



**Finance Report
Programme Board June 2017
Period 3**

UCPB200717 – BTL03

Summary

2017/18 Period 3



Key Points

2017/18

- The Programme's forecast remains in a balanced budget position – the forecast and funding has increased by £9m in the month to reflect the inclusion of Youth Obligation estimates
- The Programme is holding net risks with a most likely value of £46m

2018/19

- The forecast and funding has increased by £44m in month to reflect the inclusion of Youth Obligation estimates – all other elements have been maintained in line with the previous forecast pending a comprehensive update following completion of the Full Business Case

Overall Forecast

2017/18 Period 3

	Budget Holder	2017/18		2018/19		Variance	£k
		Period 2 Forecast	Period 3 Forecast	Period 2 Forecast	Period 3 Forecast		
Implementation & Delivery Investment							
Live Service Programme Team	JH	2,276	2,251	2,498	2,451		
Digital Delivery Programme Team	JH	4,650	4,681	3,981	4,864	(883)	
Live Service Implementation Costs	JH	9,557	8,342	8,247	7,970		
IPCC Telephony	JH	800	800	0	0		
Live Service Expansion	JH	2,597	2,600	1,708	1,708		
OED Recharges	JH	3,385	2,536	1,127	1,262	(1,35)	
Performance Insight Team-Live Service	JH	375	6	413	0		
Estates	JH	2,400	2,400	5,000	5,000		
Live Service net Operational Impact:	JH	242,038	242,038	16,252	16,252		
LS DIMS Operations	JH	2,339	2,339	412	412		
Live Service Operational Savings	JH	239,699	239,699	38,504	38,504		
Live Service Operational Costs	JH	0	0	-22,964	-22,964		
Full Service (DIS) Implementation Costs	JH	24,952	25,464	40,805	40,728		
Performance Insight Team-Digital	JH	635	297	624	245		
F/S OED Recharges	JH	5,751	6,600	2,875	3,176	(301)	
F/S Digital Delivery BTG & ITPD	JH	18,052	18,052	37,306	37,306	(1,500)	
Digital Service L&D	JH	3,000	3,000	1,500	3,000		
Service Innovation Lead	JH	1,361	0	1,361	0		
Live Service to Full Service transfers robotics	JH	9,450	9,450	43,825	43,825	(43,825)	
F/S Digital Jobcentres depreciation of WADs	JH	56	56	56	56		
Youth Obligation	JH	0	0	0	0		
RTI Team	JH	0	706	74,701	791	(791)	
Counter Fraud and Compliance Team	JH	287,892	297,351	0	121,298	(46,537)	
Total - Janice Hartley							
UC Product Development							
Core Programme Team	AB	7,354	6,577	8,951	7,160		
Core Programme team	AB	7,354	7,150	8,951	7,150		
Capitalised staff costs	AB	19,363	19,959	20,481	22,044	(1,503)	
Digital Solution - IT Build	AB	10,156	10,548	1,001	1,618		
Digital Service Centre - IT Investment	AB	3,671	3,859	0	14,683	(617)	
Digital Service Centre - IT Recurrent	AB	1,423	831	0	0		
Total - Anthony Briggleshaw							
UC Working Age Product Development							
Live Service - IT Investment	JH	41,967	41,774	48,733	48,496		
Live Service - IT Investment	JH	14,439	14,448	3,004	3,004		
Live Service - IT Recurrent	JH	31,846	31,846	22,214	22,136		
Live Service - ITPD Staff Charges	JH	1,958	1,958	1,665	1,665		
Live Service - ITPD Contractor Charges	JH	1,502	1,502	0	0		
LS to FS transfers robotics	JH	113	113	0	0		
Security - IT	AB	4,849	4,850	8,840	8,840		
Security IT Investment	AB	4,844	4,844	0	0		
Security IT Recurrent	AB	5	6	0	0		
Security Staff / Non Staff Recurrent	AB	9	9	8,840	8,840		
Security - Staff / Non Staff Investment	AB	605	605	2,723	2,723		
Housing Verification Build	AB	1,000	1,000	783	783		
Dataworks Platforms	JH	2,267	2,267	0	0		
DataWorks Staff	JH	2,252	2,252	0	0		
Prove Your Identity	JH	15	15	0	0		
Prove Your Identity Non Staff	JH	2,161	2,161	0	0		
Prove Your Identity IT	JH	1,185	1,185	0	0		
Operations Control Centre	JH	124	124	0	0		
Verify	JH	447	447	0	0		
Data Outcomes	JH	106	106	0	0		
DataOutcomes	JH	300	300	0	0		
DataOutcomesNS	JH	3,405	3,405	0	0		
DataOutcomesIT	JH	2,146	2,146	0	0		
Security Provision	JH	280	280	0	0		
PYCA Staff	CE	109	109	0	0		
PYCA Recharge	CE	870	870	0	0		
PYCA Non Staff	CE	275	275	0	0		
UC Switch IT Design	CE	145	145	0	0		
Non Cash - Depreciation	W	24	24	0	0		
Total - Craig Eblett		104,810	38,910	33,137	33,137		
			103,520	73,367	73,289		

