitigation scheme 		
Benefit Cap (BC)	(Exemption): To ensure that the exemptions to the policy are applied to vulnerable groups so that their current level of income is protected and their living needs met	<ul style="list-style-type: none"> - Development and implementation of data systems (IT infrastructure) that ensures the identification of those impacted by the Benefit Cap and also those who will be exempted for the following reasons: <ul style="list-style-type: none"> - Exemption of those with a disability i.e. DLA, ESA Support Group - Exemption of those with war pension - Exemption of those with armed forces compensation - Exemption to carers - Exemption for Working Tax Credit claimants - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of how the Benefit Cap will operate and detail the criteria for exemptions 	<ul style="list-style-type: none"> - Number of claimants impacted by the policy - Analysis of the groups affected by the exemptions - Number of households informed at an early stage that they may exceed the Benefit Cap - Number of DFC staff and assessors who have taken part in the Benefit Cap training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector Benefit Cap advisors - Number of responses to requests to DFC for Benefit Cap advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, Staff and Advice Sector attitudes in relation to the Benefit Cap exemptions process, training and associated communications <p>Organisational Change Directorate case studies:</p> <ul style="list-style-type: none"> - Analysis / Audit of the exemption decisions to assess the levels of accuracy - Analysis of housing rent arrears due to Benefit Cap - Number or % of appeals / reconsiderations against the application of the Benefit Cap where the original decision was upheld - Analysis of the amount of money retained by claimants as a result of the exemption 	<ul style="list-style-type: none"> - Comparison of the household income of those subject to the Benefit Cap with NI average income / non benefit household income 	
	(NI Specific Mitigation): To ensure that current claimants who see a reduction in their income as a result of the Benefit Cap are protected from financial vulnerability.	<ul style="list-style-type: none"> - Provide mitigation payments for those impacted (as detailed in the Evason Report) - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to those eligible for the mitigation scheme, to make them fully aware of any mitigation payments that are available to them 	<ul style="list-style-type: none"> - Number of households in receipt of the mitigation payments as a result of the Benefit Cap - Number of households informed including reference to the mitigation scheme - Number of DFC staff and assessors who have taken part in the Benefit Cap training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector Benefit Cap advisors - Number of responses to requests to DFC for advice in relation to the Benefit Cap mitigations (emails, calls, etc.) - Number of people the advisors within the advice sector have seen in relation to the Benefit Cap mitigations 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, Staff, Advice Sector and Landlord attitudes towards the mitigation <p>Quantitative data:</p> <ul style="list-style-type: none"> - Time taken to process mitigation payments - Analysis of the amount of money paid out to households through the mitigation (by type and duration of the mitigation) 		

Strategic Objective 1: Protect the Vulnerable

WORKSTREAM	PROJECT SPECIFIC OUTCOMES	PROJECT SPECIFIC ACTIVITIES (Description)	PROJECT SPECIFIC INDICATOR			NI LEVEL MACRO INDICATORS
			How much did we do? (Outputs)	How well did we do?	Is anyone better off?	
Employment Support Allowance (ESA) Time Limiting	(Policy): To ensure those impacted by the policy are checked for additional entitlements	<ul style="list-style-type: none"> - Development and implementation of data systems (IT infrastructure) that ensures the identification of those impacted by the changes to ESA - Develop a data system to check the eligibility of those impacted by ESA Time Limiting for income-related ESA - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of how ESA Time Limiting will operate and any potential impacts of the policy 	<ul style="list-style-type: none"> - Number of letters sent out to claimants potentially impacted by ESA Time Limiting - Number of claimants identified as being impacted by ESA TL (i.e. those who lose entitlement to contribution based) - Number of cases checked for entitlement to Income Related ESA - Number of DFC staff and assessors who have taken part in the ESA Time Limiting training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector ESA Time Limiting advisors - Number of responses to requests to DFC for ESA Time Limiting advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<ul style="list-style-type: none"> - Qualitative data: - Claimant, Staff and Advice Sector attitudes in relation to the ESA Time Limiting process, training and associated communications - Number or % of cases impacted by ESA Time Limiting found to have an income-related ESA entitlement - Analysis of the amount of income-related ESA paid compared with contribution-based ESA 	<ul style="list-style-type: none"> - Number of claimants moving into work - Reduction in Benefit levels - Total Benefit expenditure - Reduction in level of fraud and error 	
	(Exemption): To ensure that the exemptions to the policy are applied to all vulnerable groups (i.e. those in the support group and those in receipt of Income related ESA *) so that their current level of income is protected and their living needs are met	<ul style="list-style-type: none"> - Development and implementation of data systems (IT infrastructure) that ensures the identification of those who will be exempt from the changes to ESA i.e. ESA Support Group and income-related ESA claimants - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of how ESA Time Limiting will operate and detail the criteria for exemptions 	<ul style="list-style-type: none"> - Analysis of exempted groups to include: - Number of claimants in the Support Group - Number of claimants receiving contribution-based ESA (duration analysis and illness breakdown) - Number of claimants exempted - Number of claimants receiving income-related ESA - Number of claimants who have been successfully moved to income-related ESA following intervention - Number of DFC staff and assessors who have taken part in the ESA Time Limiting training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector ESA Time Limiting advisors - Number of responses to requests to DFC for ESA Time Limiting advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<ul style="list-style-type: none"> - Qualitative data: - Claimant, Staff and Advice Sector attitudes in relation to the ESA Time Limiting exemptions process, training and associated communications - Analysis / Audit of the exemption decisions to assess the levels of accuracy - Number or % of appeals / reconsiderations against the application of the ESA Time Limiting where the original decision was upheld - Analysis of the amount of money retained by claimants as a result of the exemption 		
	(NI Specific Mitigation): To ensure that current claimants who see a reduction in their income as a result of the ESA Time Limiting are protected from financial vulnerability	<ul style="list-style-type: none"> - Provide mitigation payments for those impacted (as detailed in the Evason Report) - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to those eligible for the mitigation scheme, to make them fully aware of any mitigation payments that are available to them 	<ul style="list-style-type: none"> - Number of claimants in receipt of the mitigation payments - Number of DFC staff and assessors who have taken part in the ESA Time Limiting training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector ESA Time Limiting advisors - Number of responses to requests to DFC for advice in relation to the ESA Time Limiting mitigations (emails, calls, etc.) - Number of people the advisors within the advice sector have seen in relation to the ESA Time Limiting mitigations 	<ul style="list-style-type: none"> - Qualitative data: - Claimant, Staff and Advice Sector attitudes towards the mitigation - Analysis of the amount of money paid out to claimants through the mitigation (by type and duration of the mitigation) - Analysis / Audit of the mitigation decisions to assess the levels of accuracy - Time taken to process mitigation payments 		

Strategic Objective 1: Protect the Vulnerable

WORKSTREAM	PROJECT SPECIFIC OUTCOMES	PROJECT SPECIFIC ACTIVITIES (Description)	PROJECT SPECIFIC INDICATOR			NI LEVEL MACRO INDICATORS
			How much did we do? (Outputs)	How well did we do?	Is anyone better off?	
Social Sector Size Criteria (SSSC)	(Policy): Contribute to more effective utilisation of housing stock thereby achieving a more balanced distribution across those in housing need	<ul style="list-style-type: none"> - Implementation of SSSC - Assess circumstances of underoccupancy levels (which houses are underoccupying and to what extent) - Adjusting Housing Benefit payments in a timely and accurate way - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of SSSC and any potential impacts of the policy 	<ul style="list-style-type: none"> - Number of households impacted by SSSC - Analysis of housing offers made, accepted and refused - Number of NIHE staff and assessors who have taken part in the SSSC training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector advisors - Number of responses to requests to DFC for SSSC advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<ul style="list-style-type: none"> - Qualitative data: - Claimant, Staff, Advice Sector, Landlord and NIHE/HA attitudes in relation to the SSSC process, training and associated communications - Number or % of appeals in relation to SSSC where the original decision was upheld - Number or % of claimants with a decrease in their award level - Level of fraud and error (% of claimants receiving incorrect/correct payment) - Analysis of the reduction in housing benefit payments as a result of the implementation of SSSC 	<ul style="list-style-type: none"> - Reduction in Under-Occupancy Rates - Reduction of Housing Stress 	
	(Exemption): To ensure that the exemptions to the policy are applied to all vulnerable groups so that their current level of income is protected and their living needs are met. This will also include those who are approved as being eligible for a spare room.	<ul style="list-style-type: none"> - Development and implementation of data systems (IT infrastructure) that ensures the identification of those impacted by the SSSC policy and also those who will be exempted for the following reasons: - Exemption for those over state pension age - Exemption for those in shared ownership schemes - Exemption for those in supported accommodation - Exemption for those in non standard housing - Exemption for those in temporary accommodation - Exemption for the homeless - Temporary Exemptions: <ul style="list-style-type: none"> - Where a death occurs as a result of a death in the household, size criteria may not apply for 52 weeks. - Where a tenant, who has not claimed HB in the previous 52 weeks, claims as a result of change of circumstances, the SSSC will not apply for 13 weeks. - To put in place a process that will approve eligibility for a spare room for the following groups: <ul style="list-style-type: none"> - Households with adult children in the Armed Forces - Households with newly approved foster carers or with foster carers between placements - Households with an adult child who is a student, where the house is their main residence - Households with carers - Households with a disabled child who can not reasonably share a room - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of how the SSSC policy will operate and detail the criteria for exemptions 	<ul style="list-style-type: none"> - Number of exempt cases in each client group / those approved as being eligible for a spare room - Number of NIHE staff and assessors who have taken part in the SSSC training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector advisors - Number of responses to requests to DFC for SSSC advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<ul style="list-style-type: none"> - Qualitative data: - Claimant, Staff, Advice Sector, Landlord and NIHE/HA attitudes in relation to the SSSC exemptions process, training and associated communications - Analysis / Audit of the exemption decisions to assess the levels of accuracy - Analysis of the groups affected by the exemptions - Number or % of appeals / reconsiderations against the implementation of the SSSC policy where the original decision was upheld 		
	(NI Specific Mitigation): To ensure that those who see a reduction in their income as a result of the SSSC are protected from financial vulnerability	<ul style="list-style-type: none"> - Provide mitigation payments for those impacted (as detailed in the Evason Report) - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to those eligible for the mitigation scheme, to make them fully aware of any mitigation payments that are available to them 	<ul style="list-style-type: none"> - Number of claimants who benefit from mitigation payments - Analysis of payment cessation and reasons for this - Housing rent arrears of client population before and after SSSC - Number of NIHE staff and assessors who have taken part in the SSSC training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector advisors - Number of people the advisors within the advice sector have seen - Number of responses to requests to DFC for SSSC mitigation advice (emails, calls, etc.) 	<ul style="list-style-type: none"> - Qualitative data: - Claimant, Staff, Advice Sector, Landlord and NIHE/HA attitudes towards the mitigation - Analysis of claimants who benefitted from the mitigation scheme - Analysis / Audit of the mitigation payments to assess the levels of accuracy - Time taken to process mitigation payments - Analysis of the amount of money paid out to households through the mitigation 		

