

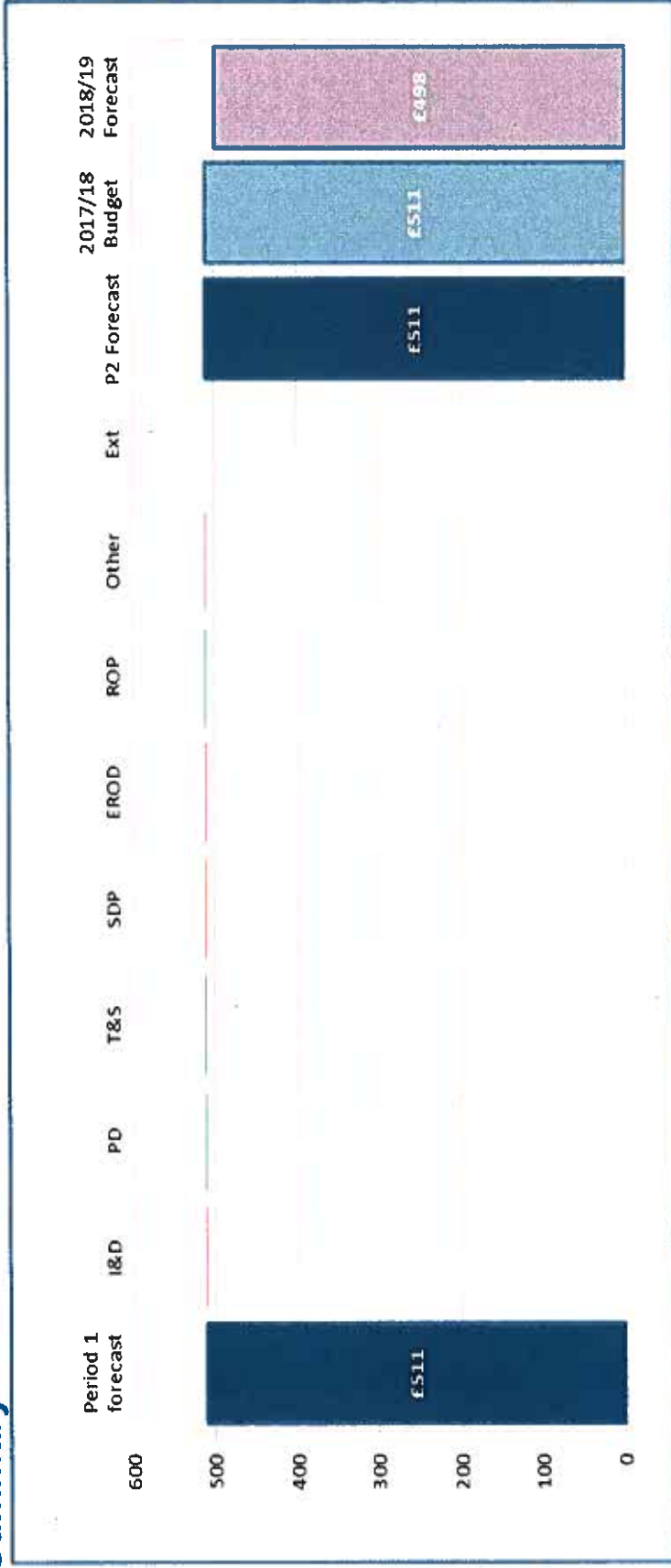


**Finance Report  
Programme Board May 2017  
Period 2**

**UCPB220617 – BTL03**

## Summary

## 2017/18 Period 2



## Key Points

### 2017/18

- The Programme's forecast remains in a balanced budget position
- The Programme is holding net risks with a most likely value of £40m

### 2018/19

- The forecast has been maintained at previous levels pending a comprehensive update following completion of the Full Business Case

