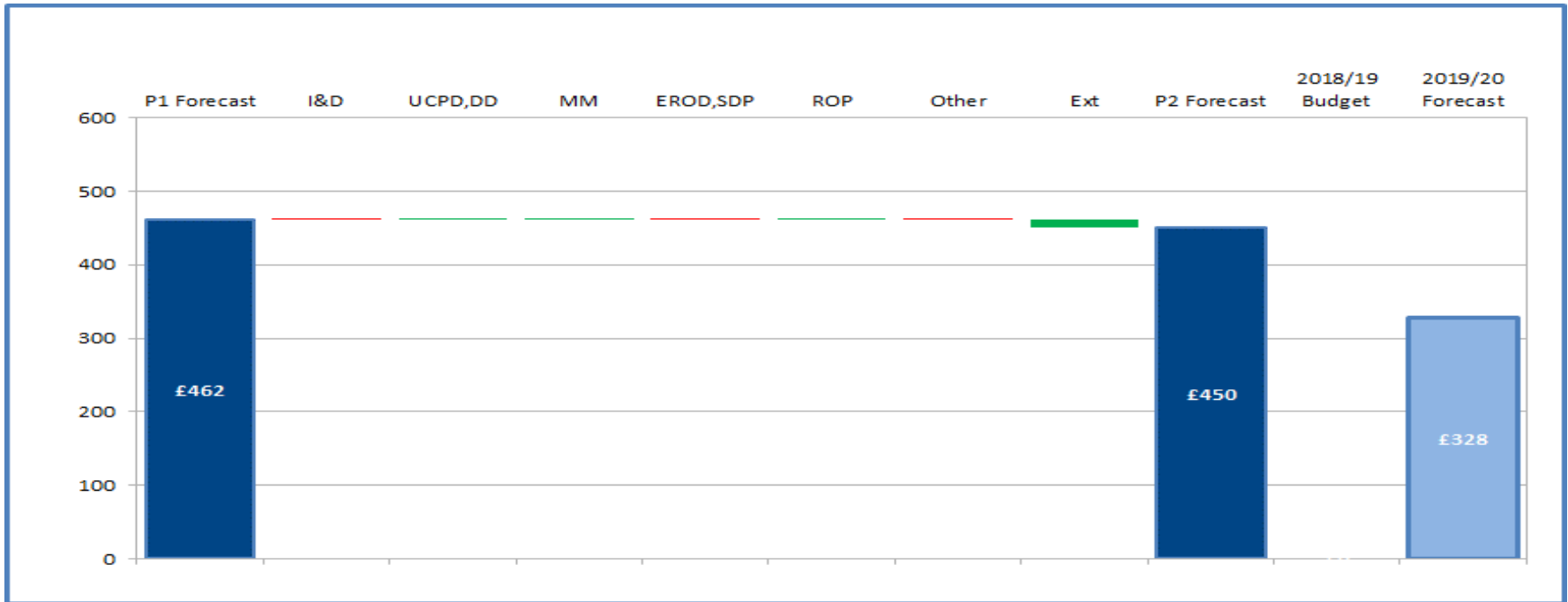


Finance Report Programme Board May 2018 Period 2

UCPB140618 – BTL01



Key Points

2018/19

- The Programme’s forecast has reduced by £11.4m. This includes:
 - 1) £10.9m reduction in operations staff costs
 - 2) £0.7m IT recurrent costs savings (Software)
 - 3) £1.2m additional OED charges
- The Programme is holding net risks with a most likely value of £38m

2019/20

- The forecast shows a £8.1m increase – this includes:
 - 1) £24.6m increase in net Operations costs - related to the recent SDP announcements
 - 2) £12.4m reduction in Youth Obligation costs
 - 3) £2m IT recurrent costs savings (Software)
 - 4) £2m savings on Core Programme team (Implementation/Delivery and Managed Migration)
 - 5) £1.5m reduction in LA savings (equivalent to a cost increase)