Strategic Objective 1: Protect the Vulnerable

WORKSTREAM	PROJECT SPECIFIC OUTCOMES	PROJECT SPECIFIC ACTIVITIES (Description)	PROJECT SPECIFIC INDICATOR			NI LEVEL MACRO INDICATORS
			How much did we do? (Outputs)	How well did we do?	Is anyone better off?	
Universal Credit (UC)	<i>(Policy)</i> : Ensure that all UC claimants receive the full range of benefits that they are entitled to and are incentivised to move into work or increase their hours of work	<ul style="list-style-type: none"> - Simplification and redesign of Universal Credit with improved earnings disregards and single taper rate - The introduction of payment advances and hardship payments - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of UC and any potential impacts of the policy 	<ul style="list-style-type: none"> - Management information on claims - Analysis of claims by processing type (online, face-to-face etc.) - Number of claims checked for Fraud or Error - Analysis of sanctions - Number of DFC staff and assessors who have taken part in the UC training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector UC advisors - Number of responses to requests to DFC for UC advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen - Number of claims in receipt of Universal credit compared to those on legacy benefits (broken down by type of claimant and demographics) 	<ul style="list-style-type: none"> - Qualitative data: <ul style="list-style-type: none"> - Claimant, Staff, Advice Sector and Employer attitudes in relation to the UC policy process, training and associated communications - Time taken to process UC payments - Number of claimants moving between conditionality groups + elements of UC (Ensuring people get the right benefits) - Number or % of disputes in relation to UC where the original decision was upheld - Analysis of applied sanctions including reasons and duration - Number or % of sanctions that are upheld following appeal or reconsideration - Analysis of the hours worked by claimants as well as shifts between conditionality groups and the labour market - Analysis of time spent on benefits under UC receiving out of work support compared to the current/previous system - Number or % of claimants who are better off financially under the UC system when compared to the current system of benefits - Amount of money spent on hardship payments and advanced payments 	<ul style="list-style-type: none"> - Increase in the uptake of means tested benefits - Comparison of average Universal Credit household income with non benefit households - Number of claimants moving into work - Reduction in level of fraud and error 	
	<i>(Mitigation)</i> : To ensure that those who see a reduction in their income due to a managed migration to UC are protected from financial vulnerability	<ul style="list-style-type: none"> - Implement a transitional protection scheme - Provide transitional protection payments for those impacted - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector - To put in place a communication strategy which includes a range of activities directed to those eligible for the mitigation scheme, to make them fully aware of any mitigation payments that are available to them 	<ul style="list-style-type: none"> - Management information of these groups – e.g. numbers in vulnerable groups claiming UC, sanctions, appeals and reconsiderations - Number or of households in receipt of transitional protection - Number of DFC staff and assessors who have taken part in the UC training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector UC advisors - Number of responses to requests to DFC for advice in relation to transitional protection (emails, calls, etc.) - Number of people the advisors within the advice sector have seen in relation to transitional protection 	<ul style="list-style-type: none"> - Qualitative data: <ul style="list-style-type: none"> - Claimant, Staff, Advice Sector and Employer attitudes towards the transitional protection process, training and associated communications - Analysis / Audit of the mitigation decisions to assess the levels of accuracy - Time taken to process transitional protection payments - Analysis of households which have lost transitional protection (due to change of circumstances) and duration of the transitional protection payment - Analysis of the amount of money paid out through transitional protection 		
	<i>(NI Specific Mitigation)</i> : To ensure that those who see a reduction in their income due to a natural migration to UC are protected from financial vulnerability	<ul style="list-style-type: none"> - Provide mitigation payments for those impacted (as detailed in the Evason Report) - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - Ensure that those who are financially worse off as a result of the implementation of UC are referred to the mitigation scheme - To put in place a communication strategy which includes a range of activities directed to those eligible for the mitigation scheme, to make them fully aware of any mitigation payments that are available to them - Introduction of the "Cost of work" payments 	<ul style="list-style-type: none"> - Number of households receiving "Cost of Work" payments - Number of UC households receiving mitigation payments (by type, duration and amount) - Number of DFC staff and assessors who have taken part in the UC training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector UC advisors - Number of responses to requests to DFC for advice in relation to the UC mitigations (emails, calls, etc.) - Number of people the advisors within the advice sector have seen in relation to the UC mitigations 	<ul style="list-style-type: none"> - Qualitative data: <ul style="list-style-type: none"> - Claimant, Staff, Advice Sector and Employer attitudes towards the mitigation process, training and associated communications - Analysis / Audit of the mitigation decisions to assess the levels of accuracy - Time taken to process mitigation payments - Number of households which have lost transitional protection (due to change of circumstances) - Analysis of the amount of money paid out to claimants through the mitigation (by type and duration of the mitigation) 		
	<i>(NI Specific Mitigation)</i> : Ensure those in UC have access to payment options which best suit their needs	<ul style="list-style-type: none"> - Provide flexible payment options for those impacted (as detailed in the Evason Report): <ul style="list-style-type: none"> - Direct payment to landlord - Split payments - More frequent payments - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to those eligible for the mitigation scheme, to make them fully aware of the payment options that are available to them 	<ul style="list-style-type: none"> - Analysis of flexible payments take-up and opt outs - Number of DFC staff and assessors who have taken part in the UC training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector UC advisors - Number of responses to requests to DFC for advice in relation to the UC mitigations (emails, calls, etc.) - Number of people the advisors within the advice sector have seen in relation to the UC mitigations - Analysis of the costs associated with the implementation of the flexible payments scheme 	<ul style="list-style-type: none"> - Qualitative data: <ul style="list-style-type: none"> - Claimant, Staff, Advice Sector and Employer attitudes towards the mitigation process, training and associated communications - Number or % of cases presented for budgeting advances compared to GB where exemptions are not in place - Analysis of application payment frequencies - Analysis / Audit of the mitigation decisions to assess the levels of accuracy - Time taken to process "flexible payments" 		

Strategic Objective 1: Protect the Vulnerable

WORKSTREAM	PROJECT SPECIFIC OUTCOMES	PROJECT SPECIFIC ACTIVITIES (Description)	PROJECT SPECIFIC INDICATOR			NI LEVEL MACRO INDICATORS
			How much did we do? (Outputs)	How well did we do?	Is anyone better off?	
Discretionary Support (DS)	<i>(Policy)</i> : Maximise access to the scheme for those on low incomes and ensure that financial responsibility is encouraged	<ul style="list-style-type: none"> - Introduce eligibility criteria changes to support offering loans and grants to people on low income - Reduction in loan entitlement (the reduction in the maximum value that can be given will reduce from £1500 to £1000. This may reduce the potential for individuals getting into debt) - Develop a suitable IT system that will support the stand alone NI change - Income threshold raised to the living wage - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of Discretionary Support and any potential impacts of the policy 	<ul style="list-style-type: none"> - Number of cases presented for budgeting advances compared to GB where exemptions are not in place (Should this be here? Also in UC) - Number of Discretionary Support loan awards/applications - Number of Discretionary Support grant awards/applications - Number of low income individuals applying - Number of DFC staff and assessors who have taken part in the Discretionary Support training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector Discretionary Support advisors - Number of responses to requests to DFC for Discretionary Support advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<ul style="list-style-type: none"> - Qualitative data: <ul style="list-style-type: none"> - Claimant, Staff and Advice Sector attitudes in relation to the Discretionary Support process, training and associated communications - % of applications that led to an award of a loan/grant - Analysis of loan / grant amounts - Analysis of debt levels - Number or % of loans awarded compared to grants awarded - Analysis of claimants with over £1000 debt to the DS awarders - Number or % of Claimants reducing their debt - Number or % of people who pay their loan back within the agreed period (52 weeks but can be extended to 72 weeks) - Time taken to process the application 		
	<i>(Exemptions)</i> : Ensure that vulnerable groups are protected from the income threshold for DS	<ul style="list-style-type: none"> - Ensure that systems are put in place so that access to Discretionary Support will be income based but vulnerable groups will be protected (such as DLA, AA, Child Benefit) and mitigation payments will not be considered in claimants income - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of the Discretionary Support exemptions 	<ul style="list-style-type: none"> - Analysis of exemptions applied to the policy - Number of DFC staff and assessors who have taken part in the Discretionary Support training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector Discretionary Support advisors - Number of responses to requests to DFC for Discretionary Support advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<ul style="list-style-type: none"> - Qualitative data: <ul style="list-style-type: none"> - Claimant, Staff and Advice Sector attitudes in relation to the Discretionary Support exemptions process, training and associated communications - Number or % of applications where exemptions were applied that were brought under the threshold - Analysis of the amount of money paid in Discretionary Support to exempted groups (both loans and grants) 		