# Overall Forecast

## 2017/18 Period 2

	Budget Holder	2017/18		2018/19		Variance	Total Programme Spend
		Period 1 Forecast	Period 2 Forecast	Period 1 Forecast	Period 2 Forecast		
<b>Implementation &amp; Delivery</b>							
Investment							
Live Service Programme Team	JH	2,458	2,276	2,498	2,498	0	2,498
Digital Delivery Programme Team	JH	4,053	4,650	3,981	3,981	0	3,981
Live Service Implementation Costs	JH	8,957	9,557	8,247	8,247	0	8,247
IPCC Telephony	JH	800	800	0	0	0	0
Live Service Expansion	JH	2,597	2,597	1,708	1,708	0	1,708
OED-Recharges	JH	3,385	3,385	1,127	1,127	0	1,127
Performance Insight Team-Live Service	JH	375	375	413	413	0	413
Estates net Operational Impact:	JH	2,400	2,400	5,000	5,000	0	5,000
LS DMS Operations	JH	242,038	242,038	18,112	16,252	1,866	16,252
Live Service Operational Costs	JH	2,339	2,339	2,272	412	0	412
Live Service Operational Savings	JH	239,699	239,699	38,504	38,504	0	38,504
Full Service (D/S) Implementation Costs	JH	0	0	-22,664	-22,664	0	-22,664
Performance Insight Team-Digital	JH	24,952	24,952	40,805	40,805	0	40,805
F/S OED Recharges	JH	635	635	624	624	0	624
F/S Digital Delivery BTG & ITPD	JH	5,751	5,751	2,875	2,875	0	2,875
Digital Service L&D	JH	515	515	0	0	0	0
Service Innovation Lead	JH	18,052	18,052	37,306	37,306	0	37,306
F/S Digital Jobcentres depreciation of WADS	JH	3,000	3,000	1,500	1,500	0	1,500
RTI Team	JH	1,354	1,361	1,354	1,361	0	1,361
Total - Janice Hartley	JH	56	56	56	56	0	56
UC Product Development	JH	287,470	287,892	76,554	74,701	1,854	74,701
Core Programme Team	AB	7,624	7,354	9,154	8,951	0	8,951
Capitalised staff costs	AB	7,624	7,354	9,154	8,951	0	8,951
Digital Solution - IT Build	AB	19,527	19,363	20,327	20,481	(154)	20,481
Digital Solution - IT Recurrent	JH	10,914	10,156	1,001	1,001	0	1,001
Digital Service Centre - IT Investment	JH	3,671	3,671	15,301	15,301	0	15,301
Digital Service Centre - IT Recurrent	JH	1,546	1,423	0	0	0	0
Total - Anthony Briggshaw	JH	0	0	3,000	3,000	0	3,000
UC Working Age Product Development	JH	42,525	41,967	48,783	48,733	50	48,733
Live Service - IT Investment	JH	13,690	14,439	3,000	3,004	0	3,004
Live Service - IT Recurrent	JH	36,433	31,846	22,200	22,214	0	22,214
Live Service - ITPD Staff Charges	JH	1,958	1,958	1,665	1,665	0	1,665
Live Service - ITPD Contractor Charges	JH	1,502	1,502	0	0	0	0
LS to FS transfers robotics	JH	113	113	0	0	0	0
Security - IT	AB	4,847	4,849	8,840	8,840	0	8,840
Security IT Investment	AB	4,843	4,844	0	0	0	0
Security IT Recurrent	AB	5	5	0	0	0	0
Security Staff / Non Staff Recurrent	AB	9	9	8,840	8,840	0	8,840
Housing Verification Build	AB	605	605	8,840	8,840	0	8,840
DataWorks Platforms	JH	1,000	1,000	2,723	2,723	0	2,723
DataWorks Non Staff	JH	727	2,267	783	783	0	783
Prove Your Identity	JH	15	2,252	1,000	1,000	0	1,000
Prove Your Identity Staff	JH	15	15	0	0	0	0
Prove Your Identity Non Staff	JH	1,433	2,161	0	0	0	0
Prove Your Identity IT	JH	457	1,185	0	0	0	0
Operations Control Centre	JH	124	124	0	0	0	0
Verify	JH	447	447	0	0	0	0
Data Outcomes	JH	106	106	0	0	0	0
DataOutcomesS	JH	300	300	0	0	0	0
DataOutcomesNS	JH	1,827	3,405	0	0	0	0
DataOutcomesIT	JH	568	2,146	0	0	0	0
Security Provision	JH	280	280	0	0	0	0
PYCA	CE	109	109	0	0	0	0
PYCA Recharge	CE	870	870	0	0	0	0
PYCA Non Staff	CE	445	445	0	0	0	0
UC Switch IT Design	CE	275	275	0	0	0	0
Non Cash - Depreciation	CE	145	145	0	0	0	0
Total - Craig Eblett	IW	24	24	0	0	0	0
		1,300	1,300	33,238	33,238	0	33,238
		39,370	36,910	73,450	73,367	83	73,367
		105,259	104,810	73,450	73,367	83	73,367



