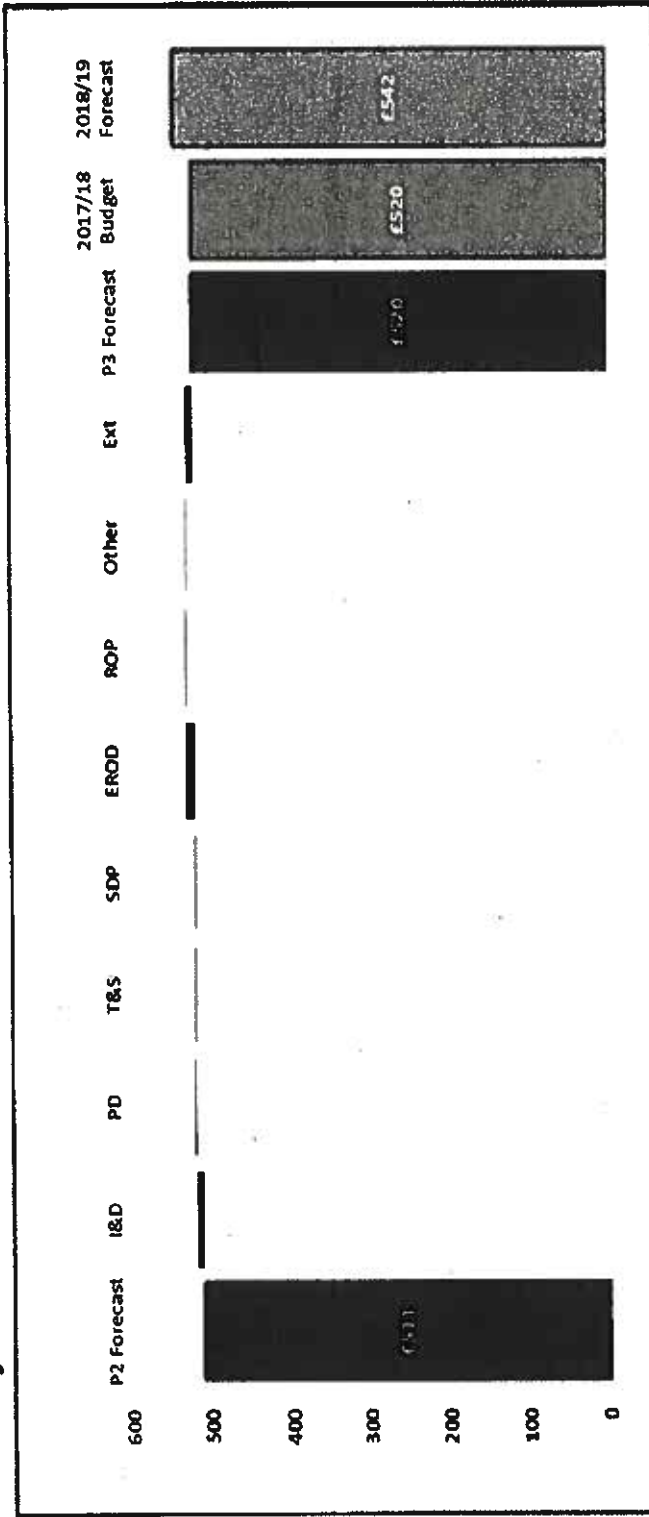


**Finance Report  
Programme Board June 2017  
Period 3**

**UCPB200717 – BTL03**

2017/18 Period 3

Summary



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

Description	Budget Code	2017/18		2018/19		Variance	Period 3 Forecast	Variance	Total Programme Spend
		Period 2 Forecast	Period 3 Forecast	Period 2 Forecast	Period 3 Forecast				
<b>Implementation &amp; Delivery</b>									<b>£1,664m</b>
Investment									
Live Service Programme Team	JH	2,276	2,251	2,499	2,451		2,451		2,451
Digital Delivery Programme Team	JH	4,950	4,681	3,981	4,864		4,864		4,864
Live Service Implementation Costs	JH	8,587	8,342	8,247	7,870		7,870		7,870
IPCC Telephony	JH	800	800	0	0		0		0
Live Service Expansion	JH	2,997	2,600	1,706	1,706		1,706		1,706
CED Recharge	JH	3,365	2,536	1,127	1,282		1,282		1,282
Performance Insight Team-Live Service	JH	375	6	413	0		0		0
Estates	JH	2,400	2,400	5,000	5,000		5,000		5,000
Live Service net Operational Impact:	JH	242,038	242,038	16,282	16,282		16,282		16,282
LS DMS Operations	JH	2,339	2,339	412	412		412		412
Live Service Operational Costs	JH	239,699	239,699	36,504	36,504		36,504		36,504
Live Service (DMS) Implementation Costs	JH	0	0	-22,864	-22,864		-22,864		-22,864
Performance Insight Team-Digital	JH	24,962	24,964	624	40,728		40,728		40,728
FS CED Recharges	JH	635	297	2,075	245		245		245
FS Digital Delivery STG & ITPD	JH	5,751	6,000	0	3,176		3,176		3,176
Digital Action Lead	JH	1,815	1,815	0	0		0		0
Service Implementation Costs	JH	3,000	18,052	37,306	37,306		37,306		37,306
F/S Digital Jobcentres depreciation of WADS	JH	1,361	0	1,361	1,361		1,361		1,361
Youth Obligation	JH	56	9,450	0	43,825		43,825		43,825
RTI Team	JH	56	68	56	56		56		56
Counter Fraud and Compliance Team	JH	287,592	297,351	74,701	121,288		121,288		121,288
<b>Total - Janis Hartley</b>		<b>7,354</b>	<b>6,977</b>	<b>8,991</b>	<b>7,189</b>		<b>7,189</b>		<b>7,189</b>
<b>UC Product Development</b>		<b>7,354</b>	<b>6,977</b>	<b>8,991</b>	<b>7,189</b>		<b>7,189</b>		<b>7,189</b>
Core Programme team	AS	19,363	19,969	20,481	22,044		22,044		22,044