Please Note: This framework is designed as a living document and may potentially be amended as the implementation of Welfare Reform continues to roll out

Strategic Objective 2: Incentivise Work

WORKSTREAM	PROJECT SPECIFIC OUTCOMES	PROJECT SPECIFIC ACTIVITIES (Description)	PROJECT SPECIFIC INDICATOR			NI LEVEL MACRO INDICATORS
			How much did we do?	How well did we do?	Is anyone better off?	
Benefit Cap (BC)	Incentivise work by introducing a system which includes an exemption for those claiming in work support	<ul style="list-style-type: none"> -Development and implementation of data systems (IT infrastructure) that ensures the identification of those impacted by the Benefit Cap and also those who will be exempted for the following reasons: <ul style="list-style-type: none"> - Exemption for Working Tax Credit claimants - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of how the Benefit Cap will operate and detail the criteria for exemptions 	<ul style="list-style-type: none"> - Number of households impacted by the Benefit Cap - Analysis of the groups affected by the Working Tax Credit exemptions - Number of households informed at an early stage that they may exceed the Benefit Cap - Number of DFC staff and assessors who have taken part in the Benefit Cap training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector Benefit Cap advisors - Number of responses to requests to DFC for Benefit Cap advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen - Number of claimants who receive in-work support that are exempt from the Benefit Cap 	<ul style="list-style-type: none"> - Qualitative data: <ul style="list-style-type: none"> - Claimant, Staff and Advice Sector attitudes in relation to the Benefit Cap policy process, training and associated communications - Claimant attitudes on the ease or difficulty of getting into employment or taking up more hours - Analysis of those impacted by the Benefit Cap either moving into work or increasing their hours of employment (analysis to include return flows back to benefits) - Analysis of those impacted by the Benefit Cap becoming more job-ready by partaking in training programmes - Analysis of household income from non-social security benefit sources - Analysis of the amount of money saved by the Department/DFC following the implementation of the Benefit Cap - Number or % of claimants who benefit from the in work support exemption (including trends over the lifetime of the policy and the financial benefit to the claimant) - Number or % of claimants moving to other benefits 	<ul style="list-style-type: none"> - Increase in the employment rate - Increase in household income - Increase in disposable income - Decrease in working-age benefit liveloads - Decrease in worklessness - Increase in the amount of people in work that are claiming benefits (with comparison to those that are out of work) 	
Employment Support Allowance (ESA) Time Limiting	Ensure that those on contribution-based ESA Work Related Activity Group (WRAG) will only receive a 12 month payment and therefore discouraged from long term benefit dependency.	<ul style="list-style-type: none"> -Development and implementation of data systems (IT infrastructure) that ensures the identification of those who will be exempt from the changes to ESA I.e. ESA Support Group and income-related ESA claimants - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of how ESA Time Limiting will operate and detail the criteria for exemptions 	<ul style="list-style-type: none"> - Number of claimants that will be ESA Time Limited - Analysis of contribution-based WRAG customers impacted by the policy who move into work or onto Job Seekers Allowance / Universal Credit - Number of letters sent out to claimants potentially impacted by ESA Time Limiting - Number of DFC staff and assessors who have taken part in the ESA Time Limiting training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector ESA Time Limiting advisors - Number of responses to requests to DFC for ESA Time Limiting advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<ul style="list-style-type: none"> - Qualitative data: <ul style="list-style-type: none"> - Claimant, Staff and Advice Sector attitudes in relation to the ESA Time Limiting policy process, training and associated communications - Claimant attitudes on the impact of time-limiting contribution based ESA and ease or difficulty of getting into employment - Analysis of claimants in receipt of ESA - Analysis of those impacted by ESA Time Limiting either moving into work or increasing their hours of employment (analysis to include return flows back to benefits) - Analysis of those impacted by ESA Time Limiting becoming more job-ready by partaking in training programmes - Number or % of claimants moving into the ESA Support group 	<ul style="list-style-type: none"> - Increase in the employment rate - Increase in household income - Increase in disposable income - Decrease in working-age benefit liveloads - Decrease in worklessness - Increase in the amount of people in work that are claiming benefits (with comparison to those that are out of work) 	

Strategic Objective 2: Incentivise Work

WORKSTREAM	PROJECT SPECIFIC OUTCOMES	PROJECT SPECIFIC ACTIVITIES (Description)	PROJECT SPECIFIC INDICATOR			NI LEVEL MACRO INDICATORS
			How much did we do?	How well did we do?	Is anyone better off?	
Social Sector Size Criteria (SSSC)	Ensure that those affected by SSSC are incentivised into work or increase their hours of work	<p>Implementation of SSSC:</p> <ul style="list-style-type: none"> - Assess circumstances of underoccupancy levels - Adjusting Housing Benefit payments in a timely and accurate way - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of SSSC and any potential impacts of the policy 	<ul style="list-style-type: none"> - Number of households impacted by SSSC - Analysis of housing offers made, accepted and refused - Number of NIHE staff and assessors who have taken part in the SSSC training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector advisors - Number of responses to requests to DFC for SSSC advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, Staff, Advice Sector, Landlord and NIHE/HA attitudes in relation to the SSSC process, training and associated communications (including a focus on the relationship between SSSC and incentivising work) - Analysis of claimants impacted by SSSC who remain in their original property - Analysis of those impacted by SSSC either moving into work or increasing their hours of employment - Analysis of those impacted by SSSC becoming more job-ready by partaking in training programmes 	<ul style="list-style-type: none"> - Increase in the employment rate - Increase in household income - Increase in disposable income - Decrease in working-age benefit liveloads - Decrease in worklessness - Increase in the amount of people in work that are claiming benefits (with comparison to those that are out of work) 	
Universal Credit (UC)	Ensure that UC claimants are incentivised into work or increase their hours of work	<ul style="list-style-type: none"> - Joining up in and out of work support (e.g. the use of work coaches) - Simplification and redesign of Universal Credit with improved earnings disregards and single taper rate - Removal of barriers to work (i.e. Simplified taper, improved Childcare support) - Introduction of a focused conditionality regime (through increased contact, labour market interventions etc.) - Discrete support targetted to self employed - e.g. minimum income floor to increase earnings, increase targeted support by work coaches - Ensuring claimants know they will be financially better off in work through the development of an accurate benefit calculator - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of UC and any potential impacts of the policy 	<ul style="list-style-type: none"> - Number of sanctions applied - Number of claimants receiving an intervention - Communication strategy volumes i.e. letters sent out - Number of DFC staff and assessors who have taken part in the UC training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector UC advisors - Number of responses to requests to DFC for UC advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, Staff, Advice Sector and Employer attitudes in relation to the UC policy process, training and associated communications - Analysis of claimants in receipt of UC - Analysis of how long cases are subject to the Minimum Income Floor and whether they subsequently increase their earnings from self employment or move into alternative work - Analysis of those impacted by UC either moving into work or increasing their hours of employment (analysis to include return flows back to benefits) - Analysis of those impacted by UC becoming more job-ready by partaking in training programmes - Management information and analysis of flows between conditionality groups and flows into employment - Analysis of support take-up available for childcare through Universal Credit - % split of UC Caseload that are workless or in-work over time 	<ul style="list-style-type: none"> - Increase in the employment rate - Increase in household income - Increase in disposable income - Decrease in working-age benefit liveloads - Decrease in worklessness - Increase in the amount of people in work that are claiming benefits (with comparison to those that are out of work) 	
Discretionary Support (DS)	Ensure that people on low incomes who are in work have access to DS for urgent living needs	<ul style="list-style-type: none"> - Ensure systems are in place to make Discretionary Support available to those in work - Introduce eligibility criteria changes to support offering loans and grants to people on low income - Develop a suitable IT system for Discretionary Support in Northern Ireland - Income threshold raised to the living wage - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of Discretionary Support and any potential impacts of the policy 	<ul style="list-style-type: none"> - Number of loans awarded to those in work / out of work - Number of DFC staff and assessors who have taken part in the Discretionary Support training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector Discretionary Support advisors - Number of responses to requests to DFC for Discretionary Support advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, Staff and Advice Sector attitudes in relation to the Discretionary Support policy process, training and associated communications - Analysis of people receiving Discretionary Support (broken down by those in work and those out of work) - Analysis of those claiming Discretionary Support - Analysis of those impacted by the changes to Discretionary Support either moving into work or increasing their hours of employment - Analysis of those impacted by the changes to Discretionary Support becoming more job-ready by partaking in training programmes 	<ul style="list-style-type: none"> - Increase in the employment rate - Increase in household income - Increase in disposable income - Decrease in working-age benefit liveloads - Decrease in worklessness - Increase in the amount of people in work that are claiming benefits (with comparison to those that are out of work) 	

Please Note: This framework is designed as a living document and may potentially be amended as the implementation of Welfare Reform continues to roll out