	Budget Holder	2018/19			2018/19	2019/20			
		Period 1 Forecast	Period 2 Forecast	Variance		Budget	Period 1 Forecast	Period 2 Forecast	Variance
		£k	£k	£k		£k	£k	£k	£k
Implementation & Delivery									
Core Programme Team									
Live Service Programme Team	JH	1,028	746	281	1,104	805	539	266	
Digital Delivery Programme Team	JH	5,411	5,321	90	5,353	5,274	4,390	884	
Live Service Implementation Costs	JH	1,572	1,572	0	1,562	1,320	341	979	
IPCC Telephony	JH	310	309	1	300	0	0	0	
Live Service Support	JH	0	1	(1)	0	979	0	979	
OED Recharges	JH	1,262	1,262	0	1,262	341	341	0	
Live Service net Operational Impact:	JH	2,139	2,129	10	2,139	440	723	(283)	
Live Service Operational Costs	JH	4,293	4,283	10	4,293	440	723	(283)	
Live Service Operational Savings	JH	-2,155	-2,155	0	-2,155	0	0	0	
Digital Service Implementation Costs	JH	6,476	7,338	(862)	6,476	26,334	26,193	141	
Disputes Resolution Team	JH	0	0	0	0	0	0	0	
F/S OED Recharges	JH	6,176	7,338	(1,162)	6,176	2,670	2,670	0	
F/S Digital Delivery BTG & ITPD	JH	300	0	300	300	0	0	0	
Digital Service L&D	JH	0	0	0	0	23,664	23,522	141	
OPPD	JH	233	233	(0)	245	233	233	0	
Estates	JH	560	560	(0)	560	0	0	0	
Automated Letters	JH	120	120	0	120	0	0	0	
Youth Obligation	JH	0	0	0	0	65,986	53,554	12,432	
RTI Team	JH	0	0	0	0	179	179	0	
RTI Batch Transfers	JH	200	200	0	200	0	0	0	
Counter Fraud and Compliance Team	JH	790	790	0	791	790	790	0	
Total - Janice Hartley		18,529	19,009	(480)	18,550	101,362	86,943	14,419	
UC Product Development / Digital Delivery									
Core Programme Teams									
Core Programme team	LS	11,556	11,556	(0)	11,912	11,843	11,843	0	
Recurrent Core Team Costs		0	0	0	0	0	0	0	
Capitalised staff costs	LS	20,247	20,247	(0)	19,892	20,394	20,394	0	
Digital Solution - IT Build	LS	9,960	9,845	115	9,960	7,215	7,215	(0)	
Digital Solution - IT Recurrent	LS	7,457	6,572	884	7,447	10,085	10,095	(10)	
Digital Service Centre - IT Investment	LS	150	104	46	0	0	0	0	
Digital Service Centre - IT Recurrent	LS	2,870	2,400	470	3,000	3,000	1,000	2,000	
UC Support Services	LS	3,350	6,876	(3,526)	3,350	0	0	0	
Prove You Can Apply	LS	0	708	(708)	0	0	0	0	
Prove Your Identity	LS	1,600	221	1,378	1,600	0	0	0	
Prepare You For UC	LS	0	323	(323)	0	0	0	0	
Private Rented Sector - APA	LS	0	803	(803)	0	0	0	0	
UC Migration	LS	1,750	1,750	0	1,750	0	0	0	
Burbank	LS	0	2,482	(2,482)	0	0	0	0	
Passported Benefits	LS	0	589	(589)	0	0	0	0	
UC Others	LS	62,807	62,823	(15)	62,807	9,775	9,863	(88)	
UCFS MI (Data Outcomes)	LS	4,600	4,600	(0)	4,600	0	0	0	
Data Works Platform	LS	2,400	2,400	0	2,400	0	0	0	
Household Verification	LS	1,000	1,000	0	1,000	661	661	0	
UC Live Service - IT Recurrent	LS	15,120	14,457	663	15,120	74	162	(88)	
Live Service - ITPD Staff Charges	LS	1,665	1,548	117	1,665	0	0	0	
Live Service - ITPD Contractor Charges		0	0	(0)	0	0	0	0	
Live Service - IT Investment	LS	2,000	2,696	(696)	2,000	0	0	0	
Verify	LS	500	500	0	500	0	0	0	
Non Cash - Depreciation	LS	35,522	35,621	(99)	35,522	9,039	9,039	(0)	
Security - IT		3,059	-5	3,064	3,060	13,429	13,429	0	
Security Staff / Non Staff Recurrent		0	0	0	0	2,140	2,140	0	
Security - Staff / Non Staff Investment		0	0	0	0	783	783	0	
Security Provision		0	251	(251)	0	0	0	0	
Security IT Investment		2,055	-256	2,310	2,055	0	0	0	
Security IT Recurrent		1,004	0	1,004	1,004	10,506	10,506	0	
Total - Lara Sampson / Paul Francis		121,457	120,420	1,037	121,428	75,740	73,838	1,902	

Total Programme Spend	£m
Pre 2014	645.52
2014/15	255.19
2015/16	362.31
2016/17	403.13
2017/18	448.63
2018/19	50.41
Total	2,165.21

2018-19 Range Risks £38.0m
Opps (£1.4m)