Capitalised staff costs	AS	10,196	10,548	1,001	1,916		1,916		1,916
Digital Solution - IT Recruitment	AS	3,177	3,177	16,301	14,883		14,883		14,883
Digital/Service Centre - IT Recruitment	AS	1,823	191	3,000	3,000		3,000		3,000
Digital/Service Centre - IT Recruitment	AS	41,967	41,774	48,733	48,386		48,386		48,386
<b>Total - Anthony Bridgman</b>		<b>74,448</b>	<b>74,448</b>	<b>80,216</b>	<b>79,216</b>		<b>79,216</b>		<b>79,216</b>
<b>UC Working Age Product Development</b>		<b>74,448</b>	<b>74,448</b>	<b>80,216</b>	<b>79,216</b>		<b>79,216</b>		<b>79,216</b>
Live Service - IT Investment	JH	31,846	31,846	22,214	22,136		22,136		22,136
Live Service - IT Recruitment	JH	1,958	1,958	1,665	1,665		1,665		1,665
Live Service - ITPD Staff Changes	JH	1,502	1,502	0	0		0		0
LS to FS transfers robotics	JH	113	113	0	0		0		0
Security - IT	AS	4,848	4,850	8,840	8,840		8,840		8,840
Security IT Investment	AS	5	4,844	0	0		0		0
Security IT Recruitment	AS	9	9	0	0		0		0
Security Staff / Non Staff Recruitment	AS	605	605	8,840	8,840		8,840		8,840
Security - Staff / Non Staff Investment	AS	1,000	1,000	2,723	2,723		2,723		2,723
Housing Verification Build	JH	2,267	2,267	783	783		783		783
<b>Datavorks Platforms</b>		<b>2,252</b>	<b>2,252</b>	<b>1,000</b>	<b>1,000</b>		<b>1,000</b>		<b>1,000</b>
Datavorks Staff		15	15	0	0		0		0
Prove our Identity Staff		2,181	2,181	0	0		0		0
Prove our Identity Non Staff		1,185	1,185	0	0		0		0
Prove Your Identity IT		127	127	0	0		0		0
Operations Control Centre		447	447	0	0		0		0
Verify		106	106	0	0		0		0
Data Outcomes		300	300	0	0		0		0
DataOutcomesS		3,405	3,405	0	0		0		0
DataOutcomesNS		2,146	2,146	0	0		0		0
DataOutcomesIT		280	280	0	0		0		0
Security Provision		109	109	0	0		0		0
PYCA		870	870	0	0		0		0
PYCA Staff	CE	445	445	0	0		0		0
PYCA Recharge	CE	275	275	0	0		0		0
PYCA Non Staff	CE	145	145	0	0		0		0
UC Switch IT Design	CE	24	24	0	0		0		0
Non Cash - Depreciation	IV	1,300	0	0	0		0		0
<b>Total - Craig Eble</b>		<b>104,510</b>	<b>103,530</b>	<b>73,267</b>	<b>73,267</b>		<b>73,267</b>		<b>73,267</b>