# Overall Forecast

2017/18 Period 2

Strategic Design & Planning	WM	9,178	8,970	308	9,019	9,019	0		
Strategic Design	WM	2,461	2,450	11	2,538	2,538	0		
LM Test & Learn	WM	429	460	(31)	369	369	0		
Programme Planning & Assurance	WM	2,404	2,378	26	2,324	2,324	0		
Test & Learn	WM	735	736	(1)	736	736	0		
Operational Services Core	WM	1,829	1,629	200	1,482	1,482	0		
Operational Services Commissions	WM	1,321	1,316	5	1,570	1,570	0		
Telephony Optimisation	WM	0	620	(620)	0	0	(1,10)		
CMG IT Futures (CMEC)	WM	428	428	0	0	0	0		2014/15 Outturn £255m
Legal Costs	WM	502	409	93	294	294	0		
Internal Legal Costs	WM	502	409	93	294	294	0		
Housing Delivery Division	WM	177	177	0	89	89	0		
LADS	WM	-34	-34	0	0	0	0		
Pension Credit Plus (PDCS)	WM	100	170	(70)	1,957	3,000	(1,043)		
Payment Deduction Programme Recharges	WM	42	42	0	45	45	0		
Pilots & Trials	WM	2,765	2,765	0	3,050	3,050	0		
Labour Market Trials	WM	2,495	2,495	0	1,800	1,800	0		
UC Evaluation	WM	270	270	0	1,250	1,250	0		
	WM	6,450	6,470	(20)	5,461	5,461	0		2015/16 Outturn £362m
Strategy	WM	1,082	1,082	0	85	85	0		
Strat - Analytical Services Directorate	WM	1,789	1,829	(40)	1,738	1,738	0		
Strat - UC Policy	WM	459	464	(5)	461	461	0		
Strat - Labour Market	WM	2,939	2,915	24	2,993	2,993	0		
Strat - UC Analysis	WM	181	179	2	185	185	0		
Strat - Pensions	WM	199,803	199,803	0	214,655	217,572	(2,917)		
Digital Service net Operational Impact:	WM	3,013	3,013	0	3,081	5,712	(2,631)		
FS DMS Operations	WM	168,237	168,237	0	621,861	622,147	(286)		
Digital Service Operational Costs	WM	0	0	0	-460,378	-460,378	0		
Digital Service Operational Savings	WM	28,552	28,552	0	50,091	50,091	0		
Migration	WM	2,003	2,003	0	4,575	4,575	0		
SC Fixed Switch	WM	45,942	45,942	0	7,324	7,324	0		
Supply Contingency costs	WM	18,359	18,359	0	2,507	2,507	0		
Supply Contingency SC Staff	WM	2,387	2,387	0	323	323	0		
Supply Contingency SC NStaff	WM	22,832	22,832	0	4,076	4,076	0		
Supply Contingency WS Staff	WM	2,363	2,363	0	418	418	0		
Supply Contingency WS NStaff	WM	267,356	267,765	(409)	246,468	250,538	(4,071)		
Total - Will Moss		3,541	3,583	(42)	3,414	3,414	0		
External Relations & Orientation	CH	2,400	2,400	0	2,541	2,541	0		
Stakeholders & Partner Team	CH	963	963	0	623	623	0		
Marketing	CH	10	10	0	10	10	0		
Communications	CH	2	2	0	0	0	0		
Money Advice Service Leaflets	CH	300	300	0	0	0	0		
Money Advice Service	CH	10,169	10,169	0	19,623	19,623	0		
Passported Benefits	CH	0	0	0	10,000	10,000	0		
Total LA Spend & Exits	CH	21,507	21,507	0	48,428	48,428	0		
Exits	CH	-11,338	-11,338	0	-38,806	-38,806	0		
Universal Support	CH	17,386	17,428	(42)	26,210	26,210	0		
Local Authorities	CH								
Total - Cath Hamp									



# Overall Forecast

2017/18 Period 2

Rest of Programme	796	811	(14)	795	795	(566)	795	Total Programme Spend £1,663m
<b>Core Programme Teams</b>								
Programme Management	IW	810	(14)	795	795		795	
Other Core Programme	IW	1		0	0		0	
Caxton Accommodation Move	IW	237	370	606	0		0	
External consultancy support costs	IW	54	0	54	15		15	
<b>Recharges - F&amp;C:</b>								
UC Finance	IW	5,093	23	5,070	4,362	(566)	4,928	2014/15 Outturn £255m
UC Finance (Operations)	IW	1,284	23	1,261	728	(566)	1,294	
Finance & Commercial recharges	IW	794	0	794	405	0	405	
<b>Projects &amp; Recharges:</b>								
Contracted Operations Recharges	IW	3,016	0	3,016	3,229	0	3,229	2015/16 Outturn £362m
HR Recharges	IW	600	0	600	531	0	531	
Message Hub	IW	211	0	211	67	0	67	
Welsh Language Unit	IW	318	0	318	174	0	174	
	IW	0	0	0	219	0	219	
	IW	70	0	70	70	0	70	
HMRC	IW	0	0	0	46,166	0	46,166	2016/17 Outturn £403m
<b>Total - Ian Wright</b>		<b>6,771</b>	<b>378</b>	<b>7,149</b>	<b>51,869</b>	<b>(566)</b>	<b>52,435</b>	
<b>Central Overlay</b>	IW	<b>503</b>	<b>(518)</b>	<b>-15</b>	<b>18,000</b>	<b>2,784</b>	<b>15,266</b>	
<b>Total Financial Costs</b>	IW	<b>10,137</b>	<b>6</b>	<b>10,143</b>	<b>6,951</b>	<b>(83)</b>	<b>7,034</b>	2017-18 Range Risks £63.88m Opps £24m
<b>Total UC - Excluding Budget Transfers</b>		<b>737,273</b>	<b>(0)</b>	<b>737,273</b>	<b>548,284</b>	<b>0</b>	<b>548,284</b>	
<b>Rest of Programme - ext Budget Holder:</b>								
Consequential savings: Service Centres		-170,924	0	-170,924	0	0	0	
Consequential savings: Work Services		-66,390	0	-66,390	0	0	0	
<b>Net Operational Impact</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
HMRC		10,010	(0)	10,010	-51,000	0	-51,000	
HMRC costs:		21,010	(0)	21,010	0	0	0	
HMRC Savings		-11,000	0	-11,000	-51,000	0	-51,000	
'Live Service SPAG' Labour Market		763	0	763	763	0	763	
Technology		0	0	0	0	0	0	
<b>Total External Budget Holders</b>		<b>-226,540</b>	<b>(0)</b>	<b>-226,540</b>	<b>-50,237</b>	<b>0</b>	<b>-50,237</b>	
<b>UC TOTAL</b>		<b>510,732</b>	<b>(0)</b>	<b>510,732</b>	<b>498,047</b>	<b>0</b>	<b>498,047</b>	