Strategic Objective 3: A Social Welfare System that is Fair

WORKSTREAM	PROJECT SPECIFIC OUTCOMES	PROJECT SPECIFIC ACTIVITIES (Description)	PROJECT SPECIFIC INDICATOR			NI LEVEL MACRO INDICATORS
			How much did we do?	How well did we do?	Is anyone better off?	
Personal Independence Payment (PIP)	<p><i>(Policy):</i> Ensure that those who are eligible receive the full financial support that they are entitled to as a result of their disability as well as implementing a more transparent and objective assessment of need</p>	<ul style="list-style-type: none"> - Training of staff and assessors within the PIP team (including the business champions) - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants, the general public and advice groups, to make them fully aware of PIP including rationale for change, eligibility criteria and how and when it will impact existing Disability Living Allowance (DLA) claimants. - Telephone intervention (3 attempts over a 2 day period) before consideration of DLA suspension at 4 weeks for failure to claim PIP when requested to do so - Home visits will be in place for existing DLA claimants who fail to claim PIP by the date requested (4 weeks) in order to avoid their DLA being terminated by week 9 - Introduce a more robust disputes process (appeals, mandatory reconsiderations) - Implement a process that identifies cases where face to face consultations are not required - Development and implementation of data systems (IT infrastructure) that ensures that both those impacted by PIP (and also those exempt from PIP assessment i.e those over working age) are correctly identified in a timely way - Introduce a PIP assessment process will involve mandatory assessments with an independent health professional - Applying a regulated points-based system to assess eligibility for awards to ensure everyone applying for Benefit is treated fairly - Ensure that PIP Awards will be regularly reviewed to ensure claimants continue to receive the correct level of benefit appropriate to present needs - Ensure that Quality Assurance Managers in place 	<ul style="list-style-type: none"> - Analysis of CAPITA management information data to include volumes of face to face outcomes and paper based outcomes, outcomes at medicals - Analysis of PIP claims, determinations, recons and appeals received - Number of DFC staff and assessors who have taken part in the PIP training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector PIP advisors - Number of responses to requests to DFC for PIP advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, General Public, Staff and Advice Sector attitudes in relation to the PIP policy process, training, associated communications and fairness of the policy - Information from a dedicated Claimant representative group (feedback through one to one interviews) - Analysis / Audit of PIP Decision Making standards to assess the levels of accuracy against targets for PIP - Number or % of complaints received against intake - Analysis of Quality Assurance Managers metrics - Number or % of disputes / reconsiderations in relation to claiming PIP where the original decision was upheld - Number or % of disputes / reconsiderations in relation to their rate of claim where the original decision was upheld - Number or % of people suspended for non-compliance - Number or % of people who made a claim after each stage of contact - Number or % of cases where further medical evidence was requested that resulted in an award of PIP - Analysis of award levels - Level of fraud and error (% of claimants receiving incorrect/correct payment) - Analysis of the amount of money paid out through PIP compared to the amount currently paid under DLA - Analysis of the number of claimants in receipt of PIP compared to the number currently in receipt of DLA - Analysis of 'displaced expenditure' (impact on other public services where a link can be attributed) 	<ul style="list-style-type: none"> - Trends in benefit expenditure - Benefit expenditure per capita (with comparisons to GB) - Increase in people in work that are claiming benefits (with comparisons to those out of work) - Economic inactivity rate - Average household income of those on benefits (with comparisons to those not on benefits) - Disposable income of those on benefits (with comparisons to those not on benefits) - Reduction in fraud and error 	
	<p><i>(Policy):</i> Deliver a disability benefit that is sustainable and affordable in a way that is fair to both claimants and the general public</p>	<ul style="list-style-type: none"> - Robust Quality Assurance mechanisms in place, in terms of management checks, to ensure full compliance with PIP guidance and procedures - Ensure independent assessments are provided - Training of staff and assessors within the PIP team - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants, the general public and advice groups, to make them fully aware of PIP including rationale for change, eligibility criteria and how and when it will impact existing DLA claimants. - Introduce a more robust disputes process (appeals, mandatory reconsiderations) - Implement a process that identifies cases where face to face consultations are not required - Development and implementation of data systems (IT infrastructure) that ensures that both those impacted by PIP (and also those exempt from PIP assessment i.e those over working age) are correctly identified in a timely way 	<ul style="list-style-type: none"> - Number of people claiming PIP (broken down by award level) - Number of checks undertaken (in compliance with the PIP checking regime) - Number of DFC staff and assessors who have taken part in the PIP training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector PIP advisors - Number of responses to requests to DFC for PIP advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, General Public, Staff and Advice Sector attitudes in relation to the PIP policy process, training, associated communications and fairness of the policy - Data from PIP checks - Number or % of disputes in relation to claiming PIP where the original decision was upheld - Number or % of disputes in relation to their rate of claim where the original decision was upheld - Number or % of people suspended for non-compliance - Number or % of people who made a claim after each stage of contact - Number of people assessed using DLA medical evidence compared to that of GB - Number or % of cases where further medical evidence was requested that resulted in an award of PIP - Analysis of award levels - Analysis of PIP related data gathered by the Voluntary and Community Unit - Level of fraud and error (% of claimants receiving incorrect/correct payment) - Analysis of the amount of money paid out through PIP compared to the amount currently paid under DLA - Analysis of the claimants moving from DLA to PIP - Analysis of the number of claimants in receipt of PIP compared to the number currently in receipt of DLA - Analysis of 'displaced expenditure' (impact on other public services where a link can be attributed) 	<ul style="list-style-type: none"> - Trends in benefit expenditure - Benefit expenditure per capita (with comparisons to GB) - Increase in people in work that are claiming benefits (with comparisons to those out of work) - Economic inactivity rate - Average household income of those on benefits (with comparisons to those not on benefits) - Disposable income of those on benefits (with comparisons to those not on benefits) - Reduction in fraud and error 	
	<p><i>(NI Specific Mitigation):</i> Implement a system that provides time limited protection to those financially disadvantaged by PIP in a way that is fair to both claimants and the general public</p>	<ul style="list-style-type: none"> - Provide mitigation payments for those impacted (as detailed in the Evason Report) - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to the general public and those eligible for the mitigation scheme, to make them fully aware of any mitigation payments that are available to them 	<ul style="list-style-type: none"> - Number of claimants in receipt of the mitigation payments - Number of people who triggered a mandatory consideration - Number of people who lodged an appeal - Number of DFC staff and assessors who have taken part in the PIP training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector PIP advisors - Number of responses to requests to DFC for advice in relation to the PIP mitigations (emails, calls, etc.) - Number of people the advisors within the advice sector have seen in relation to the PIP mitigations 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, General Public, Staff and Advice Sector attitudes in relation to the fairness of the mitigation - Time taken to process mitigation payments - Analysis of the amount of money paid out to claimants through the mitigation (by type and duration of the mitigation) - Analysis of the decisions made by the Quality Assurance Managers - Number or % of claimants who benefitted from the mitigation scheme 	<ul style="list-style-type: none"> - Trends in benefit expenditure - Benefit expenditure per capita (with comparisons to GB) - Increase in people in work that are claiming benefits (with comparisons to those out of work) - Economic inactivity rate - Average household income of those on benefits (with comparisons to those not on benefits) - Disposable income of those on benefits (with comparisons to those not on benefits) - Reduction in fraud and error 	