Managed Migration								
Core Programme Teams								
Managed Migration	WM	4,288	3,750	538	4,257	5,794	4,823	971
Managed Migration Strategic Design		531	215	316	531	477	121	356
Managed Migration Services	WM	2,305	2,135	170	2,249	2,241	1,598	643
Managed Migration Commissions	WM	1,452	1,400	52	1,477	1,505	1,533	(28)
Telephony Routing	WM	0	0	0	0	1,570	1,570	0
Contributory benefits	WM	110	110	0	110	0	0	0
Housing Delivery Division	WM	0	40	(40)	0	0	0	0
Pension Credit Plus (PDCS)	WM	205	205	0	204	0	0	0
Payment Deduction Programme Recharges	WM	3,000	3,000	0	3,000	1,000	1,000	0
Strategy	WM	45	45	0	45	0	0	0
Strat - Pensions	WM	777	775	2	876	777	777	0
Digital UX UR	WM	186	183	2	186	186	186	0
Digital Service net Operational Impact:	WM	591	591	0	690	591	591	0
DMS Operations	WM	6,410	6,410	0	6,410	39,718	40,015	(297)
PCP Operating costs	WM	6,124	6,124	0	6,124	7,322	7,322	0
Migration	WM	286	286	0	286	1,424	1,424	0
	WM	0	0	0	0	30,972	31,269	(297)
Total - Will Moss		14,835	14,334	500	14,902	47,288	46,614	674
Universal Credit Engagement Division								
Core Programme Teams								
LM Test & Learn	PC	7,314	7,547	(233)	7,084	6,796	6,808	(11)
Programme Planning & Assurance	PC	939	960	(21)	939	735	732	3
Stakeholders & Partner Team	PC	2,597	2,683	(86)	2,597	2,534	2,549	(14)
Programme Director	PC	3,761	3,869	(108)	3,548	3,528	3,527	0
Marketing	PC	17	35	(18)	0	0	0	0
Communications	PC	2,741	2,707	34	2,741	400	400	0
Passported Benefits	PC	349	521	(173)	349	350	521	(172)
LA Spend & Exits	PC	295	295	0	295	0	0	0
Universal Support	PC	21,712	21,712	0	21,711	22,237	23,752	(1,514)
LA Migration	PC	33,145	33,145	0	33,145	38,848	38,848	0
Exits	PC	5,739	5,739	0	5,739	7,221	7,221	0
Local Authorities - Savings	PC	0	0	0	0	10,000	10,000	0
Recharges	PC	-17,172	-17,172	0	-17,172	-33,832	-32,318	(1,514)
Independent Case Examiner	PC	7,519	7,753	(234)	7,369	7,232	7,957	(726)
Legal Costs	PC	0	255	(255)	200	0	414	(414)
External Legal costs	PC	478	478	(0)	294	480	480	0
Internal Legal Costs	PC	0	0	0	0	0	0	0
Strategy	PC	478	478	(0)	294	480	480	0
Strat - Analytical Services Directorate	PC	6,687	6,665	21	6,521	6,752	7,063	(311)
Strat - Labour Market	PC	313	311	2	316	316	316	0
Strat - UC Analysis	PC	446	441	5	451	446	446	0
Strat - UC Policy	PC	3,048	3,147	(99)	2,860	3,048	3,359	(311)
FLDM (DMA)	PC	2,194	2,082	112	2,209	2,209	2,209	0
CMG IT Futures (CMEC)	PC	685	685	0	685	731	731	0
Pilots & Trials	PC	354	354	0	354	0	0	0
Labour Market Trials	PC	2,316	2,319	(2)	2,319	1,250	1,250	0
UC Evaluation	PC	1,066	1,069	(2)	1,069	0	0	0
Digital Service net Operational Impact:	PC	1,250	1,250	0	1,250	1,250	1,250	0
Digital Service Operational Costs	PC	2,880	2,880	0	2,880	25,556	50,154	(24,597)
Digital Service Operational Savings	PC	60,825	60,825	0	60,825	675,727	672,334	3,393
Supply Contingency costs	PC	-57,945	-57,945	0	-57,945	-655,355	-627,365	(27,990)
Total - Pauline Crellin		45,125	45,733	(608)	44,746	107,899	134,920	(27,020)