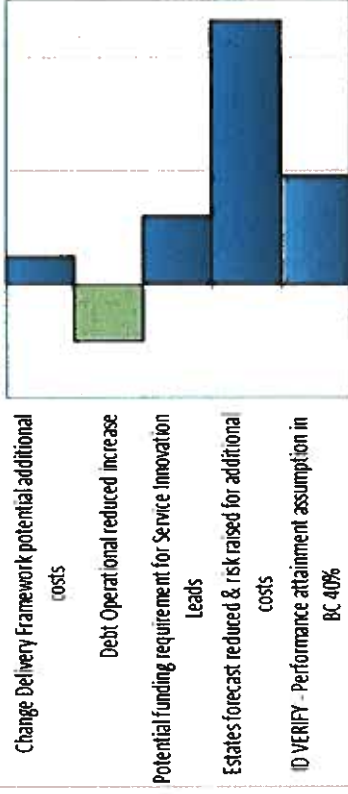


	Budget Holder	2017/18		2018/19		
		Period 1 Forecast £k	Period 2 Forecast £k	Period 1 Forecast £k	Period 2 Forecast £k	Variance £k
<b>Implementation &amp; Delivery Investment</b>						
Live Service Programme Team	JH	2,458	2,276	2,498	2,498	0
Digital Delivery Programme Team	JH	4,053	4,650	3,981	3,981	0
Live Service Implementation Costs	JH	9,557	9,557	8,247	8,247	0
IPCC Telephony	JH	800	800	0	0	0
Live Service Expansion	JH	2,597	2,597	1,708	1,708	0
OED Recharges	JH	3,385	3,385	1,127	1,127	0
Performance Insight Team-Live Service Estates	JH	375	375	413	413	0
	JH	2,400	2,400	5,000	5,000	0
<b>Live Service net Operational Impact:</b>		<b>242,038</b>	<b>242,038</b>	<b>18,112</b>	<b>16,252</b>	<b>1,860</b>
LS DMS Operations	JH	2,339	2,339	2,272	412	1,860
Live Service Operational Costs	JH	239,699	239,699	38,504	38,504	0
Live Service Operational Savings	JH	0	0	-22,664	-22,664	0
<b>Full Service (D/S) Implementation Costs</b>		<b>24,952</b>	<b>24,952</b>	<b>40,805</b>	<b>40,805</b>	<b>0</b>
Performance Insight Team-Digital	JH	635	635	624	624	0
F/S OED Recharges	JH	5,751	5,751	2,875	2,875	0
F/S Digital Delivery BTG & ITPD	JH	515	515	0	0	0
Digital Service L&D	JH	18,052	18,052	37,306	37,306	0
Service Innovation Lead	JH	3,000	3,000	1,500	1,500	0
F/S Digital Jobcentres depreciation of WADS	JH	1,354	1,361	1,354	1,361	0
RTI Team	JH	56	56	56	56	0
<b>Total - Janice Hartley</b>		<b>287,470</b>	<b>287,892</b>	<b>76,554</b>	<b>74,701</b>	<b>1,853</b>
						<b>(422)</b>

Headlines

- 2017/18
  - Programme team forecasts reflect updated workforce plans
- 2018/19
  - The forecast incorporates latest estimates of resources required to support debt management activity

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

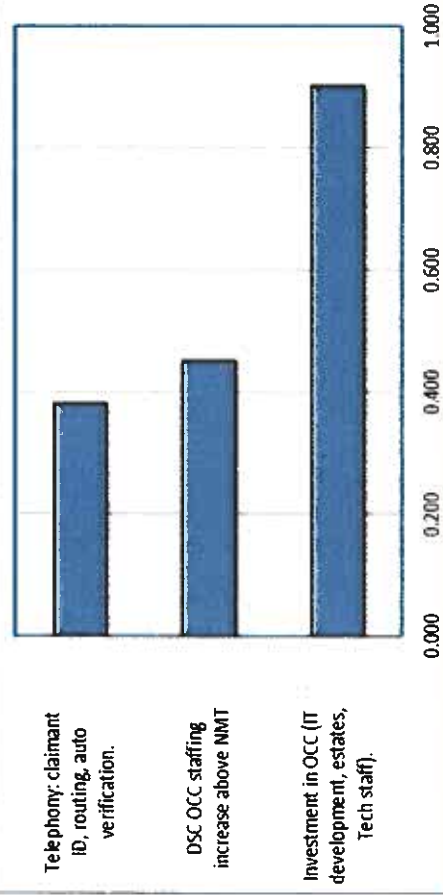


	Budget Holder	2017/18			2018/19		
		Period 1 Forecast	Period 2 Forecast	Variance	Period 1 Forecast	Period 2 Forecast	Variance
		£k	£k	£k	£k	£k	£k
<b>UC Product Development</b>							
Core Programme Team	AB	7,624	7,354	270	9,154	8,951	204
Core Programme team Capitalised staff costs	AB	7,624	7,354	270	9,154	8,951	204
	AB	19,527	19,363	164	20,327	20,481	(154)
Digital Solution - IT Build		10,914	10,156	758	1,001	1,001	(0)
Digital Solution - IT Recurrent		2,914	3,671	(757)	15,301	15,301	0
Digital Service Centre - IT Investment		1,546	1,423	123	0	0	0
Digital Service Centre - IT Recurrent		0	0	0	3,000	3,000	0
<b>Total - Anthony Brigginsshaw</b>		<b>42,525</b>	<b>41,967</b>	<b>558</b>	<b>48,783</b>	<b>48,733</b>	<b>50</b>