Strategic Objective 3: A Social Welfare System that is Fair

WORKSTREAM	PROJECT SPECIFIC OUTCOMES	PROJECT SPECIFIC ACTIVITIES (Description)	PROJECT SPECIFIC INDICATOR			NI LEVEL MACRO INDICATORS
			How much did we do?	How well did we do?	Is anyone better off?	
Benefit Cap (BC)	<p><i>(Policy):</i> Deliver a benefit system in a way that is fair to both claimants and the general public by ensuring that:</p> <ul style="list-style-type: none"> - those who can work, are in work, - those affected by the Benefit Cap are not at a greater advantage than those in work 	<ul style="list-style-type: none"> - Development and implementation of data systems (IT infrastructure) that ensures the identification of those impacted by the Benefit Cap and also those who will be exempted for the following reasons: <ul style="list-style-type: none"> - Exemption of those with a disability i.e. DLA, ESA Support Group - Exemption of those with war pension - Exemption of those with armed forces compensation - Exemption to carers - Exemption for Working Tax Credit claimants - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evasion Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants, the general public and advice groups, to make them fully aware of how the Benefit Cap will operate and detail the criteria for exemptions 	<ul style="list-style-type: none"> - Number of individuals moving off the cap caseload and appearing on in work benefits - Number of households impacted by the policy - Analysis of the groups affected by the exemptions - Number of households informed at an early stage that they may exceed the Benefit Cap - Number of DFC staff and assessors who have taken part in the Benefit Cap training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evasion recommendations - Number of advice sector Benefit Cap advisors - Number of responses to requests to DFC for Benefit Cap advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, General Public, Staff and Advice Sector attitudes in relation to the Benefit Cap policy process, training, associated communications and fairness of the policy - Follow up survey of cases that are no longer capped <p>Organisational Change Directorate case studies</p> <ul style="list-style-type: none"> - Analysis / Audit of the exemption decisions to assess the levels of accuracy - Analysis of housing rent arrears due to Benefit Cap - Number or % of appeals / reconsiderations against the application of the Benefit Cap where the original decision was upheld - Analysis of the amount of money retained by claimants as a result of the exemption - Analysis of those impacted who are moving into work / training - Analysis of 'displaced expenditure' (impact on other public services where a link can be attributed) 	<ul style="list-style-type: none"> - Trends in benefit expenditure - Benefit expenditure per capita (with comparisons to GB) - Increase in people in work that are claiming benefits (with comparisons to those out of work) - Economic inactivity rate - Average household income of those on benefits (with comparisons to those not on benefits) - Disposable income of those on benefits (with comparisons to those not on benefits) - Reduction in fraud and error 	
	<p><i>(NI Specific Mitigation):</i> Implement a system that provides protection to those financially disadvantaged by Benefit Cap in a way that is fair to both claimants and the general public</p>	<ul style="list-style-type: none"> - Provide mitigation payments for those impacted (as detailed in the Evasion Report) in a timely and accurate way - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evasion Report) - To put in place a communication strategy which includes a range of activities directed to the general public and those eligible for the mitigation scheme, to make them fully aware of any mitigation payments that are available to them 	<ul style="list-style-type: none"> - Number of households in receipt of the mitigation payments as a result of the Benefit Cap - Number of DFC staff and assessors who have taken part in the Benefit Cap training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evasion recommendations - Number of advice sector Benefit Cap advisors - Number of responses to requests to DFC for advice in relation to the Benefit Cap mitigations (emails, calls, etc.) - Number of people the advisors within the advice sector have seen in relation to the Benefit Cap mitigations 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, General Public, Staff and Advice Sector attitudes in relation to the fairness of the mitigation - Time taken to process mitigation payments - Analysis of the amount of money paid out to households through the mitigation (by type and duration of the mitigation) 	<ul style="list-style-type: none"> - Trends in benefit expenditure - Benefit expenditure per capita (with comparisons to GB) - Increase in people in work that are claiming benefits (with comparisons to those out of work) - Economic inactivity rate - Average household income of those on benefits (with comparisons to those not on benefits) - Disposable income of those on benefits (with comparisons to those not on benefits) - Reduction in fraud and error 	
Employment Support Allowance (ESA) Time Limiting	<p><i>(Policy):</i> Deliver Employment Support Allowance in a way that is fair to both claimants and the general public by ensuring that:</p> <ul style="list-style-type: none"> - Money is targeted to those most in need by ensuring that those in the Support Group or in receipt of income related ESA are excluded from the impacts of the policy 	<ul style="list-style-type: none"> - To restrict access to contribution-based ESA to 12 months for those claimants in the Work Related Activity Group (WRAG) - Align contributory ESA rules with contributory JSA - Development and implementation of data systems (IT infrastructure) that ensures the identification of those impacted by the changes to ESA - Develop a data system to check the eligibility of those impacted by ESA Time Limiting for income-related ESA - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evasion Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants, the general public and advice groups, to make them fully aware of how ESA Time Limiting will operate and any potential impacts of the policy 	<ul style="list-style-type: none"> - Number of letters sent out to claimants potentially impacted by ESA Time Limiting - Number of claimants impacted by ESA TL (i.e. those who lose entitlement to contribution based) - Number of cases checked for entitlement to income related ESA - Number of DFC staff and assessors who have taken part in the ESA Time Limiting training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evasion recommendations - Number of advice sector ESA Time Limiting advisors - Number of responses to requests to DFC for ESA Time Limiting advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, General Public, Staff and Advice Sector attitudes in relation to the ESA Time Limiting policy process, training, associated communications and fairness of the policy - Number or % of cases impacted by ESA Time Limiting found to have an income-related ESA entitlement - Analysis of the amount of income-related ESA paid compared with contribution-based ESA - Level of fraud and error (% of claimants receiving incorrect/correct payment) - Average claim processing time - Analysis of those impacted by ESA Time Limiting either moving into work or increasing their hours of employment - Analysis of those impacted by ESA Time Limiting becoming more job-ready by partaking in training programmes - Analysis of 'displaced expenditure' (impact on other public services where a link can be attributed) 	<ul style="list-style-type: none"> - Trends in benefit expenditure - Benefit expenditure per capita (with comparisons to GB) - Increase in people in work that are claiming benefits (with comparisons to those out of work) - Economic inactivity rate - Average household income of those on benefits (with comparisons to those not on benefits) - Disposable income of those on benefits (with comparisons to those not on benefits) - Reduction in fraud and error 	
	<p><i>(NI Specific Mitigation):</i> To ensure that current claimants who see a reduction in their income as a result of the Time Limiting of ESA are protected from financial vulnerability in a way that is fair to both the claimants and the general public</p>	<ul style="list-style-type: none"> - Provide mitigation payments for those impacted (as detailed in the Evasion Report) in a timely and accurate way - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evasion Report) - To put in place a communication strategy which includes a range of activities directed to the general public and those eligible for the mitigation scheme 	<ul style="list-style-type: none"> - Number of claimants in receipt of the mitigation payments - Number of DFC staff and assessors who have taken part in the ESA Time Limiting training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evasion recommendations - Number of advice sector ESA Time Limiting advisors - Number of responses to requests to DFC for advice in relation to the ESA Time Limiting mitigations(emails, calls, etc.) - Number of people the advisors within the advice sector have seen in relation to the ESA Time Limiting mitigations 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, General Public, Staff and Advice Sector attitudes in relation to the fairness of the mitigation - Analysis of the amount of money paid out to claimants through the mitigation (by type and duration of the mitigation) - Analysis of the mitigation decisions to assess the levels of accuracy - Time taken to process mitigation payments 	<ul style="list-style-type: none"> - Trends in benefit expenditure - Benefit expenditure per capita (with comparisons to GB) - Increase in people in work that are claiming benefits (with comparisons to those out of work) - Economic inactivity rate - Average household income of those on benefits (with comparisons to those not on benefits) - Disposable income of those on benefits (with comparisons to those not on benefits) - Reduction in fraud and error 	

Strategic Objective 3: A Social Welfare System that is Fair

WORKSTREAM	PROJECT SPECIFIC OUTCOMES	PROJECT SPECIFIC ACTIVITIES (Description)	PROJECT SPECIFIC INDICATOR			NI LEVEL MACRO INDICATORS
			How much did we do?	How well did we do?	Is anyone better off?	
Social Sector Size Criteria (SSSC)	<p><i>(Policy):</i> Implement SSSC in a way that is fair, equitable and transparent for both claimants and the general public by:</p> <ul style="list-style-type: none"> - Ensuring that the exemptions to the policy are applied to all vulnerable groups and that all those who are eligible for a spare room are not subject to SSSC so that their current level of income is protected and their living needs are met - Ensure the process of offering alternate accommodation to those impacted by SSSC is transparent and equitable - Aligning the rules regarding housing benefit entitlement in the social sector with the private sector - Minimise levels of under occupation in the social housing sector to reduce housing stress - Ensuring the tax payer is not funding accommodation in excess of need 	<p>Implementation of SSSC:</p> <ul style="list-style-type: none"> - Assess circumstances of underoccupancy levels - Adjusting Housing Benefit payments in a timely and accurate way - Apply the exemptions to vulnerable groups - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants, the general public and advice groups, to make them fully aware of SSSC and any potential impacts of the policy 	<ul style="list-style-type: none"> - Number of households exempt (by group) - Number of households confirmed as being eligible for a spare room (by group) - Number of NIHE staff and assessors who have taken part in the SSSC training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector advisors - Number of responses to requests to DFC for SSSC advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, General Public, Staff, Advice Sector, Landlord and NIHE/HA attitudes in relation to the SSSC policy process, training, associated communications and fairness of the policy - Analysis of the households impacted by SSSC - Analysis of housing offers made, accepted and refused - Analysis of the accuracy of SSSC decision making - Average processing time for housing benefit - Analysis of the underoccupancy levels - Analysis of the change in housing benefit expenditure - Number or % of appeals in relation to SSSC where the original decision was upheld - Number or % of claimants with a decrease in their award level - Number or % of offers for alternate housing accepted by those impacted by SSSC - Analysis of the reduction in housing payments as a result of the implementation of SSSC - Analysis of 'displaced expenditure' (impact on other public services where a link can be attributed) 	<ul style="list-style-type: none"> - Trends in benefit expenditure - Benefit expenditure per capita (with comparisons to GB) - Increase in people in work that are claiming benefits (with comparisons to those out of work) - Economic inactivity rate - Average household income of those on benefits (with comparisons to those not on benefits) - Disposable income of those on benefits (with comparisons to those not on benefits) - Reduction in fraud and error 	
	<p><i>(NI Specific Mitigation):</i> To ensure that those who see a reduction in their income as a result of the SSSC are protected from financial vulnerability in a way that is fair to both non-exempted claimants and the general public</p>	<ul style="list-style-type: none"> - Provide mitigation payments for those impacted (as detailed in the Evason Report) to all eligible households - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to those eligible for the mitigation scheme, to make them fully aware of any mitigation payments that are available to them 	<ul style="list-style-type: none"> - Number of claimants who benefit from mitigation payments - Housing rent arrears of client population before and after SSSC - Number of NIHE staff and assessors who have taken part in the SSSC training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector advisors - Number of responses to requests to DFC for advice in relation to the SSSC mitigations (emails, calls, etc.) - Number of people the advisors within the advice sector have seen in relation to the SSSC mitigations 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, General Public, Staff, Advice Sector, Landlord and NIHE/HA attitudes in relation to the fairness of the mitigation - Number or % of claimants who benefitted from the mitigation scheme - Analysis of the mitigation payments to assess the levels of accuracy - Time taken to process mitigation payments - Analysis of the amount of money paid out to households through the mitigation 	<ul style="list-style-type: none"> - Trends in benefit expenditure - Benefit expenditure per capita (with comparisons to GB) - Increase in people in work that are claiming benefits (with comparisons to those out of work) - Economic inactivity rate - Average household income of those on benefits (with comparisons to those not on benefits) - Disposable income of those on benefits (with comparisons to those not on benefits) - Reduction in fraud and error 	