Total Programme Spend £1,664m

2014/15 Outturn £255m

2015/16 Outturn £362m

2016/17 Outturn £403m

2017-18 Range Risks £63.29m Opps £17m



Overall Forecast

2017/18 Period 3

Strategic Design & Planning	WM	8,970	9,109	(139)	9,019	8,276	Total Programme Spend £1,664m
Core Programme Teams	WM	2,450	2,425	25	2,538	2,019	
Strategic Design	WM	460	547	(87)	369	214	
LM Test & Learn	WM	2,378	2,396	(18)	2,324	2,162	
Programme Planning & Assurance	WM	736	798	(62)	736	800	
Test & Learn	WM	1,629	1,625	4	1,482	1,512	
Operational Services Core	WM	1,316	1,317	(1)	1,570	1,570	
Operational Services Commissions	WM	620	620	0	110	110	
Telephony Routing	WM	428	369	59	0	0	
CMG IT Futures (CMEC)	WM	409	409	0	294	294	2014/15 Outturn £255m
Legal Costs	WM	409	409	0	294	294	
Internal Legal Costs	WM	177	177	0	89	89	
Housing Delivery Division	WM	-34	-34	0	0	0	
LADS	WM	170	170	0	3,000	3,000	
Pension Credit Plus (PDCS)	WM	42	42	0	45	45	
Payment Deduction Programme Recharges	WM	2,765	2,765	0	3,050	3,050	2015/16 Outturn £362m
Pilots & Trials	WM	2,495	2,495	0	1,800	1,800	
Labour Market Trials	WM	270	270	0	1,250	1,250	
UC Evaluation	WM	6,468	6,454	14	5,461	5,478	
Strategy	WM	1,080	1,080	0	85	85	
Strat - Analytical Services Directorate	WM	1,829	1,824	5	1,738	1,767	
Strat - UC Policy	WM	464	471	(7)	461	459	
Strat - Labour Market	WM	2,915	2,900	15	2,993	2,982	
Strat - UC Analysis	WM	179	179	0	185	184	
Strat - Pensions	WM	199,803	199,966	(163)	217,572	217,572	2016/17 Outturn £403m
Digital Service net Operational Impact:	WM	3,013	3,013	0	5,712	5,712	
FS DMS Operations	WM	0	0	0	286	0	
PCP Operating costs	WM	168,237	168,400	(163)	621,861	622,147	
Digital Service Operational Costs	WM	0	0	0	-460,378	-460,378	
Digital Service Operational Savings	WM	28,552	28,552	0	50,091	50,091	
Migration	WM	2,003	2,003	0	4,575	4,575	
SC Fixed Switch	WM	45,942	45,942	0	7,324	7,324	
Supply Contingency costs	WM	18,359	18,359	0	2,507	2,507	
Supply Contingency SC Staff	WM	2,387	2,387	0	323	323	
Supply Contingency SC NStaff	WM	22,832	22,832	0	4,076	4,076	
Supply Contingency WS Staff	WM	2,363	2,363	0	418	418	
Supply Contingency WS NStaff	WM	267,763	267,993	(229)	250,538	249,812	2017-18 Range Risks £63.29m Opps £17m
Total - Will Moss		3,583	3,743	(160)	3,414	3,517	
External Relations & Orientation	CH	2,400	2,400	0	2,541	2,541	
Stakeholders & Partner Team	CH	963	963	0	623	623	
Marketing	CH	10	10	0	10	10	
Communications	CH	2	2	0	0	0	
Money Advice Service Leaflets	CH	300	300	0	0	0	
Money Advice Service	CH	10,169	21,507	(11,338)	19,623	19,623	
Passported Benefits	CH	0	0	0	10,000	10,000	
Total LA Spend & Exits	CH	21,507	21,507	0	48,428	48,428	
Exits	CH	-11,338	0	(11,338)	-38,806	-38,806	
Universal Support	CH	17,428	28,926	(11,498)	26,210	26,313	
Local Authorities	CH						