**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

Strategic Design & Planning	WM	9,109	(1,357)	9,019	8,276							
Core Programme Teams	WM	2,425		2,536	2,019							
Strategic Design	WM	480	(57)	369	214							
LM Test & Learn	WM	2,378	(12)	2,324	2,162							
Programme Planning & Assurance	WM	736	(52)	736	800							
Test & Learn	WM	1,629	(1)	1,625	1,512							
Operational Services Core	WM	1,317		1,570	1,570							
Operational Services Commissions	WM	620		110	110							
Telephony Routing	WM	428		0	0							
CMG IT; Futures (CMEC)	WM	409		284	284							
Legal Costs	WM	409		284	284							
Internal Legal Costs	WM	177		89	89							
Housing Delivery Division	WM	-34		0	-0							
LADS	WM	170		3,000	3,000							
Pension Credit Plus (PDCS)	WM	42		45	45							
Payment Deduction Programme Recharges	WM	2,765		3,060	3,060							
Pilots & Trials	WM	2,495		1,800	1,800							
Labour Market Trials	WM	270		1,250	1,250							
UC Evaluation	WM	6,454		5,461	5,478							
Strategy	WM	1,060		85	85							
Strat - Analytical Services Directorate	WM	1,829		1,738	1,767							
Strat - UC Policy	WM	464		461	459							
Strat - Labour Market	WM	2,915		2,693	2,982							
Strat - UC Analysis	WM	179		185	184							
Strat - Pensions	WM	196,303	(1,633)	217,572	217,572							
Digital/Service net Operational Impact	WM	3,013		5,712	5,712							
FS DMS Operations	WM	0		266	0							
FCP Operating costs	WM	169,237		621,861	622,147							
Digital Service Operational Costs	WM	0		-460,378	-460,378							
Digital Service Operational Savings	WM	28,562		60,091	60,091							
Migration	WM	2,003		4,575	4,575							
SC Fixed Switch	WM	46,942		7,324	7,324							
Supply Contingency costs	WM	18,359		2,507	2,507							
Supply Contingency SC Staff	WM	2,387		323	323							
Supply Contingency SC NS/Staff	WM	22,832		4,076	4,076							
Supply Contingency WS Staff	WM	2,363		418	418							
Supply Contingency WS NS/Staff	WM	267,763	(239)	250,538	249,812							
<b>Total - Will Moss</b>		3,583	(167)	3,414	3,517							
External Relations & Orientation	CH	2,400		2,641	2,541							
Stakeholders & Partner Team	CH	963		623	623							
Marketing	CH	10		10	10							
Communications	CH	2		0	0							
Money Advice Service Leaflets	CH	300		0	0							
Money Advice Service	CH	10,169	(11,333)	19,623	19,623							
Passported Benefits	CH	0		10,000	10,000							
<b>Total LA Spend &amp; Exits</b>		21,507	(11,339)	48,428	48,428							
Exits	CH	-11,338		-38,806	-38,806							
Universal Support	CH	17,426	(11,459)	26,210	26,210							
Local Authorities	CH	0		0	0							
<b>Total - Cath Hemp</b>		17,426	(11,459)	26,210	26,210							

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



2017/18 Period 3

Overall Forecast

	811	811	795	834	1335	Total Programme Spend £1,664m
Rest of Programme						
Core Programme Teams	811	811	795	834	1335	
Programme Management	810	810	795	834	(133)	
Other Core Programme	1	1	0	0		
Caxton Accommodation Move	237	237	0	0		
External consultancy support costs	54	54	15	15		
Recharges - F&C:	5,070	5,441	4,928	5,650	(732)	2014/15 Outturn £255m
UC Finance	1,261	1,281	1,294	1,294	(50)	
UC Finance (Operations)	794	796	405	866	(25)	
Finance & Commercial recharges	3,016	3,385	3,229	3,490	(25)	
Projects & Recharges:	600	715	531	429		
Contracted Operations Recharges	211	211	67	67		2015/16 Outturn £362m
HR Recharges	318	318	174	174		
Message Hub	0	116	219	118		
Welsh Language Unit	70	70	70	70		
Apprenticeship Levy	0	-1,952	0	0		
HMRC	0	0	0	0		2016/17 Outturn £403m
<b>Total - Ian Wright</b>	<b>6,771</b>	<b>5,306</b>	<b>52,435</b>	<b>53,194</b>	<b>(759)</b>	
Central Overlay	503	-482	15,266	12,216		
<b>Total Financial Costs</b>	<b>10,137</b>	<b>10,257</b>	<b>7,034</b>	<b>7,491</b>	<b>(457)</b>	
<b>Total UC - Excluding Budget Transfers</b>	<b>737,271</b>	<b>754,643</b>	<b>548,284</b>	<b>592,109</b>	<b>(43,825)</b>	2017-18 Range Risks £63.29m Opps £17m
Rest of Programme - ext Budget Holder	-170,924	-170,924	0	0		
Contract recharges Services Centre	-66,300	-66,300	0	0		
Contract recharges Support Services	0	0	0	0		
Mail Opera Bomb Impact	10,010	10,010	-61,000	-61,000		
HMRC	21,010	21,010	0	0		
HMRC costs	-11,000	-11,000	-61,000	-61,000		
HMRC Savings	763	763	763	763		
One Service SPA Glabour Market	0	0	0	0		
Technology	0	0	0	0		
P3 TRI - UAS Savings App Levy - UC Switch & CamLife	0	-7,757	0	0		
Total External Budget Holders	-226,540	-234,597	-60,237	-60,237		
<b>UC TOTAL</b>	<b>510,731</b>	<b>520,346</b>	<b>498,047</b>	<b>541,872</b>	<b>(43,225)</b>	