Strategic Objective 3: A Social Welfare System that is Fair

WORKSTREAM	PROJECT SPECIFIC OUTCOMES	PROJECT SPECIFIC ACTIVITIES (Description)	PROJECT SPECIFIC INDICATOR			NI LEVEL MACRO INDICATORS
			How much did we do?	How well did we do?	Is anyone better off?	
Universal Credit (UC)	<p><i>(Policy):</i> Implement UC in a way that is fair to claimants and the general public by:</p> <ul style="list-style-type: none"> - Ensuring that claimants are not financially worse off - Targeting the limited public resources to those most in need - Streamlining legacy benefits to ensure a simplified benefit claims process that will help ensure claimants receive their full entitlement - Ensuring greater engagement with the labour market through the implementation of a stricter conditionality system 	<ul style="list-style-type: none"> - Simplification and redesign of Universal Credit with improved earnings disregards and single taper rate - Make sure that claimants are automatically passported to receive all that they are entitled to - Better use of resources for processing the benefit - Increase the number of people actively seeking work - Reducing benefit dependency - Re-profiling disability support within the UC system <p>Conditionality:</p> <ul style="list-style-type: none"> - Applying to more people - Tailored to individual household members depending on circumstances - To incentivise people to take up work and maintain relationship with the Labour Market <ul style="list-style-type: none"> - Robust system of financial sanctions for non-compliance - Ensuring that those who have transferred to UC through managed migration receive Transitional Protection until they have a natural change in their circumstances. - The introduction of payment advances and hardship payments - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of UC and any potential impacts of the policy 	<ul style="list-style-type: none"> - Analysis of flows between conditionality groups and flows into employment - Communication strategy activity volumes - Claimant volumes moving to UC and specific groups such as number of people receiving different elements, number of people having full conditionality applied. - Analysis of claims by processing type (online, face-to-face etc.) - Number of work coaches providing support (covered Bunder training?) - Number of sanctions applied for non-compliance - Management information on claims - Number of claims checked for Fraud or Error - Number of sanctions - Number of DFC staff and assessors who have taken part in the UC training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector UC advisors - Number of responses to requests to DFC for UC advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen - Number of claimants in receipt of Universal credit compared to those on legacy benefits (broken down by type of claimant and demographics) - Number of households in receipt of transitional protection 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, General Public, Staff, Advice Sector and Employer attitudes in relation to the Universal Credit policy process, training, associated communications and fairness of the policy - Number of cases receiving transitional protection to ensure no cash loss when moving to Universal Credit - Total expenditure on Universal Credit compared to the current system - Time taken to process UC payments - Number of claimants moving between conditionality groups + elements of UC - Number or % of disputes in relation to UC where the original decision was upheld - Analysis of applied sanctions including reasons and duration - Analysis of the hours worked by claimants as well as shifts between conditionality groups and the labour market - Analysis of time spent on benefits under UC receiving out of work support compared to the current/previous system - Number or % of claimants who are better off financially under the UC system when compared to the current system of benefits - Amount of money spent on hardship payments and advanced payments - Analysis of households which have lost transitional protection (due to change of circumstances) and duration of the transitional protection payment - Analysis of the amount of money paid out through Transitional Protection - Number of claimants receiving work coach support - Number of claimants who have received work coach support and gained employment - Analysis of 'displaced expenditure' (impact on other public services where a link can be attributed) 	<ul style="list-style-type: none"> - Trends in benefit expenditure - Benefit expenditure per capita (with comparisons to GB) - Increase in people in work that are claiming benefits (with comparisons to those out of work) - Economic inactivity rate - Average household income of those on benefits (with comparisons to those not on benefits) - Disposable income of those on benefits (with comparisons to those not on benefits) - Reduction in fraud and error 	
	<p><i>(NI Specific Mitigation):</i> To ensure that those who see a reduction in their income due to a natural migration to UC are protected from financial vulnerability.</p>	<ul style="list-style-type: none"> - Development and implementation of data systems (IT infrastructure) that ensures that those UC claimants who require support from the mitigation payments are correctly identified in a timely way - Provide mitigation payments for those impacted (as detailed in the Evason Report) - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - Ensure that those who are financially worse off as a result of the implementation of UC are referred to the mitigation scheme - To put in place a communication strategy which includes a range of activities directed to those eligible for the mitigation scheme, to make them fully aware of any mitigation payments that are available to them - Introduction of the "Cost of work" payments 	<ul style="list-style-type: none"> - Number of households receiving "Cost of Work" payments - Number of UC households receiving mitigation payments (by type, duration and amount) - Number of DFC staff and assessors who have taken part in the UC training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector UC advisors - Number of responses to requests to DFC for UC advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen in relation to the UC mitigations 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, General Public, Staff, Advice Sector and Employer attitudes in relation to the fairness of the mitigation - Analysis / Audit of the mitigation decisions to assess the levels of accuracy - Time taken to process mitigation payments - Number of households which have lost transitional protection (due to change of circumstances) - Analysis of the amount of money paid out to claimants through the mitigation (by type and duration of the mitigation) - Analysis of application payment frequencies - Analysis / Audit of the mitigation decisions to assess the levels of accuracy - Time taken to process "flexible payments" 	<ul style="list-style-type: none"> - Trends in benefit expenditure - Benefit expenditure per capita (with comparisons to GB) - Increase in people in work that are claiming benefits (with comparisons to those out of work) - Economic inactivity rate - Average household income of those on benefits (with comparisons to those not on benefits) - Disposable income of those on benefits (with comparisons to those not on benefits) - Reduction in fraud and error - Analysis of the proportion of UC claimants reporting financial hardship compared to the equivalent population in GB 	
	<p><i>(NI Specific Mitigation):</i> To ensure that UC claimants have access to payment options which best suit their needs in a way that is fair to both claimants and the general public</p>	<ul style="list-style-type: none"> - Provide flexible payment options for those impacted (as detailed in the Evason Report): - Direct payment to landlord - Split payments - More frequent payments - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to those eligible for the mitigation scheme, to make them fully aware of the payment options that are available to them 	<ul style="list-style-type: none"> - Analysis of flexible payments take-up and opt outs - Number of DFC staff and assessors who have taken part in the UC training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector UC advisors - Number of responses to requests to DFC for advice in relation to the UC mitigations (emails, calls, etc.) - Number of people the advisors within the advice sector have seen in relation to the UC mitigations - Analysis of the costs associated with the implementation of the flexible payments scheme 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, General Public, Staff, Advice Sector and Employer attitudes in relation to the fairness of the mitigation - Number or % of cases presented for budgeting advances compared to GB where exemptions are not in place - Analysis of application payment frequencies - Analysis / Audit of the mitigation decisions to assess the levels of accuracy - Time taken to process "flexible payments" 		

Strategic Objective 3: A Social Welfare System that is Fair

WORKSTREAM	PROJECT SPECIFIC OUTCOMES	PROJECT SPECIFIC ACTIVITIES (Description)	PROJECT SPECIFIC INDICATOR			NI LEVEL MACRO INDICATORS
			How much did we do?	How well did we do?	Is anyone better off?	
Discretionary Support (DS)	<p>(Policy): Provide Discretionary Support (DS) in a way that is fair to both claimants and the general public by:</p> <ul style="list-style-type: none"> - Creating better alignment between those in and out of work, enabling low income workers to receive financial support - Ensuring that DS is affordable for both claimants and the state 	<ul style="list-style-type: none"> - Introduce eligibility criteria changes to support offering loans and grants to people on low income - Reduction in loan entitlement (the reduction in the maximum value that can be given will reduce from £1500 to £1000. This may reduce the potential for individuals getting into debt) - Develop a suitable IT system for Discretionary Support in Northern Ireland - Income threshold raised to the living wage - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of Discretionary Support and any potential impacts of the policy 	<ul style="list-style-type: none"> - Management Information. Identify number of applications and awards made each year. Average amount awarded and total amount awarded by working and non-working customers - Analysis of exemptions applied to the policy - Number of Discretionary Support loan awards / applications - Number of Discretionary Support grant awards / applications - Number of low income individuals applying - Number of DFC staff and assessors who have taken part in the Discretionary Support training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector Discretionary Support advisors - Number of responses to requests to DFC for Discretionary Support advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<ul style="list-style-type: none"> - Qualitative data: <ul style="list-style-type: none"> - Claimant, General Public, Staff and Advice Sector attitudes in relation to the Discretionary Support policy process, training, associated communications and fairness of the policy - Track people who were turned down to see what happened - % of applications that led to an award of a loan/grant - Analysis of loan / grant amounts - Analysis of debt levels - Analysis of loans awarded compared to grants awarded - Analysis of claimants with over £1000 debt to the DS awarders - Analysis of claimants reducing their debt - Analysis of people who pay their loan back within the agreed period (52 weeks but can be extended to 72 weeks) - Time taken to process the application - Number or % of applications where exemptions were applied that were brought under the threshold - Analysis of the amount of money paid in Discretionary Support to exempted groups (both loans and grants) - Analysis of 'displaced expenditure' (impact on other public services where a link can be attributed) 	<ul style="list-style-type: none"> - Trends in benefit expenditure - Benefit expenditure per capita (with comparisons to GB) - Increase in people in work that are claiming benefits (with comparisons to those out of work) - Economic inactivity rate - Average household income of those on benefits (with comparisons to those not on benefits) - Disposable income of those on benefits (with comparisons to those not on benefits) - Reduction in fraud and error 	

Please Note: This framework is designed as a living document and may potentially be amended as the implementation of Welfare Reform continues to roll out