Overall Forecast

2017/18 Period 3

Rest of Programme	IW	811	811	811	811	795	934	(139)	Total Programme Spend £1,664m
Core Programme Teams	IW	811	811	811	811	795	934	(139)	2014/15 Outturn £255m
Programme Management	IW	810	810	810	810	795	934	(139)	
Other Core Programme	IW	1	1	1	1	0	0	0	
Caxton Accommodation Move	IW	237	237	237	237	0	0	0	
External consultancy support costs	IW	54	54	54	54	15	15	0	
Recharges - F&C:	IW	5,070	5,441	5,441	5,441	4,928	5,650	(722)	2015/16 Outturn £362m
UC Finance	IW	1,261	1,261	1,261	1,261	1,294	1,294	0	
UC Finance (Operations)	IW	794	796	796	796	405	866	(462)	
Finance & Commercial recharges	IW	3,016	3,385	3,385	3,385	3,229	3,490	(261)	
Projects & Recharges:	IW	600	715	715	715	531	429	102	
Contracted Operations Recharges	IW	211	211	211	211	67	67	0	
HR Recharges	IW	318	318	318	318	174	174	0	
Message Hub	IW	0	116	116	116	219	118	102	
Welsh Language Unit	IW	70	70	70	70	70	70	0	
Apprenticeship Levy	IW	0	-1,952	-1,952	-1,952	0	0	0	2016/17 Outturn £403m
HMRC	IW	0	0	0	0	46,166	46,166	0	
Total - Ian Wright	IW	6,771	5,306	5,306	5,306	52,435	53,194	(759)	
Central Overlay	IW	503	-482	-482	-482	15,266	12,216	3,050	
Total Financial Costs	IW	10,137	10,257	10,257	10,257	7,034	7,491	(457)	2017-18 Range Risks £63.29m
Total UC - Excluding Budget Transfers	IW	737,271	754,643	754,643	754,643	548,284	592,109	(43,825)	Opps £17m
Rest of Programme - ext Budget Holder									
Consequential savings Service Centres		-170,924	-170,924	-170,924	-170,924	0	0	0	
Consequential savings Work Services		-66,390	-66,390	-66,390	-66,390	0	0	0	
Net Operational Impact		0	0	0	0	0	0	0	
HMRC		10,010	10,010	10,010	10,010	-51,000	-51,000	0	
HMRC costs		21,010	21,010	21,010	21,010	0	0	0	
HMRC Savings		-11,000	-11,000	-11,000	-11,000	-51,000	-51,000	0	
Live Service-SPAG Labour/Market		763	763	763	763	763	763	0	
Technology		0	0	0	0	0	0	0	
P3 TR1 - LA Savings, App-Lew, UC Switch & CamLife		0	-7,757	-7,757	-7,757	0	0	0	
Total External Budget Holders		-226,540	-234,297	-234,297	-234,297	-50,237	-50,237	0	
UC TOTAL		510,731	520,346	520,346	520,346	498,047	541,872	(43,825)	

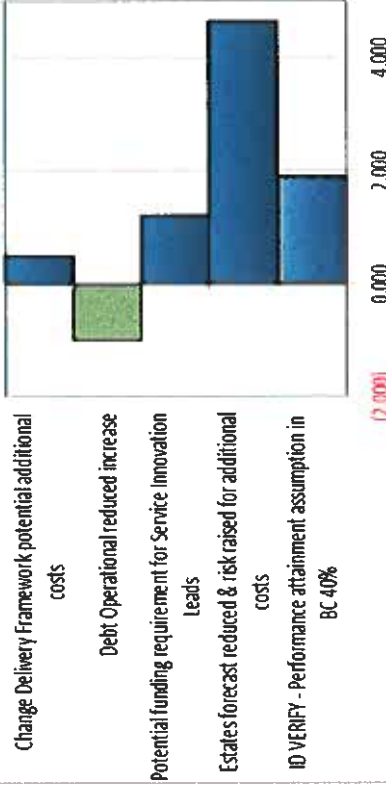


	Budget Holder	2017/18		2018/19		Variance	Period 3 Forecast	Period 2 Forecast	Period 3 Forecast	Variance
		£k	£k	£k	£k					
Implementation & Delivery										
Investment	JH	2,276	2,251					2,498	2,451	
Live Service Programme Team	JH	4,650	4,681					3,981	4,664	(883)
Digital Delivery Programme Team	JH	9,557	8,342	(31)				8,247	7,970	277
Live Service Implementation Costs	JH	800	800					0	0	0
IPCC Telephony	JH	2,597	2,600	(3)				1,708	1,708	
Live Service Expansion	JH	3,385	2,536	189				1,127	1,262	(135)
OED Recharges	JH	375	6	369				413	5,000	(4,587)
Performance Insight Team-Live Service	JH	2,400	2,400					5,000	5,000	
Estates net Operational Impact:	JH	242,038	242,038	0				16,252	16,252	0
LS DMS Operations	JH	2,339	2,339	0				412	412	0
Live Service Operational Costs	JH	239,699	239,699	0				38,504	38,504	0
Live Service Operational Savings	JH	0	0					-22,664	-22,664	0
Full Service (D/S) Implementation Costs	JH	24,952	25,464	(512)				40,805	40,728	77
Performance Insight Team-Digital	JH	635	297	338				624	245	389
F/S OED Recharges	JH	5,751	6,600	(849)				2,875	3,176	(301)
F/S Digital Delivery BTG & ITPD	JH	515	515					0	0	0
Digital Service L&D	JH	18,052	18,052	0				37,306	37,306	0
Service Innovation Lead	JH	3,000	3,000	0				1,500	3,000	(1,500)
Live Service to Full Service transfers robotics	JH	0	0					0	0	0
F/S Digital Jobcentres depreciation of WADS	JH	1,361	1,361	0				1,361	1,361	0
Youth Obligation	JH	0	9,450	9,450				0	43,825	(43,825)
RTI Team	JH	56	56					56	56	0
Counter Fraud and Compliance Team	JH	0	706	706				0	791	(791)
Total - Janice Hartley	JH	287,892	297,351	(9,459)				74,701	121,298	(46,597)