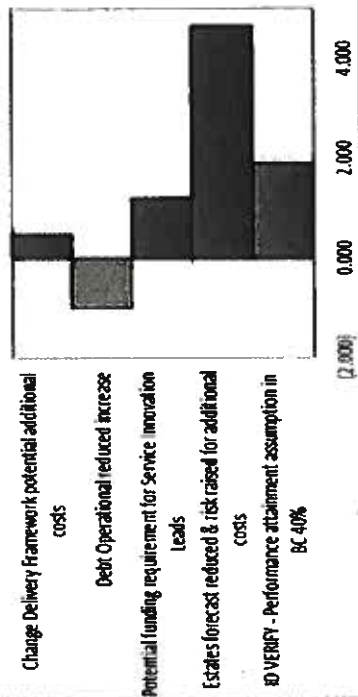
Full Year Outturn and Next Year Forecast Implementation & Delivery 2017/18 Period 3

	Budget Holder	2017/18		2018/19		Variance	Period 2 Forecast	Period 3 Forecast	Variance	
		Period 2 Forecast	Period 3 Forecast	Period 2 Forecast	Period 3 Forecast					
<b>Implementation &amp; Delivery</b>										
<b>Investment</b>										
Live Service Programme Team	JH	2,276	2,251	2,498	2,451		2,498	2,451		
Digital Delivery Programme Team	JH	4,950	4,661	3,961	4,964		3,961	4,964		
Live Service Implementation Costs	JH	9,587	8,342	8,247	7,970		8,247	7,970		
IPCC Telephony	JH	800	800	0	0		0	0		
Live Service Expansion	JH	2,697	2,600	1,708	1,708		1,708	1,708		
OED Recharges	JH	3,385	2,536	1,127	1,262		1,127	1,262		
Performance Insight Team-Live Service Estates	JH	375	6	413	0		413	0		
Live Services not Operational Impact:	JH	2,400	2,400	5,000	5,000		5,000	5,000		
LS DNS Operations	JH	242,038	242,038	16,262	16,262		16,262	16,262		
Live Service Operational Savings	JH	2,339	2,339	412	412		412	412		
Live Service Operational Costs	JH	239,699	239,699	38,504	38,504		38,504	38,504		
Full-Service (D/S) Implementation Costs	JH	0	0	-22,664	-22,664		-22,664	-22,664		
Performance Insight Team-Digital	JH	24,382	28,464	40,806	40,728		40,806	40,728		
F/S OED Recharges	JH	635	297	624	245		624	245		
F/S Digital Delivery BTG & ITPD	JH	5,751	6,600	2,875	3,176		2,875	3,176		
Digital Service L&D	JH	515	615	0	0		0	0		
Service Innovation Lead	JH	18,052	18,052	37,306	37,306		37,306	37,306		
Service to Full Service transfers robotics	JH	3,000	3,000	1,500	3,000		1,500	3,000		
Live Service to Full Service transfers robotics	JH	0	0	0	0		0	0		
F/S Digital Jobcentres depreciation of WADs	JH	1,361	1,361	1,361	1,361		1,361	1,361		
Youth Obligation	JH	0	9,450	0	43,825		0	43,825		
RTI Team	JH	56	56	56	56		56	56		
Counter Fraud and Compliance Team	JH	0	706	0	791		0	791		
<b>Total - Janice Hartley</b>		<b>267,982</b>	<b>267,351</b>	<b>74,701</b>	<b>121,298</b>		<b>74,701</b>	<b>121,298</b>		

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



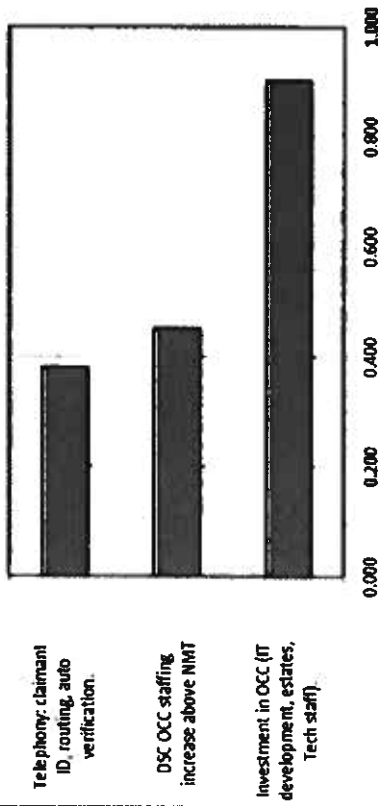
Full Year Outturn and Next Year Forecast UC Product Development 2017/18 Period 3

	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
<b>UC Product Development</b>							
Core Programme Team	AB	7,354	6,577		8,951	7,150	
Core Programme team	AB	7,354	6,577		8,951	7,150	
Capitalised staff costs	AB	19,363	19,959	(596)	20,461	22,044	(1,583)
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	
Digital Service Centre - IT Investment	AB	1,423	831		0	0	
Digital Service Centre - IT Recurrent	AB	0	0		3,000	3,000	
<b>Total - Anthony Briggingshaw</b>		<b>41,967</b>	<b>41,774</b>		<b>46,733</b>	<b>46,496</b>	