Strategic Objective 4: Encourage Personal and Social Responsibility

WORKSTREAM	PROJECT SPECIFIC OUTCOMES	PROJECT SPECIFIC ACTIVITIES (Description)	PROJECT SPECIFIC INDICATOR			NI LEVEL MACRO INDICATORS
			How much did we do?	How well did we do?	Is anyone better off?	
Personal Independence Payment (PIP)	(Policy): Those that are disabled and most in need receive the full financial support that they are entitled to as a result of their disability in order to assist independent living	<ul style="list-style-type: none"> - Ensure that PIP awards will be regularly reviewed giving the claimant responsibility to report any changes to the DfC that may impact their current award of PIP - Training of staff and assessors within the PIP team - Support (in the form of advice/ guidance) provided by DfC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants, advice groups and the health sector, to make them fully aware of PIP, including rationale for change, eligibility criteria and how and when it will impact existing Disability Living Allowance (DLA) claimants. - Telephone intervention (3 attempts over a 2 day period) before consideration of DLA suspension at 4 weeks for failure to claim PIP when requested to do so - Home visits will be in place for existing DLA claimants who fail to claim PIP by the date requested (4 weeks) in order to avoid their DLA being terminated by week 8 - Introduce a more robust disputes process (appeals, mandatory reconsiderations) - Implement a process that identifies cases where face to face consultations are not required - Development and implementation of data systems (IT infrastructure) that ensures that both those impacted by PIP (and also those exempt from PIP assessment i.e those over working age) are correctly identified in a timely way 	<ul style="list-style-type: none"> - Number of award reviews undertaken categorised by those that were 'planned' and those that were 'unplanned' - Analysis of volumes of claimants in receipt of PIP, levels of award, illness breakdown, rate breakdown - Analysis of management information data to include volumes of face to face outcomes and paper based outcomes, outcomes at medicals - Number of home visits made - Number of attempts made to call claimants before their DLA payment is suspended - Number of claimants who have had their DLA payment suspended - Number reassessed from DLA to PIP - Number of cases where the claimant requested their DLA medical evidence to be taken into consideration - Number of cases where further medical evidence was requested - Number of face to face assessments - Number of paper based assessments - Number of DfC staff and assessors who have taken part in the PIP training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector PIP advisors - Number of people the advisors within the advice sector have seen - Number of responses to requests to DfC for PIP advice (emails, calls, etc.) 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, Staff and Advice Sector attitudes in relation to the PIP policy process, training, associated communications and as to whether the policy encourages personal and social responsibility - Number or % of the working age population in receipt of PIP - Number or % of disputes in relation to claiming PIP where the original decision was upheld - Number or % of people suspended for non-compliance - Number or % of people who made a claim after each stage of contact - Number of people assessed using DLA medical evidence compared to that of GB - Number or % of cases where further medical evidence was requested that resulted in an award of PIP - Analysis of the checks made by the Quality Assurance Managers - Analysis of PIP award levels - Analysis of the amount of money paid to PIP claimants compared to DLA claimants 	<ul style="list-style-type: none"> - Increase in the employment rate - Increase in household income - Increase in disposable income - Decrease in working-age benefit live loads - Decrease in worklessness - Increase in the amount of people in work that are claiming benefits (with comparison to those that are out of work) - Reduction in fraud and error - Benefit expenditure per capita (with comparisons to GB) 	
	(NI Specific Mitigation): To ease the financial transition for those who see a reduction in their income as a result of PIP and give people time to adjust to their new budget through the payment of a temporary mitigation scheme	<ul style="list-style-type: none"> - Provide mitigation payments for those impacted by PIP (as detailed in the Evason Report) - Support (in the form of advice/ guidance) provided by DfC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to those eligible for the mitigation scheme, to make them fully aware of any mitigation payments that are available to them 	<ul style="list-style-type: none"> - Number of claimants impacted by PIP in receipt of the mitigation payments - Number of people who triggered a mandatory consideration - Number of people who lodged an appeal - Number of DfC staff and assessors who have taken part in the PIP training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector PIP advisors - Number of responses to requests to DfC for advice in relation to the PIP mitigations (emails, calls, etc.) - Number of people the advisors within the advice sector have seen in relation to the PIP mitigations 	<p>Qualitative data:</p> <ul style="list-style-type: none"> - Claimant, Staff and Advice Sector attitudes towards the mitigation as to whether it encourages personal and social responsibility - Length of time mitigation paid for - Time taken to process mitigation payments - Analysis of the amount of money paid out to claimants through the mitigation scheme - Number or % of claimants who benefitted from the mitigation scheme 		

Strategic Objective 4: Encourage Personal and Social Responsibility

WORKSTREAM	PROJECT SPECIFIC OUTCOMES	PROJECT SPECIFIC ACTIVITIES (Description)	PROJECT SPECIFIC INDICATOR			NI LEVEL MACRO INDICATORS
			How much did we do?	How well did we do?	Is anyone better off?	
Benefit Cap (BC)	(Policy): Implement a Benefit system that encourages a move out of benefit dependency into work and caps the average level of income that can be received by non working households	<ul style="list-style-type: none"> - Development and implementation of data systems (IT infrastructure) that ensures the identification of those impacted by the Benefit Cap and also those who will be exempted for the following reasons: <ul style="list-style-type: none"> - Exemption of those with a disability i.e. DLA, ESA Support Group - Exemption of those with war pension - Exemption of those with armed forces compensation - Exemption to carers - Exemption for Working Tax Credit claimants - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of how the Benefit Cap will operate and detail the criteria for exemptions 	<ul style="list-style-type: none"> - Number of claimants impacted by the policy - Analysis of individuals moving off the cap case load and appearing on in work benefits - Analysis of the groups affected by the exemptions - Number of households informed at an early stage that they may exceed the Benefit Cap - Number of DFC staff and assessors who have taken part in the Benefit Cap training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector Benefit Cap advisors - Number of responses to requests to DFC for Benefit Cap advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<ul style="list-style-type: none"> - Qualitative data: <ul style="list-style-type: none"> - Claimant, Staff and Advice Sector attitudes in relation to the Benefit Cap policy process, training, associated communications and as to whether the policy encourages personal and social responsibility - Follow up survey of cases that are no longer capped - Analysis of those impacted by the Benefit Cap either moving into work or increasing their hours of employment (analysis to include return flows back to benefits) - Analysis of those impacted by the Benefit Cap becoming more job-ready by partaking in training programmes - Analysis of household income from non-social security benefit sources 	<ul style="list-style-type: none"> - Increase in the employment rate - Increase in household income - Increase in disposable income - Decrease in working-age benefit live loads - Decrease in worklessness - Increase in the amount of people in work that are claiming benefits (with comparison to those that are out of work) - Reduction in fraud and error 	
Employment Support Allowance (ESA) Time Limiting	(Policy): Introduce Time limited support to those in the ESA Work Related Activity Group (WRAG) with alternative sources of income discouraging long term benefit dependency	<ul style="list-style-type: none"> - Development and implementation of data systems (IT infrastructure) that ensures the identification of those impacted by the changes to ESA - Develop a data system to check the eligibility of those impacted by ESA Time Limiting for income-related ESA - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of how ESA Time Limiting will operate and any potential impacts of the policy 	<ul style="list-style-type: none"> - Number of letters sent out to claimants potentially impacted by ESA Time Limiting - Number of claimants identified as being impacted by ESA TL (i.e. those who lose entitlement to contribution based) - Number of cases checked for entitlement to Income Related ESA - Number of DFC staff and assessors who have taken part in the ESA Time Limiting training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector ESA Time Limiting advisors - Number of responses to requests to DFC for ESA Time Limiting advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<ul style="list-style-type: none"> - Qualitative data: <ul style="list-style-type: none"> - Claimant, Staff and Advice Sector attitudes in relation to the ESA Time Limiting policy process, training, associated communications and as to whether the policy encourages personal and social responsibility - Analysis of claimant behaviour following ESA Time Limiting - Number or % of cases impacted by ESA Time Limiting found to have an income-related ESA entitlement 	<ul style="list-style-type: none"> - Increase in the employment rate - Increase in household income - Increase in disposable income - Decrease in working-age benefit live loads - Decrease in worklessness - Increase in the amount of people in work that are claiming benefits (with comparison to those that are out of work) - Reduction in fraud and error 	
	(NI Specific Mitigation): To ease the financial transition for those who see a reduction in their income as a result of ESA Time Limiting and give people time to adjust to their new budget	<ul style="list-style-type: none"> - Provide mitigation payments for those impacted (as detailed in the Evason Report) - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to those eligible for the mitigation scheme, to make them fully aware of any mitigation payments that are available to them 	<ul style="list-style-type: none"> - Number of households in receipt of the mitigation payments as a result of the Benefit Cap - Number of DFC staff and assessors who have taken part in the Benefit Cap training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector Benefit Cap advisors - Number of responses to requests to DFC for advice in relation to the Benefit Cap mitigations (emails, calls, etc.) - Number of people the advisors within the advice sector have seen in relation to the Benefit Cap mitigations 	<ul style="list-style-type: none"> - Qualitative data: <ul style="list-style-type: none"> - Claimant, Staff and Advice Sector attitudes towards the mitigation as to whether it encourages personal and social responsibility - Analysis of the amount of money paid out to claimants through the mitigation - Analysis / Audit of the mitigation decisions to assess the levels of accuracy - Time taken to process mitigation payments 		