**Headlines**

- Core programme and staff costs movements are based on the latest plans for contractor utilisation
- The movement between Digital Solution IT Build and IT recurrent is a reclassification of licence costs – no overall impact on forecast

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

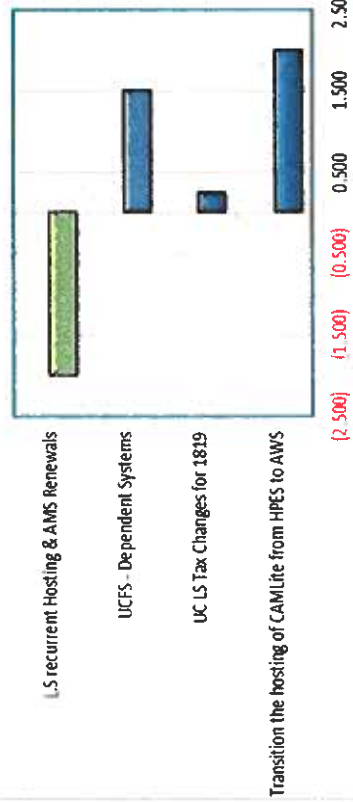


	Budget Holder	2017/18		2018/19		Variance	Period 1 Forecast	Period 2 Forecast	Variance	Period 1 Forecast	Period 2 Forecast	Variance
		Ek	Ek	Ek	Ek							
<b>UC Working Age Product Development</b>												
Live Service - IT Investment	JH	13,690	14,439	(750)	3,000	3,004			(4)	3,000	3,004	
Live Service - IT Recurrent	JH	36,433	31,846	4,587	22,200	22,214			14	22,200	22,214	
Live Service - ITPD Staff Charges	JH	1,958	1,958	0	1,665	1,665			0	1,665	1,665	
Live Service - ITPD Contractor Charges	JH	1,502	1,502	0	0	0			0	0	0	
LS to FS transfers robotics		113	113	0	0	0			0	0	0	
Security - IT	AB	4,847	4,849	(2)	8,840	8,840			0	8,840	8,840	
Security IT Investment	AB	4,843	4,844	(1)	0	0			0	0	0	
Security IT Recurrent	AB	5	5	0	0	0			0	0	0	
Security Staff / Non Staff Recurrent	AB	9	9	0	8,840	8,840			0	8,840	8,840	
Security Staff / Non Staff Investment	AB	1,000	1,000	0	2,723	2,723			0	2,723	2,723	
Housing Verification Build	JH	727	2,267	(1,540)	783	783			0	783	783	
DataWorks Platforms		15	2,252	(2,237)	1,000	1,000			0	1,000	1,000	
DataWorks Staff		15	15	0	0	0			0	0	0	
DataWorks Non Staff		1,433	2,161	(728)	0	0			0	0	0	
Prove Your Identity		457	1,185	(728)	0	0			0	0	0	
Prove Your Identity Staff		124	124	0	0	0			0	0	0	
Prove Your Identity Non Staff		447	447	0	0	0			0	0	0	
Operations Control Centre		106	106	0	0	0			0	0	0	
Verify		300	300	0	0	0			0	0	0	
Data Outcomes		1,927	3,405	(1,478)	0	0			0	0	0	
DataOutcomesS		568	2,146	(1,578)	0	0			0	0	0	
DataOutcomesNS		280	280	0	0	0			0	0	0	
DataOutcomesIT		109	109	0	0	0			0	0	0	
Security Provision		870	870	0	0	0			0	0	0	
PYCA		445	445	0	0	0			0	0	0	
PYCA Staff	CE	275	275	0	0	0			0	0	0	
PYCA Recharge	CE	145	145	0	0	0			0	0	0	
PYCA Non Staff	CE	24	24	0	0	0			0	0	0	
UC Switch IT Design	CE	1,300	1,300	0	0	0			0	0	0	
Non Cash - Depreciation	IW	39,370	38,910	460	33,238	33,137			101	33,238	33,137	
<b>Total - Craig Eblett</b>		<b>105,259</b>	<b>104,810</b>	<b>449</b>	<b>73,450</b>	<b>73,367</b>			<b>83</b>	<b>73,450</b>	<b>73,367</b>	

Headlines

- The forecast movements between IT recurrent costs and dataworks/prove your identity/data outcomes are the result of reclassification of expenditure -- there is no overall impact on the forecast
- Depreciation forecasts have been updated to align with latest estimates of capital expenditure

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





Full Year Outturn and Next Year Forecast Strategic Design & Planning 2017/18 Period 2