Headlines

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

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

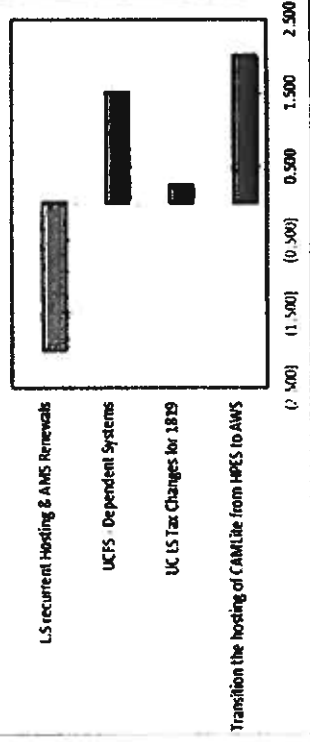


Full Year Outturn and Next Year Forecast UC Working Age Product Development 2017/18 Period 3

	Budget Holder	2017/18		2018/19		Variance	Variance
		Period 2 Forecast	Period 3 Forecast	Period 2 Forecast	Period 3 Forecast		
		£k	£k	£k	£k	£k	£k
UC Working Age Product Development		14,439	14,448	3,004	3,004		
Live Service - IT Investment	JH	31,848	31,848	22,214	22,136		
Live Service - IT Recruitment	JH	1,958	1,958	1,665	1,665		
Live Service - ITPD Staff Changes	JH	1,502	1,502	0	0		
Live Service - ITPD Contractor Charges	JH	113	113	0	0		
LS to FS transfers robotics	AB	4,849	4,850	8,840	8,840		
Security - IT	AB	4,844	4,844	0	0		
Security IT Investment	AB	5	6	0	0		
Security IT Recruitment	AB	9	9	8,840	8,840		
Security Staff / Non Staff Recruitment	AB	605	606	8,840	8,840		
Security - Staff / Non Staff Investment	AB	1,000	1,000	2,723	2,723		
Housing Verification Build	JH	2,267	2,267	783	783		
Dataworks Platforms		2,252	2,252	1,000	1,000		
DataWorks Staff		15	15	0	0		
Prove Your Identity		2,161	2,161	0	0		
Prove Your Identity Staff		1,185	1,185	0	0		
Prove Your Identity Non Staff		124	124	0	0		
Prove Your Identity IT		447	447	0	0		
Operations Control Centre		106	106	0	0		
Verify		300	300	0	0		
Data Outcomes		3,405	3,405	0	0		
DataOutcomesS		2,146	2,146	0	0		
DataOutcomesNS		280	280	0	0		
DataOutcomesIT		109	109	0	0		
Security Provision		870	870	0	0		
PYCA	CE	445	445	0	0		
PYCA Staff	CE	275	275	0	0		
PYCA Recrache	CE	145	145	0	0		
PYCA Non Staff	CE	24	24	0	0		
UC Switch IT Design		1,300	0	33,137	33,137		
Non Cash - Depreciation		36,970	36,970	73,367	73,367		
<b>Total - Craig Ebbett</b>		<b>104,810</b>	<b>103,820</b>	<b>73,367</b>	<b>73,289</b>		

Opps / Risks UC Working Age Product Dev Net Position Most Likely £17.5m Max £4.82m Min £1m

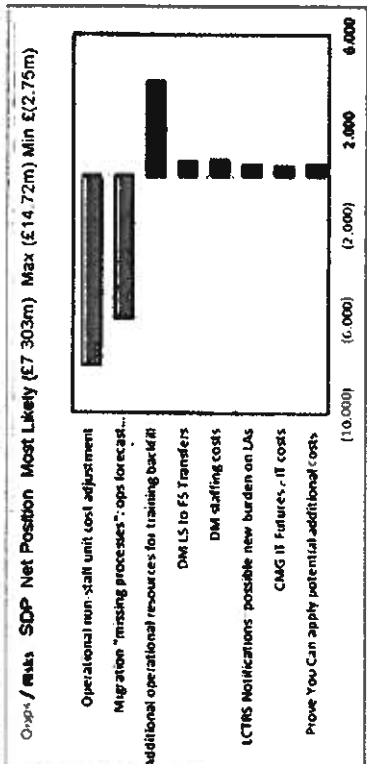
- The £1.3m reduction in UC Switch IT Design is due to the associated funding being transferred to Digital Group – the costs are now reported within the “Rest of programme – external budget holder” section of the finance report. There is nil overall impact on the UC Programme’s total forecast and funding.