Headlines

- The forecasts for 2017/18 and 2018/19 have increased by £9.45m and £43.83m respectively to reflect the costs of Youth Obligation – additional budget has been transferred to the UC Programme for these commitments and there is, therefore, no resulting funding pressure
- The 2018/19 forecast incorporates latest estimates of service innovation lead resources

Opps / Risks Imp & Del Net Position Most Likely £7.25m Max £14.86m Min £3.99m

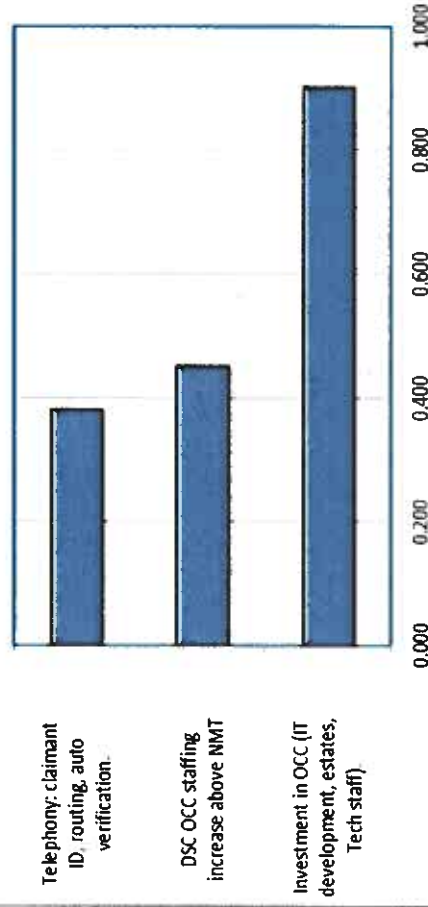


	Budget Holder	2017/18			2018/19		
		Period 2 Forecast	Period 3 Forecast	Variance	Period 2 Forecast	Period 3 Forecast	Variance
		£k	£k	£k	£k	£k	£k
UC Product Development							
Core Programme Team	AB	7,354	6,577	778	8,951	7,150	1,801
Core Programme team Capitalised staff costs	AB	7,354	6,577	778	8,951	7,150	1,801
	AB	19,363	19,959	(596)	20,481	22,044	(1,563)
Digital Solution - IT Build		10,156	10,548	(392)	1,001	1,618	(617)
Digital Solution - IT Recurrent	AB	3,671	3,859	(188)	15,301	14,683	617
Digital Service Centre - IT Investment	AB	1,423	831	592	0	0	0
Digital Service Centre - IT Recurrent	AB	0	0	0	3,000	3,000	0
Total - Anthony Brigginsshaw		41,967	41,774	193	48,733	48,496	237

Headlines

- Minimal overall changes - core programme and capitalised staff costs are based on the latest workforce plans

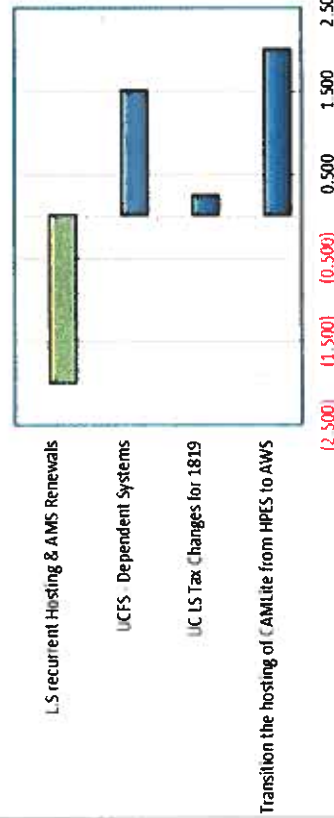
Opps / Risks UC P&D (DSC) Net Position Most Likely £1.73m Max £2.8m Min £0.2m