	Budget Holder	2017/18			2018/19		
		Period 1 Forecast £k	Period 2 Forecast £k	Variance £k	Period 1 Forecast £k	Period 2 Forecast £k	Variance £k
<b>Strategic Design &amp; Planning</b>							
Core Programme Teams	WM	9,178	8,970	208	9,019	9,019	
Strategic Design	WM	2,461	2,450	11	2,538	2,538	
LM Test & Learn	WM	429	460	(31)	369	369	
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Legal Costs	WM	502	409	93	294	294	
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Housing Delivery Division	WM	177	177	0	89	89	
LADS	WM	-34	-34	0	0	0	
Pension Credit Plus (PDCS)	WM	100	170	(70)	3,000	3,000	
Payment Deduction Programme Recharges	WM	42	42	0	45	45	
Pilots & Trials	WM	2,765	2,765	0	3,050	3,050	
Labour Market Trials	WM	2,495	2,495	0	1,800	1,800	
UC Evaluation	WM	270	270	0	1,250	1,250	
Strategy	WM	6,450	6,470	(20)	5,461	5,461	
Strat - Analytical Services Directorate	WM	1,082	1,082	0	85	85	
Strat - UC Policy	WM	1,789	1,829	(40)	1,738	1,738	
Strat - Labour Market	WM	459	464	(5)	461	461	
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Supply Contingency SC NStaff	WM	2,387	2,387	0	323	323	
Supply Contingency WS Staff	WM	22,832	22,832	0	4,076	4,076	
Supply Contingency WS NStaff	WM	2,363	2,363	0	418	418	
<b>Total - Will Moss</b>		<b>267,356</b>	<b>267,765</b>	<b>(409)</b>	<b>246,468</b>	<b>(4,071)</b>	

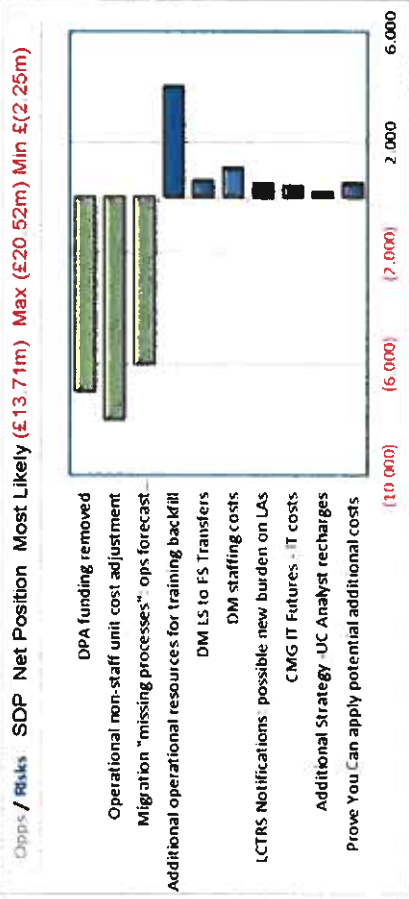
Headlines

2017/18

- Increased costs represent pilot work on telephony routing and natural call language system to support case management

2018/19

- Cost increase reflects updated estimates for Pension Credit Plus delivery and additional resource requirements for debt management activities



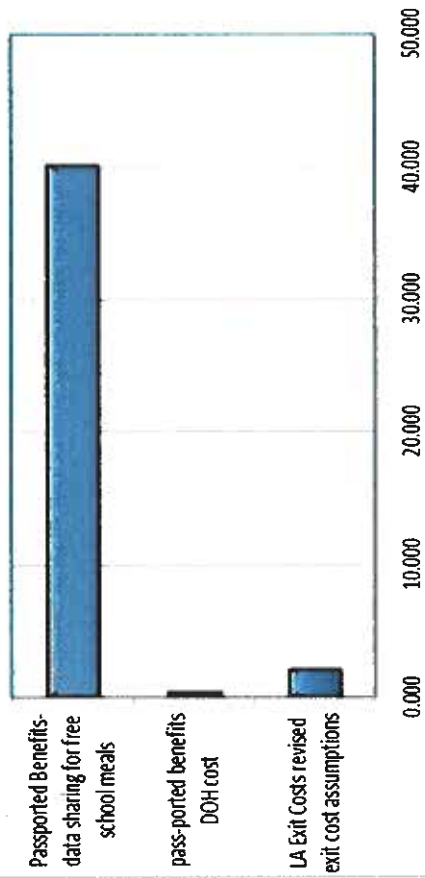
Full Year Outturn and Next Year Forecast External Relations & Orientation 2017/18 Period 2

	Budget Holder	2017/18			2018/19		
		Period 1 Forecast	Period 2 Forecast	Variance	Period 1 Forecast	Period 2 Forecast	Variance
		£k	£k	£k	£k	£k	£k
<b>External Relations &amp; Orientation</b>							
Stakeholders & Partner Team	CH	3,541	3,583	(42)	3,414	3,414	0
Marketing	CH	2,400	2,400	0	2,541	2,541	0
Communications	CH	963	963	0	623	623	0
Money Advice Service Leaflets	CH	10	10	0	10	10	0
Money Advice Service	CH	2	2	0	0	0	0
Passported Benefits	CH	300	300	0	0	0	0
<b>Total LA Spend &amp; Exits</b>	CH	<b>10,169</b>	<b>10,169</b>	<b>0</b>	<b>19,623</b>	<b>19,623</b>	<b>0</b>
Exits	CH	0	0	0	10,000	10,000	0
Universal Support	CH	21,507	21,507	0	48,428	48,428	0
Local Authorities	CH	-11,338	-11,338	0	-38,806	-38,806	0
<b>Total - Cath Hamp</b>		<b>17,386</b>	<b>17,428</b>	<b>(42)</b>	<b>26,210</b>	<b>26,210</b>	<b>0</b>

**Headlines**

- No material changes to the forecast
- 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