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

	2017/18		2018/19		Variance	2017/18		2018/19		Variance
	Period 2 Forecast	Ek	Period 3 Forecast	Ek		Period 2 Forecast	Ek	Period 3 Forecast	Ek	
Strategic Design & Planning	8,970	9,109	8,970	9,109	139	8,970	8,970	8,970	139	0
Core Programme Teams	2,450	2,450	2,450	2,450	0	2,450	2,450	2,450	0	0
Strategic Design	480	617	480	617	137	480	480	480	137	0
LM Test & Learn	2,376	2,376	2,376	2,376	0	2,376	2,376	2,376	0	0
Programme Planning & Assurance	1,829	1,829	1,829	1,829	0	1,829	1,829	1,829	0	0
Test (Self) / User	1,516	1,517	1,516	1,517	1	1,516	1,516	1,516	1	0
Operational/Service Core	620	620	620	620	0	620	620	620	0	0
Operational/Service Commissions	428	365	428	365	63	428	428	428	63	0
Temporary Staffing	409	409	409	409	0	409	409	409	0	0
CMG IT/Futures (CMEC)	177	177	177	177	0	177	177	177	0	0
Legal Costs	34	34	34	34	0	34	34	34	0	0
Internal/ Legal/ Costs	170	170	170	170	0	170	170	170	0	0
Housing/ Delivery Division	42	42	42	42	0	42	42	42	0	0
LADE	2,765	2,765	2,765	2,765	0	2,765	2,765	2,765	0	0
Parson Credit Plus (PDCS)	2,495	2,495	2,495	2,495	0	2,495	2,495	2,495	0	0
Payment Deduction Programme Recharges	270	270	270	270	0	270	270	270	0	0
Pilots & Trials	6,464	6,464	6,464	6,464	0	6,464	6,464	6,464	0	0
Labour Market Trials	1,835	1,834	1,835	1,834	1	1,835	1,835	1,834	1	0
LC Evaluation	464	471	464	471	7	464	464	464	7	0
Strategy	2,915	2,900	2,915	2,900	15	2,915	2,915	2,900	15	0
Strat. Analyst/ Services Directorate	179	179	179	179	0	179	179	179	0	0
Strat. UC Policy	189,803	189,866	189,803	189,866	63	189,803	189,803	189,866	63	0
Strat. Labour Market	3,015	3,013	3,015	3,013	2	3,015	3,015	3,013	2	0
Strat. UC Analyst	0	0	0	0	0	0	0	0	0	0
Strat. Pensions	166,237	166,400	166,237	166,400	163	166,237	166,237	166,400	163	0
Strat. UC Analyst	0	0	0	0	0	0	0	0	0	0
Strat. UC Analyst	28,552	28,552	28,552	28,552	0	28,552	28,552	28,552	0	0
Strat. UC Analyst	2,003	2,003	2,003	2,003	0	2,003	2,003	2,003	0	0
Strat. UC Analyst	45,942	45,942	45,942	45,942	0	45,942	45,942	45,942	0	0
Strat. UC Analyst	18,359	18,359	18,359	18,359	0	18,359	18,359	18,359	0	0
Strat. UC Analyst	2,387	2,387	2,387	2,387	0	2,387	2,387	2,387	0	0
Strat. UC Analyst	22,832	22,832	22,832	22,832	0	22,832	22,832	22,832	0	0
Strat. UC Analyst	2,363	2,363	2,363	2,363	0	2,363	2,363	2,363	0	0
Strat. UC Analyst	267,753	267,963	267,753	267,963	210	267,753	267,753	267,963	210	0



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

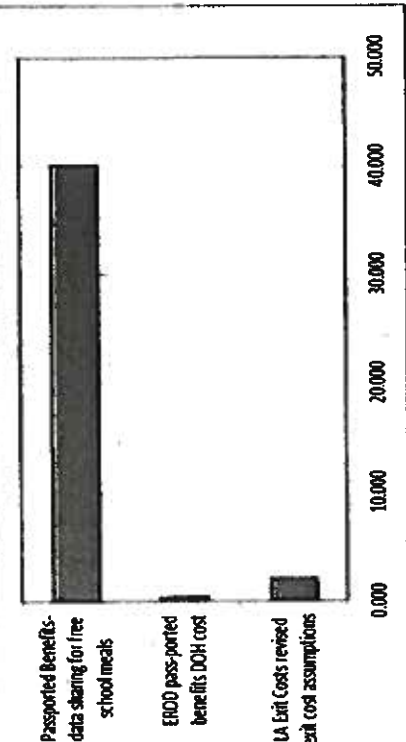
Full Year Outturn and Next Year Forecast External Relations & Orientation 2017/18 Period 3

	Budget Holder	2017/18				2018/19			
		Period 2 Forecast		Period 3 Forecast		Period 2 Forecast		Period 3 Forecast	
		£k	£k	£k	£k	£k	£k	£k	£k
<b>External Relations &amp; Orientation</b>									
Stakeholders & Partner Team	CH	3,583	3,743	3,414	3,517	2,400	2,541	2,541	(1,033)
Marketing	CH	983	2,400	823	623	10	10	10	
Communications	CH	10	2	0	0	0	0	0	
Money Advice Service Leaflets	CH	2	300	0	0	19,623	10,000	10,000	
Money Advice Service	CH	300	21,507	10,000	10,000	48,428	-38,808	26,210	
Passported Benefits	CH	10,169	0	21,507	0	28,926	(11,498)		
<b>Total LA Spend &amp; Exits</b>	CH	0	17,428	17,428	17,428	17,428	17,428	17,428	
Exits	CH	21,507	-11,338	10,169	10,169	10,169	10,169	10,169	
Universal Support	CH	0	0	0	0	0	0	0	
Local Authorities	CH	-11,338	17,428	17,428	17,428	17,428	17,428	17,428	
<b>Total - Cath Hamp</b>		17,428	17,428	17,428	17,428	17,428	17,428	17,428	