	Budget Holder	2017/18			2018/19		
		Period 2 Forecast	Period 3 Forecast	Variance	Period 2 Forecast	Period 3 Forecast	Variance
		£k	£k	£k	£k	£k	£k
UC Working Age Product Development							
Live Service - IT Investment	J/H	14,439	14,448	(9)	3,004	3,004	0
Live Service - IT Recurrent	J/H	31,846	31,846	0	22,214	22,136	78
Live Service - ITPD Staff Charges	J/H	1,958	1,958	0	1,665	1,665	0
Live Service - ITPD Contractor Charges	J/H	1,502	1,502	0	0	0	0
LS to FS transfers robotics	AB	113	113	0	0	0	0
Security - IT	AB	4,849	4,850	(1)	8,840	8,840	0
Security IT Investment	AB	4,844	4,844	0	0	0	0
Security IT Recurrent	AB	5	6	(1)	8,840	8,840	0
Security Staff / Non Staff Recurrent	AB	9	9	0	2,723	2,723	0
Security - Staff / Non Staff Investment	AB	605	1,000	0	783	783	0
Housing Verification Build	J/H	1,000	2,267	0	1,000	1,000	0
DataWorks Platforms		2,252	2,252	0	0	0	0
DataWorks Non Staff		15	15	0	0	0	0
Prove Your Identity		2,161	2,161	0	0	0	0
Prove Your Identity Staff		1,185	1,185	0	0	0	0
Prove Your Identity Non Staff		124	124	0	0	0	0
Prove Your Identity IT		447	447	0	0	0	0
Operations Control Centre		106	106	0	0	0	0
Verify		300	300	0	0	0	0
Data Outcomes		3,405	3,405	0	0	0	0
DataOutcomesS		2,146	2,146	0	0	0	0
DataOutcomesNS		280	280	0	0	0	0
DataOutcomesIT		109	109	0	0	0	0
Security Provision		870	870	0	0	0	0
PYCA	CE	445	445	0	0	0	0
PYCA Staff	CE	275	275	0	0	0	0
PYCA Recharge	CE	145	145	0	0	0	0
PYCA Non Staff	CE	24	24	0	0	0	0
UC Switch IT Design		1,300	0	1,300	0	0	0
Non Cash - Depreciation	WV	38,910	38,910	0	33,137	33,137	0
Total - Craig Eblett		104,810	103,520	1,290	73,367	73,289	78

Opportunities / Risks UC Working Age Product Dev Net Position Most Likely £1.75m Max £4.82m Min £1m

- The £1.3m reduction in UC Switch IT Design is due to the associated funding being transferred to Digital Group – the costs are now reported within the “Rest of programme – external budget holder” section of the finance report. There is nil overall impact on the UC Programme’s total forecast and funding.



Full Year Outturn and Next Year Forecast Strategic Design & Planning 2017/18 Period 3

	Budget Header	2017/18		2018/19		Variance	Variance
		Period 2 Forecast	Period 3 Forecast	Period 2 Forecast	Period 3 Forecast		
Strategic Design & Planning							
Core Programme Teams	WM	8,970	9,109	9,019	8,276	(139)	8,276
Strategic Design	WM	2,450	2,425	2,538	2,019	(125)	2,019
LM Test & Learn	WM	460	547	369	214	(87)	214
Programme Planning & Assurance	WM	2,378	2,396	2,324	2,162	(18)	2,162
Test & Learn	WM	736	798	736	800	(63)	800
Operational Services Core	WM	1,629	1,625	1,482	1,512	(1)	1,512
Operational Services Commissions	WM	1,316	1,317	1,570	1,570	(29)	1,570
Telephony Routing	WM	620	620	110	110	0	110
CMG IT Futures (CMEC)	WM	428	369	0	0	0	0
Legal Costs	WM	409	409	294	294	0	294
Internal Legal Costs	WM	409	409	294	294	0	294
Housing Delivery Division	WM	177	177	89	89	0	89
LADS	WM	-34	-34	0	0	0	0
Pension Credit Plus (PDCS)	WM	170	170	3,000	3,000	0	3,000
Payment Deduction Programme Recharges	WM	42	42	45	45	0	45
Pilots & Trials	WM	2,765	2,765	3,050	3,050	0	3,050
Labour Market Trials	WM	2,495	2,495	1,800	1,800	0	1,800
UC Evaluation	WM	270	270	1,250	1,250	0	1,250
Strategy							
Strat - Analytical Services Directorate	WM	6,468	6,454	5,461	5,478	14	(17)
Strat - UC Policy	WM	1,080	1,080	85	85	0	85
Strat - Labour Market	WM	1,829	1,824	1,738	1,767	(7)	(29)
Strat - UC Analysis	WM	464	471	461	459	0	459
Strat - Pensions	WM	2,915	2,900	2,993	2,982	0	2,982
Digital Service net Operational Impact:	WM	199,803	199,866	217,572	217,572	(163)	184
FS DMS Operating costs	WM	3,013	3,013	5,712	5,712	0	5,712
FCP Operating costs	WM	0	0	286	0	0	0
Digital Service Operational Costs	WM	166,237	166,400	621,861	622,147	(163)	(286)
Digital Service Operational Savings	WM	0	0	-460,378	-460,378	0	0
Migration	WM	28,552	28,552	50,091	50,091	0	50,091
SC Fixed Switch	WM	2,003	2,003	4,575	4,575	0	4,575
Supply Contingency SC Staff	WM	45,942	45,942	7,324	7,324	0	7,324
Supply Contingency SC NStaff	WM	18,359	18,359	2,507	2,507	0	2,507
Supply Contingency WS Staff	WM	2,387	2,387	323	323	0	323
Supply Contingency WS NStaff	WM	22,832	22,832	4,076	4,076	0	4,076
Supply Contingency WS Staff	WM	2,363	2,363	418	418	0	418
Total - Willi Moss		267,763	267,993	250,538	249,812	(229)	249,812