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



	Budget Holder	2017/18			2018/19		
		Period 1 Forecast £k	Period 2 Forecast £k	Variance £k	Period 1 Forecast £k	Period 2 Forecast £k	Variance £k
<b>Rest of Programme</b>		<b>796</b>	<b>811</b>		<b>795</b>	<b>795</b>	
Core Programme Teams	IW	795	810	(14)	795	795	0
Programme Management	IW	1	1	(14)	0	0	0
Other Core Programme	IW	606	237	370	0	0	0
Caxton Accommodation Move	IW	54	54	0	15	15	0
External consultancy support costs	IW	5,093	5,070	23	4,362	4,928	(566)
Recharges - F&C:	IW	1,284	1,261	23	728	1,294	(566)
UC Finance	IW	794	794	0	405	405	0
UC Finance (Operations)	IW	3,016	3,016	0	3,229	3,229	0
Finance & Commercial recharges	IW	600	600	0	531	531	0
Projects & Recharges:	IW	211	211	0	67	67	0
Contracted Operations Recharges	IW	318	318	0	174	174	0
HR Recharges	IW	0	0	0	219	219	0
Message Hub	IW	70	70	0	70	70	0
Welsh Language Unit	IW	0	0	0	46,166	46,166	0
HMRC	IW						
<b>Total - Ian Wright</b>		<b>7,149</b>	<b>6,771</b>	<b>378</b>	<b>51,869</b>	<b>52,435</b>	<b>(566)</b>

**Headlines**

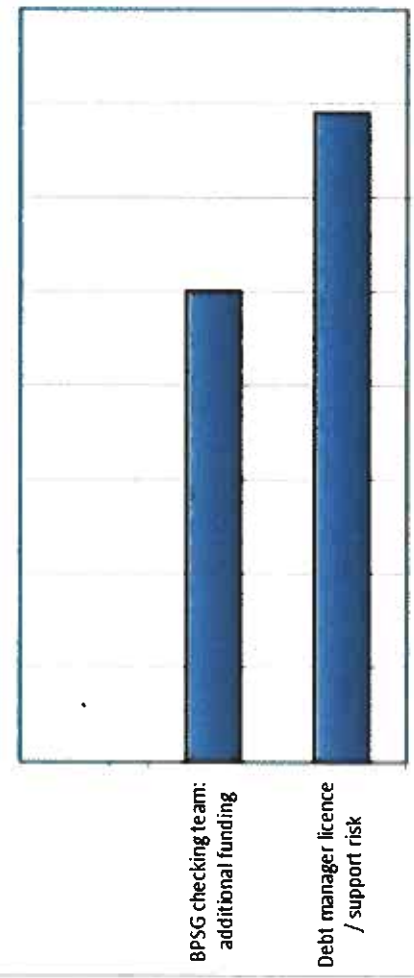
**2017/18**

- The reduction in Caxton move costs is due to the Department exiting the Victoria Street premises earlier than planned, with consequent savings in lease costs

**2018/19**

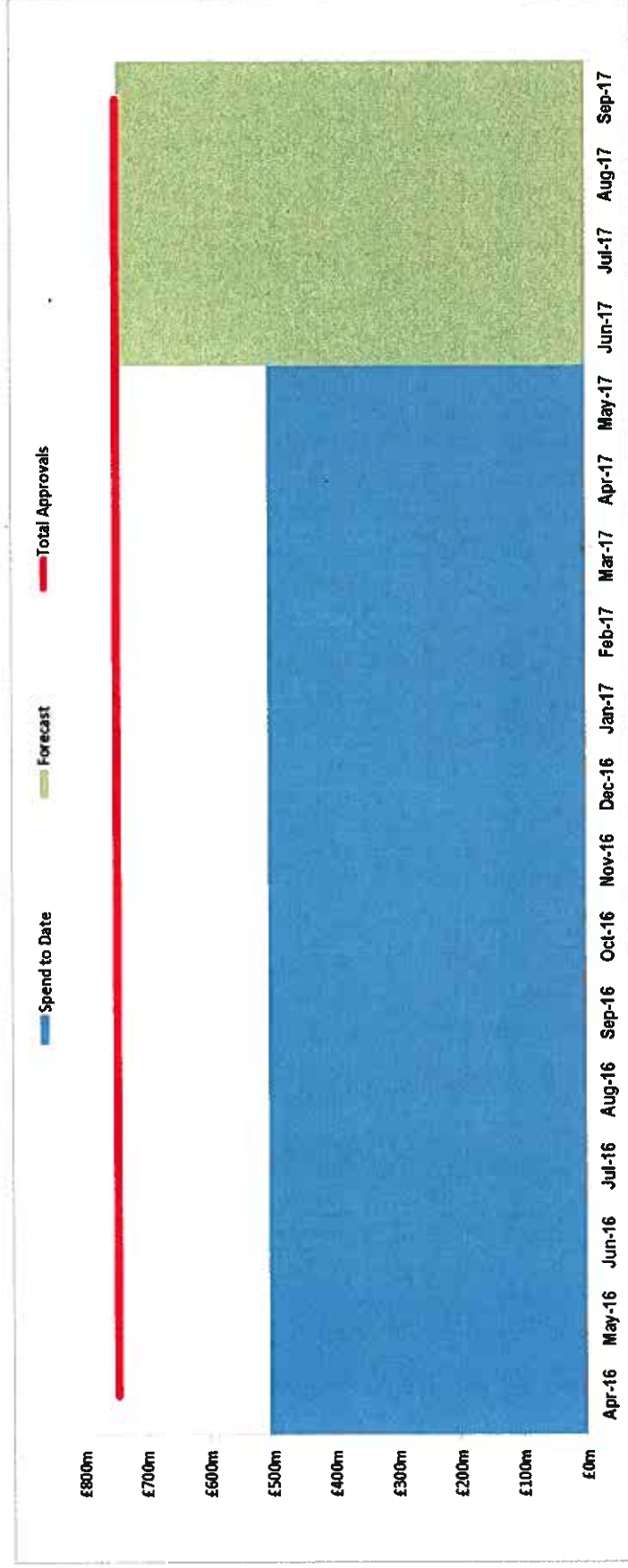
- Forecast recharges have been aligned to 2017/18 levels – further challenge is ongoing