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

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



Full Year Outturn and Next Year Forecast

Rest of Programme

2017/18 Period 3

	Budget Holder	2017/18		2018/19		Variance	Variance
		Period 2 Forecast	Period 3 Forecast	Period 2 Forecast	Period 3 Forecast		
		£k	£k	£k	£k	£k	£k
<b>Rest of Programme</b>							
Core Programme Teams	NW	811	811	795	934		
Programme Management	NW	810	810	795	934		
Other Core Programme	NW	1	1	0	0		
Caxton Accommodation Move	NW	237	237	0	0		
External consultancy support costs	NW	54	54	15	15		
Recharges - F&C:	NW	5,070	5,441	4,928	5,650	(371)	(722)
UC Finance	NW	1,261	1,261	1,284	1,284		
UC Finance (Operations)	NW	794	798	405	868	(2)	(482)
Finance & Commercial recharges	NW	3,016	3,385	3,229	3,490	(369)	(261)
Projects & Recharges:	NW	600	715	531	429	(116)	
Contracted Operations Recharges	NW	211	211	67	67		
HR Recharges	NW	318	318	174	174		
Message Hub	NW	0	116	219	118		
Welsh Language Unit	NW	70	70	70	70		
Apprenticeship Levy	NW	0	-1,952	0	0		
H&MRC	NW	0	0	46,166	46,166		
<b>Total - Jan Wright</b>		<b>6,774</b>	<b>5,306</b>	<b>52,435</b>	<b>53,194</b>		<b>(759)</b>