Headlines

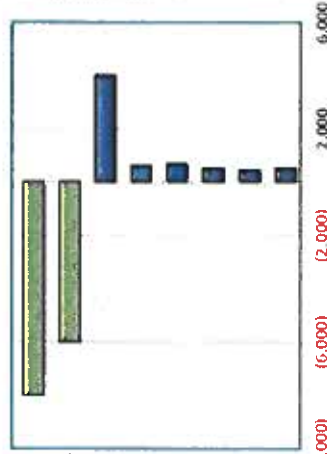
2017/18

- Minimal movements – additional funding has been transferred to the Programme to cover the additional £163k of digital service operational costs

2018/19

- Cost reductions have resulted from latest workforce plan updates

Oppts / Risks SDP Net Position Most Likely (£7,303m) Max (£14,72m) Min (£(2,75m))



Operational non-staff unit cost adjustment
 Migration "missing processes", ops forecast...
 Additional operational resources for training backfill
 DM LS to FS Transfers
 DM staffing costs
 LCTRS Notifications: possible new burden on LAS
 CMG IT Futures - IT costs
 Prove You Can apply potential additional costs

(10,000) (6,000) (2,000) 2,000 6,000



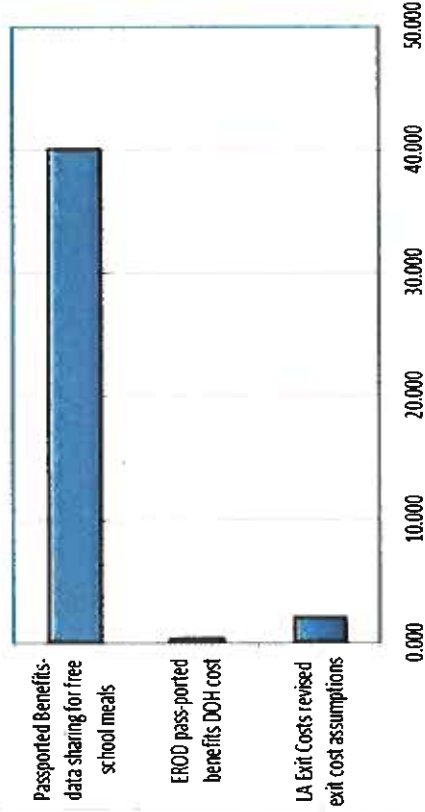
Full Year Outturn and Next Year Forecast External Relations & Orientation 2017/18 Period 3

	Budget Holder	2017/18			2018/19		
		Period 2 Forecast	Period 3 Forecast	Variance	Period 2 Forecast	Period 3 Forecast	Variance
		£k	£k	£k	£k	£k	£k
External Relations & Orientation							
	Stakeholders & Partner Team	3,583	3,743	(160)	3,414	3,517	(103)
	Marketing	2,400	2,400	0	2,541	2,541	0
	Communications	963	963	0	623	623	0
	Money Advice Service Leaflets	10	10	0	10	10	0
	Money Advice Service	2	2	0	0	0	0
	Passported Benefits	300	300	0	0	0	0
	Total LA Spend & Exits	10,169	21,507	(11,338)	19,623	19,623	0
	Exits	0	0	0	10,000	10,000	0
	Universal Support	21,507	21,507	0	48,428	48,428	0
	Local Authorities	-11,338	0	(11,338)	-38,806	-38,806	0
	Total - Cath Hamp	17,428	28,926	(11,498)	26,210	26,313	(103)

Headlines

- The increase within this section relating to Local Authorities is due to the related funding being transferred from Housing Delivery Directorate. The costs and funding are now reported within the "Rest of Programme – external budget holders" section of the finance report, There is nil overall impact on the total UC Programme forecast/funding position
- The risk, that Live and Full Service is unable to provide the necessary data to OGD's for entitlement to a range of passported benefits, is high value but has a low probability

Opp. / Risks EROD Net Position Most Likely £42.27m Max £52.27m Min £20.27m



	Budget Holder	2017/18			2018/19			Variance	£k
		Period 2 Forecast	Period 3 Forecast	Variance	Period 2 Forecast	Period 3 Forecast	Variance		
		£k	£k	£k	£k	£k	£k	£k	
Rest of Programme									
Core Programme Teams	I/W	811	811	0	795	934	(139)		
Programme Management	I/W	810	810	0	795	934	(139)		
Other Core Programme	I/W	1	1	0	0	0	0		
Caxton Accommodation Move	I/W	237	237	0	0	0	0		
External consultancy support costs	I/W	54	54	0	15	15	0		
Recharges - F&C:		5,070	5,441	(371)	4,928	5,650	(722)		
UC Finance	I/W	1,261	1,261	0	1,294	1,294	0		
UC Finance (Operations)	I/W	794	796	(2)	405	866	(462)		
Finance & Commercial recharges	I/W	3,016	3,385	(369)	3,229	3,490	(261)		
Projects & Recharges:		600	715	(116)	531	429	102		
Contracted Operations Recharges	I/W	211	211	0	67	67	0		
HR Recharges	I/W	318	318	0	174	174	0		
Message Hub	I/W	0	116	(116)	219	118	102		
Welsh Language Unit	I/W	70	70	0	70	70	0		
Apprenticeship Levy	I/W	0	-1,952	1,952	0	0	0		
HMRC	I/W	0	0	0	46,166	46,166	0		
Total - Ian Wright		6,771	5,306	1,465	52,435	53,194	(759)		