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



## Financial Approvals and Funding

2017/18 Period 2



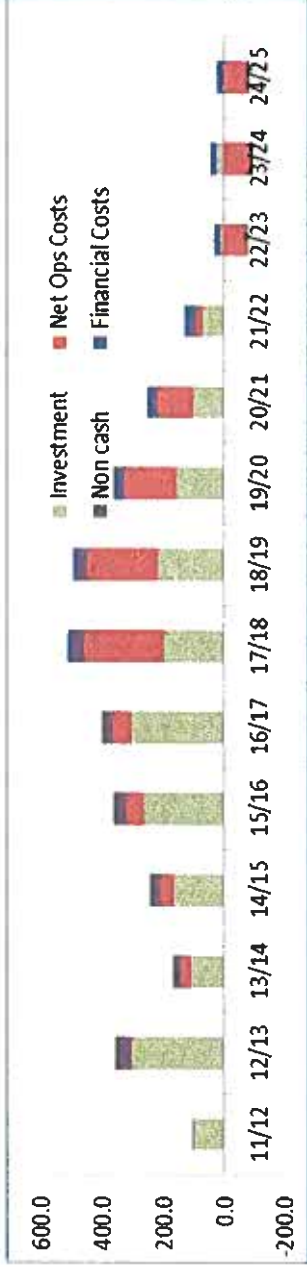
## Funding Forward Look

	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	
Forecast Requirement	403	511	498	364
<u>Funding</u>				
SR15 net of HMRC savings	401	447	365	233

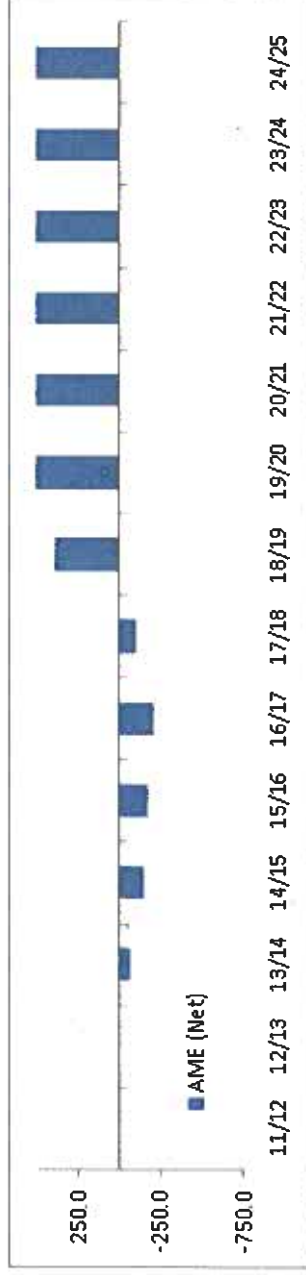
- HMT approval of £746.6m has been given to cover the period from January 2016 to September 2017.
- The Department has secured separate funding for the impacts of the Employee Deal as part of the SR settlement – this funding is currently held centrally within the Department

# Total Programme View Costs and Benefits over life of Business Case 2017/18 Period 2

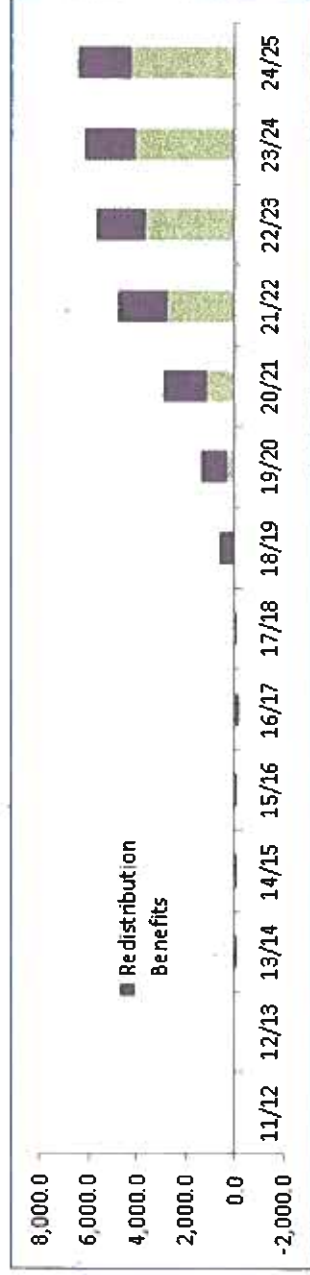
## DEL Costs



## 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	20,911
HMRC	130,928
Migration Effort	250,715
Inflation	43,597
	<b>1,690,403</b>

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.