Headlines

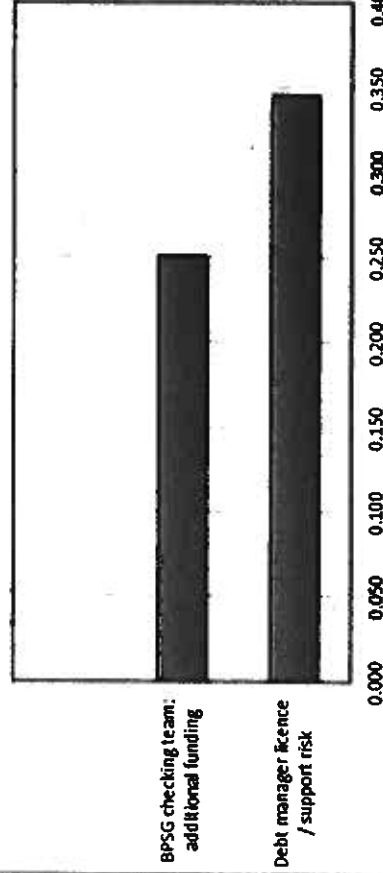
2017/18

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

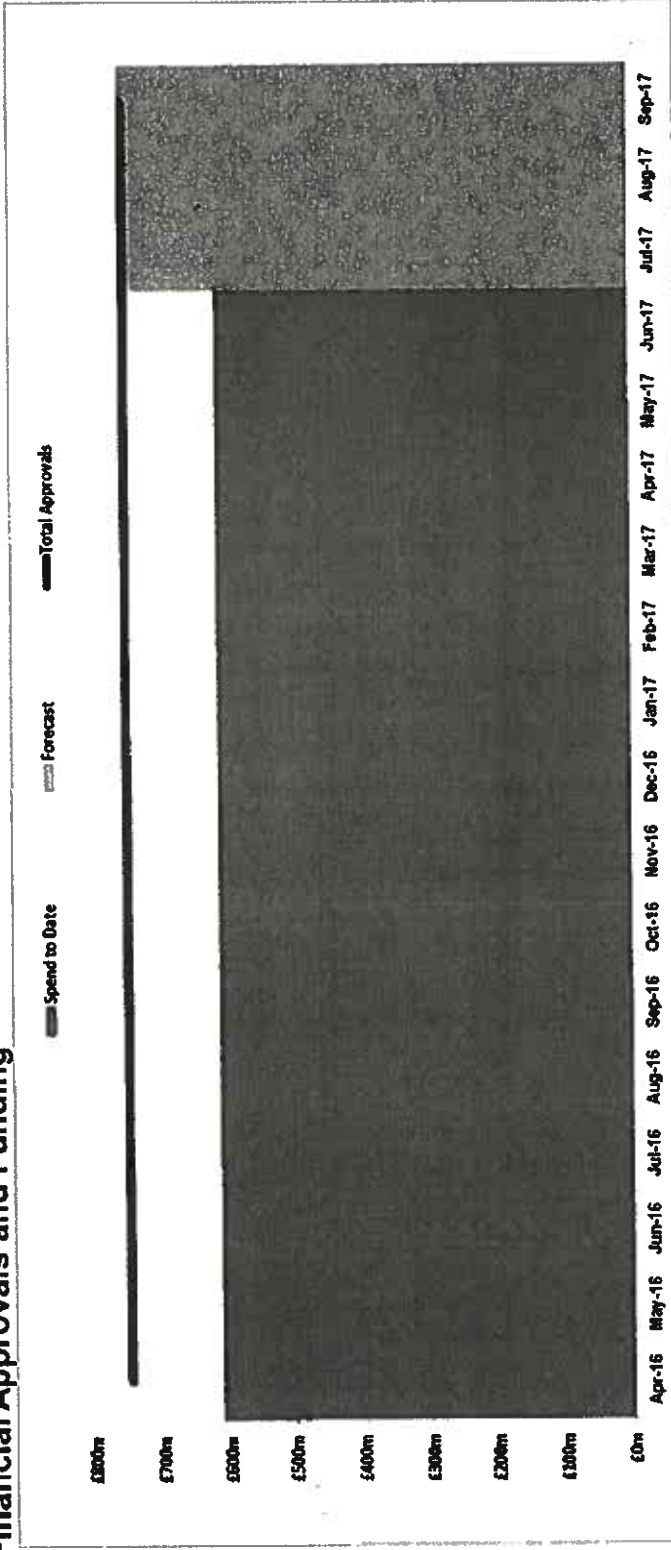
2017/18 & 2018/19

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

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



Financial Approvals and Funding



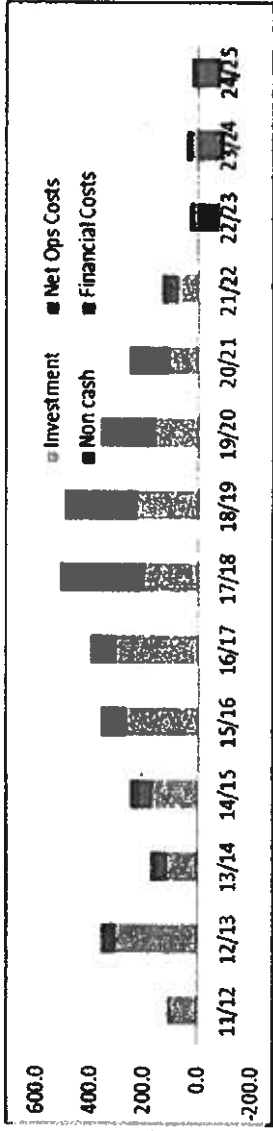
Funding Forward Look

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

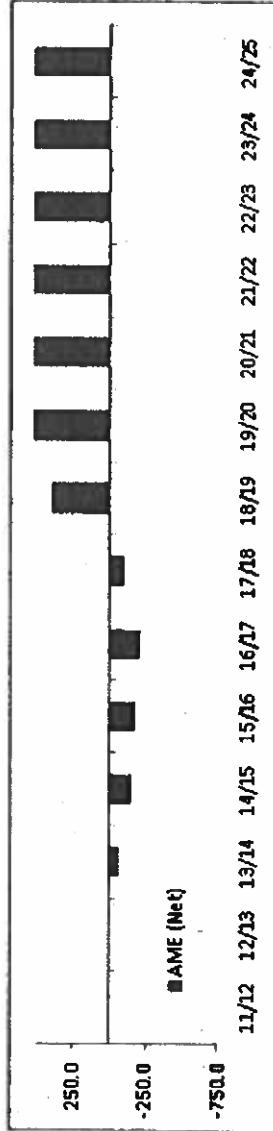
- HMT approval of £746.6m has been given to cover the period from January 2016 to September 2017.
- The Department has secured separate funding for the impacts of the Employee Deal as part of the SR settlement – this funding is currently held centrally within the Department

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

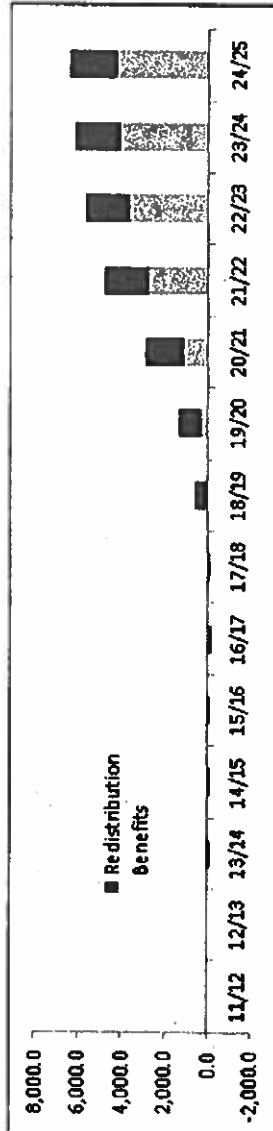
**DEL Costs**



**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
	<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.