Headlines

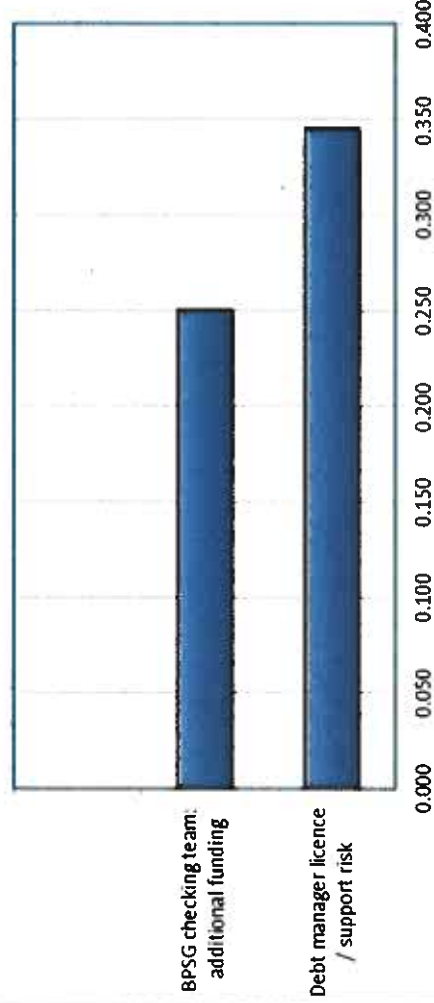
2017/18

- The apprenticeship levy is a DWP central adjustment of costs and funding – nil net impact for the UC Programme

2017/18 & 2018/19

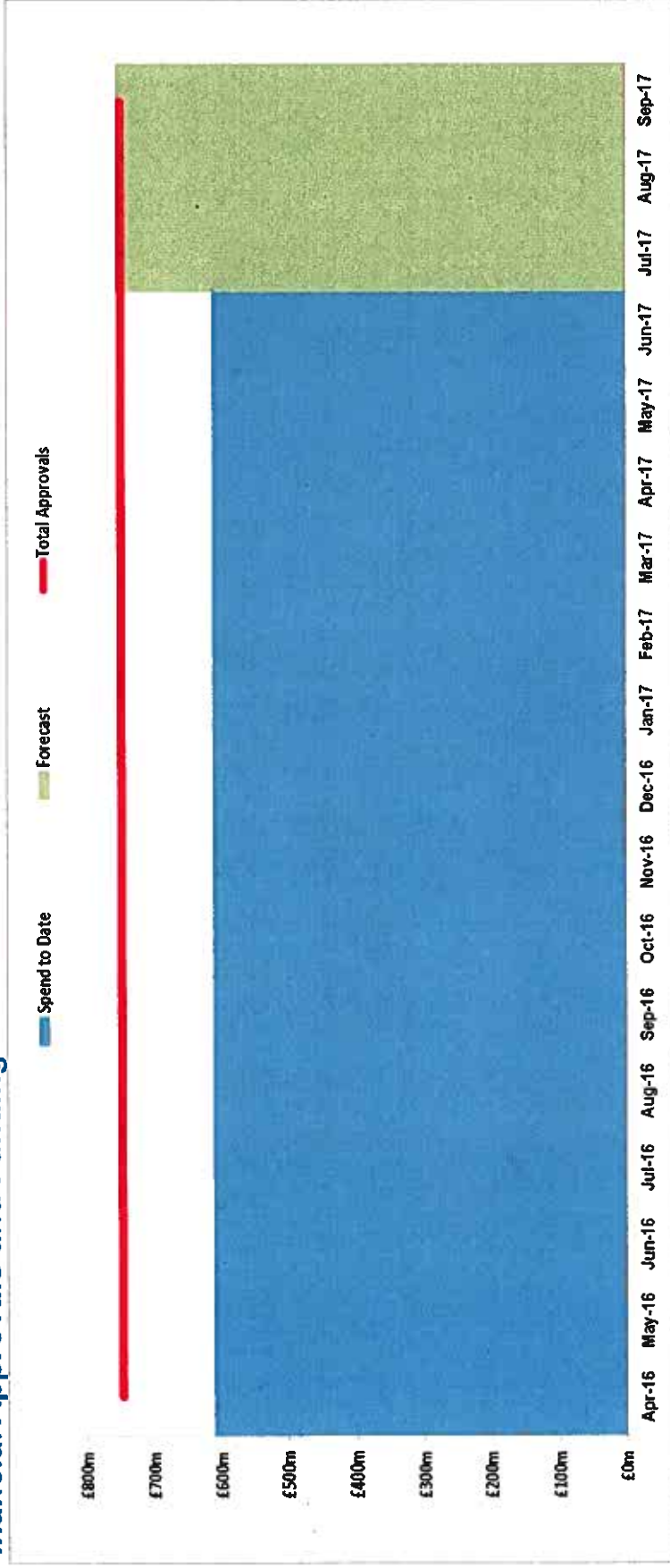
- Forecast recharges have been revised and aligned to expected volume projections – scrutiny of actual costs is ongoing