Strategic Objective 4: Encourage Personal and Social Responsibility

WORKSTREAM	PROJECT SPECIFIC OUTCOMES	PROJECT SPECIFIC ACTIVITIES (Description)	PROJECT SPECIFIC INDICATOR			NI LEVEL MACRO INDICATORS
			How much did we do?	How well did we do?	Is anyone better off?	
Social Sector Size Criteria (SSSC)	(Policy): Encourage individuals to contribute to a more effective utilisation of housing stock through: -taking responsibility for housing mobility or; -contributing to their housing costs for a property that is in excess of their needs	- Assess circumstances of underoccupancy levels - Identifying households that are affected by the SSSC, providing early notifications to the households - Development and implementation of data systems (IT infrastructure) to adjust Housing Benefit payments in a timely and accurate way - Assess circumstances of underoccupancy levels (which houses are underoccupying and to what extent) - Adjust Housing Benefit payments in a timely and accurate way - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of SSSC and any potential impacts of the policy	- Number of households impacted by SSSC - Number of NIHE staff and assessors who have taken part in the SSSC training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector advisors - Number of responses to requests to DFC for SSSC advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen	Qualitative data: - Claimant, Staff, Advice Sector, Landlord and NIHE/HA attitudes in relation to the SSSC process and associated communications - Analysis of the reduction in housing benefit payments as a result of the implementation of SSSC - Number or % of appeals in relation to SSSC where the original decision was upheld - Number or % of claimants with a decrease in their award level - Number or % of offers for alternate housing accepted by those impacted by SSSC - Analysis of housing offers made, accepted and refused	- Increase in the employment rate - Increase in household income - Increase in disposable income - Decrease in working-age benefit live loads - Decrease in worklessness - Increase in the amount of people in work that are claiming benefits (with comparison to those that are out of work) - Reduction in fraud and error - Number of tenants who move accommodation before end of mitigation period - Reduction in rent arrears - Reduction in housing stress	
	(NI Specific Mitigation): To ease the financial transition for those who see a reduction in their income as a result of SSSC to give people time to adjust to their new circumstances	- Provide mitigation payments for those impacted (as detailed in the Evason Report) - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to those eligible for the mitigation scheme, to make them fully aware of any mitigation payments that are available to them	- Number of claimants who benefit from the mitigation payments - Number of NIHE staff and assessors who have taken part in the SSSC training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector advisors - Number of responses to requests to DFC for advice in relation to the SSSC mitigations (emails, calls, etc.) - Number of people the advisors within the advice sector have seen	Qualitative data: - Claimant, Staff, Advice Sector, Landlord and NIHE/HA attitudes towards the mitigation as to whether it encourages personal and social responsibility - Analysis of those impacted by SSSC either moving into work or increasing their hours of employment - Number or % of claimants who benefitted from the mitigation scheme - Analysis of the mitigation payments to assess the levels of accuracy - Time taken to process mitigation payments - Analysis of mitigation payment cessations - Analysis of the amount of money paid to households through the mitigation scheme		

Strategic Objective 4: Encourage Personal and Social Responsibility

WORKSTREAM	PROJECT SPECIFIC OUTCOMES	PROJECT SPECIFIC ACTIVITIES (Description)	PROJECT SPECIFIC INDICATOR			NI LEVEL MACRO INDICATORS
			How much did we do?	How well did we do?	Is anyone better off?	
Universal Credit (UC)	(Policy): Ensuring that claimants understand the responsibilities associated with receiving Universal Credit and are incentivised to take up work in order to improve their financial independence	<ul style="list-style-type: none"> - Introduce Claimant Commitment - promoting self reliance; claimants required to define what they will do to take personal responsibility. Tailor made contract for each individual (promote work and volunteering activity for upskilling and to increase skills and employability) - Develop IT systems to monitor the process and operate sanctions for breaches of claimant commitment contract - Move to online application process - provision of IT systems and support (e.g. Booths as a method for increasing accessibility). Aimed at promoting self reliance by making claimants responsible for their claim - Ensure that staff are fully trained in the online process to enable them to focus on claimant support - Simplification and redesign of Universal Credit with improved earnings disregards and single taper rate - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector (funded through the recommendations of the Evason Report) - To put in place a communication strategy which includes a range of activities directed to key stakeholders, including claimants and advice groups, to make them fully aware of UC and any potential impacts of the policy 	<ul style="list-style-type: none"> - Analysis of volume of cases entering work - Analysis of staff time and productivity - Number of claimants moved to UC with claimant commitments in place - Number of DFC staff and assessors who have taken part in the UC training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector UC advisors - Number of responses to requests to DFC for UC advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen - Analysis of claims by - Analysis of claimants in receipt of Universal credit compared to the current system 	<ul style="list-style-type: none"> Qualitative data: <ul style="list-style-type: none"> - Claimant, Staff, Advice Sector and Employer attitudes in relation to the UC policy process, training, associated communications and as to whether the policy encourages personal and social responsibility - Time taken to process UC payments - Number of claimants moving between conditionality groups + elements of UC (Ensuring people get the right benefits) - Number or % of disputes in relation to UC where the original decision was upheld - Analysis of applied sanctions including reasons and duration - Number or % of sanctions that are upheld following appeal or reconsideration - Analysis of the hours worked by claimants as well as shifts between conditionality groups and the labour market - Analysis of time spent on benefits under UC receiving out of work support compared to the current/previous system - Number or % of claimants who are better off financially under the UC system when compared to the current system of benefits - Level of fraud and error (% of claimants receiving incorrect/correct payment) - Analysis of the amount of money spent on hardship payments and advanced payments 	<ul style="list-style-type: none"> - Increase in the employment rate - Increase in household income - Increase in disposable income - Reduction in fraud and error - Decrease in working-age benefit levels - Decrease in worklessness - Increase in the amount of people in work that are claiming benefits (with comparison to those that are out of work) 	
	(Mitigation): To ease the financial transition for those who see a reduction in their income due to a managed migration to UC to give people time to adjust to their new budget	<ul style="list-style-type: none"> - Implement a transitional protection scheme - Provide transitional protection payments for those impacted - Support (in the form of advice/ guidance) provided by DFC - Support (in the form of advice/ guidance) provided by the Advice sector - To put in place a communication strategy which includes a range of activities directed to those eligible for the mitigation scheme, to make them fully aware of any mitigation payments that are available to them 	<ul style="list-style-type: none"> - Management information of these groups –e.g. numbers in vulnerable groups claiming UC, sanctions, appeals and reconsiderations - Number or of households in receipt of transitional protection - Number of DFC staff and assessors who have taken part in the UC training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector UC advisors - Number of responses to requests to DFC for advice in relation to transitional protection (emails, calls, etc.) - Number of people the advisors within the advice sector have seen in relation to transitional protection 	<ul style="list-style-type: none"> Qualitative data: <ul style="list-style-type: none"> - Claimant, Staff, Advice Sector and Employer attitudes towards the mitigation as to whether it encourages personal and social responsibility - Analysis of claimants in receipt of Budgeting Loans/Discretionary Payments/Hardship funds following loss of mitigation payments. - Number of claimants receiving mitigation payments or "Cost of Work" payments - Analysis of the mitigation decisions to assess the levels of accuracy - Time taken to process transitional protection payments - Analysis of households which have lost transitional protection (due to change of circumstances) and duration of the transitional protection payment - Analysis of the amount of money paid out through transitional protection 		

Strategic Objective 4: Encourage Personal and Social Responsibility

WORKSTREAM	PROJECT SPECIFIC OUTCOMES	PROJECT SPECIFIC ACTIVITIES (Description)	PROJECT SPECIFIC INDICATOR			NI LEVEL MACRO INDICATORS
			How much did we do?	How well did we do?	Is anyone better off?	
Discretionary Support (DS)	(Policy): Maximise access to the scheme for those on low incomes (including those in work) ensuring that financial responsibility is encouraged	<ul style="list-style-type: none"> - Management Information. Identify number of applications and awards made each year. Average amount awarded and total amount awarded by working and non-working customers - Analysis of exemptions applied to the policy - Number of Discretionary Support loan awards / applications - Number of Discretionary Support grant awards / applications - Number of low income individuals applying - Number of DfC staff and assessors who have taken part in the Discretionary Support training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector Discretionary Support advisors - Number of responses to requests to DfC for Discretionary Support advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<ul style="list-style-type: none"> - Management Information. Identify number of applications and awards made each year. Average amount awarded and total amount awarded by working and non-working customers - Analysis of exemptions applied to the policy - Number of Discretionary Support loan awards / applications - Number of Discretionary Support grant awards / applications - Number of low income individuals applying - Number of DfC staff and assessors who have taken part in the Discretionary Support training programme - Financial support given to the advice sector - Number of advice sector staff that have taken part in training funded as a result of the Evason recommendations - Number of advice sector Discretionary Support advisors - Number of responses to requests to DfC for Discretionary Support advice (emails, calls, etc.) - Number of people the advisors within the advice sector have seen 	<ul style="list-style-type: none"> - Qualitative data: <ul style="list-style-type: none"> - Claimant, General Public, Staff and Advice Sector attitudes in relation to the Discretionary Support policy process, training, associated communications and fairness of the policy - Track people who were turned down to see what happened - % of applications that led to an award of a loan/grant - Analysis of loan / grant amounts - Analysis of debt levels - Analysis of loans awarded compared to grants awarded - Analysis of claimants with over £1000 debt to the DS awarders - Analysis of claimants reducing their debt - Analysis of people who pay their loan back within the agreed period (52 weeks but can be extended to 72 weeks) - Time taken to process the application - Number or % of applications where exemptions were applied that were brought under the threshold - Analysis of the amount of money paid in Discretionary Support to exempted groups (both loans and grants) 	<ul style="list-style-type: none"> - Increase in the number / proportion of discretionary Support loans that are repaid in full and on time 	

Please Note: This framework is designed as a living document and may potentially be amended as the implementation of Welfare Reform continues to roll out