Opps / Risks ROP Net Position Most Likely £0.595m Max £0.714m Min £0.48m



Financial Approvals and Funding

2017/18 Period 3



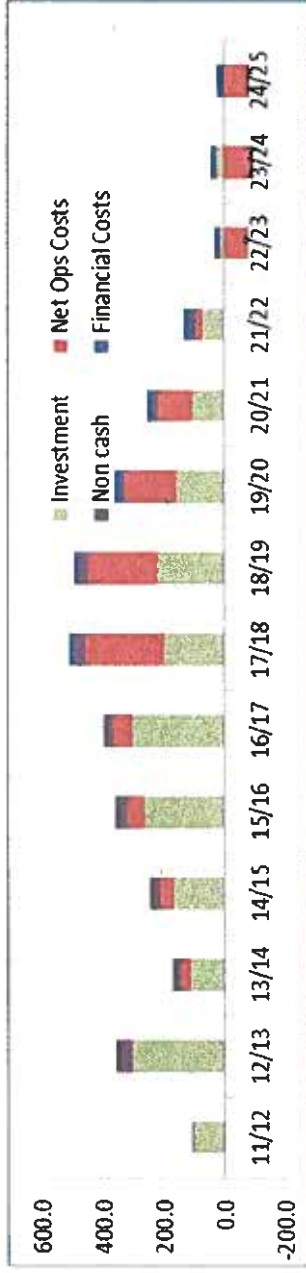
Funding Forward Look

	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	
Forecast Requirement	403	520	542	452
<u>Funding</u>				
SR15 net of HMRC savings	401	447	365	233

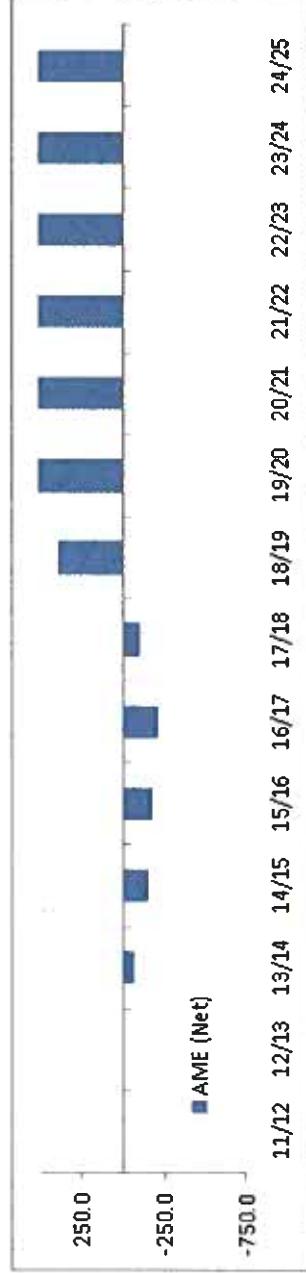
- HMT approval of £746.6m has been given to cover the period from January 2016 to September 2017.
- The Department has secured separate funding for the impacts of the Employee Deal as part of the SR settlement – this funding is currently held centrally within the Department

Total Programme View Costs and Benefits over life of Business Case 2017/18 Period 3

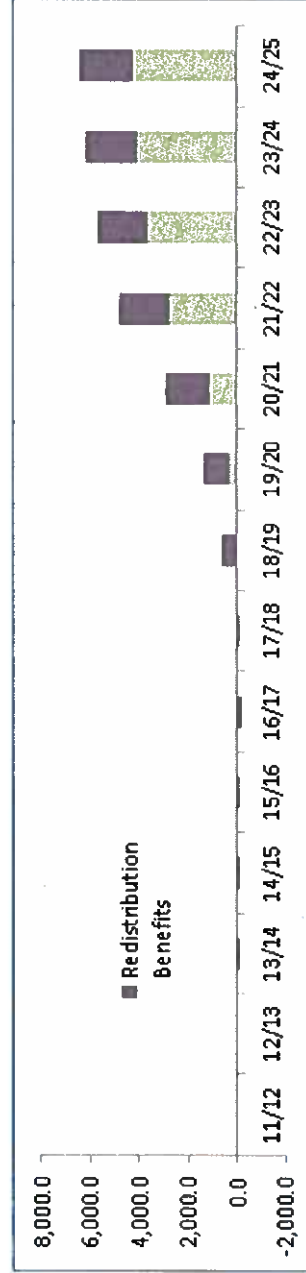
DEL Costs



AME Costs



Economic Benefits



Lifetime Investment Costs	Baseline (OBC Final)
IT	490,628
Estates	17,770
Business Change	174,704
Implementation Effort	550,129
Digital Jobcentres	11,119
Claimant Commitment	20,811
HMRC	130,928
Migration Effort	250,715
Inflation	43,597
	1,690,403

Overall Benefits	
Net Benefits	£27.2bn
NPV	£20.3bn

The Business Case numbers are based on the Outline Business Case that was approved 4th December 2015.