Rest of Programme								
Core Programme Teams								
UCDG	IW	927	942	(15)	941	935	979	(44)
Other Core Programme	IW	926	941	(14)	941	935	979	(44)
	IW	1	1	(0)	0	0	0	0
External consultancy support costs	IW	1	-57	59	0	0	0	0
Recharges - F&C:	IW	4,311	4,311	0	4,990	4,289	4,289	0
UC Finance	IW	954	954	0	1,338	1,286	1,286	0
UC Finance (Operations)	IW	614	614	0	614	619	619	0
Finance & Commercial recharges	IW	2,743	2,743	(0)	3,039	2,384	2,384	0
Projects & Recharges:	IW	7,390	7,388	2	924	7,902	7,902	0
Contracted Operations Recharges	IW	221	220	2	240	240	240	0
HR Recharges	IW	466	466	0	466	474	474	0
FED Analysts	IW	152	152	0	153	156	156	0
Welsh Language Unit	IW	65	65	(0)	65	70	70	0
LA cost of HB transition to UC		6,485	6,485	0	0	6,962	6,962	0
HMRC	IW	2,051	1,709	343	1,739	34,500	34,500	0
Total - Ian Wright		14,680	14,292	388	8,595	47,625	47,670	(44)
Central Overlay	IW	0	0	0.0%	-11,162	0	0	0.0
Total Financial Costs	IW	-379	0	-379.5	-94	2,384	463	1921.4
Total UC - Excluding Budget Transfers		214,246	213,787	458	196,965	382,299	390,447	(8,148)
Rest of Programme - ext Budget Holder								
Recharges, Pilots & Trials		4,112	4,112	0	4,112	779	779	0
Welsh Language		70	70	0	70	0	0	0
Operational Services Commissions		1,570	1,570	0	1,570	0	0	0
Micromanagement Team		979	979	0	979	0	0	0
Network Management Team		460	460	0	460	0	0	0
National Implementation Team		269	269	0	269	0	0	0
SPAG Labour Market		763	763	0	763	779	779	0
Net Operational Impact		238,264	227,364	10,900	238,264	0	0	0
Consequential Costs Service Centres		113,261	102,361	10,900	113,261	0	0	0
Consequential costs - Supply Contingency SC		92,335	92,335	0	92,335	0	0	0
Consequential savings Service Centres		-74,311	-74,311	0	-74,311	0	0	0
Consequential Costs Work Services		245,698	245,698	0	245,698	0	0	0
Consequential costs - Supply Contingency WS		25,614	25,614	0	25,614	0	0	0
Consequential savings Work Services		-233,426	-233,426	0	-233,426	0	0	0
Consequential Costs Pensions		839	839	0	839	0	0	0
Consequential Costs Youth Obligation		38,153	38,153	0	38,153	0	0	0
Claimant Commitment booklet		0	0	0	0	0	0	0
Learning & Development (SC & WSC)		17,949	17,949	0	17,949	0	0	0
Digital Service Migration		12,154	12,154	0	12,154	0	0	0
HMRC		5,072	5,072	0	5,736	-63,440	-63,440	0
HMRC costs		26,052	26,052	0	26,716	0	0	0
HMRC Savings		-20,980	-20,980	0	-20,980	-63,440	-63,440	0
Total External Budget Holders		247,448	236,548	10,900	248,112	-62,661	-62,661	0
UC TOTAL		461,694	450,335	11,358	445,078	319,638	327,786	(8,148)

	Budget Holder	2018/19			2018/19	2019/20		
		Period 1 Forecast	Period 2 Forecast	Variance	Budget	Period 1 Forecast	Period 2 Forecast	Variance
		£k	£k	£k	£k	£k	£k	£k
Implementation & Delivery								
Core Programme Team		6,439	6,067	372	6,457	6,079	4,930	1,150
Live Service Programme Team	JH	1,028	746	281	1,104	805	539	266
Digital Delivery Programme Team	JH	5,411	5,321	90	5,353	5,274	4,390	884
Live Service Implementation Costs		1,572	1,572	0	1,562	1,320	341	979
IPCC Telephony	JH	310	309	1	300	0	0	979
Live Service Support	JH	0	1	(1)	0	979	0	979
OED Recharges	JH	1,262	1,262	0	1,262	341	341	0
Live Service net Operational Impact:		2,139	2,129	10	2,139	440	723	(283)
Live Service Operational Costs	JH	4,293	4,283	10	4,293	440	723	(283)
Live Service Operational Savings	JH	-2,155	-2,155	0	-2,155	0	0	0
Digital Service Implementation Costs		6,476	7,338	(862)	6,476	26,334	26,193	141
Disputes Resolution Team	JH	0	0	0	0	0	0	0
F/S OED Recharges	JH	6,176	7,338	(1,162)	6,176	2,670	2,670	0
F/S Digital Delivery BTG & ITPD	JH	300	0	300	300	0	0	0
Digital Service L&D	JH	0	0	0	0	23,664	23,522	141
OPPD	JH	233	233	(0)	245	233	233	0
Estates	JH	560	560	(0)	560	0	0	0
Automated Letters	JH	120	120	0	120	0	0	0
Youth Obligation	JH	0	0	0	0	65,986	53,554	12,432
RTI Team	JH	0	0	0	0	179	179	0
RTI Batch Transfers	JH	200	200	0	200	0	0	0
Counter Fraud and Compliance Team	JH	790	790	0	791	790	790	0
Total - Janice Hartley		18,529	19,009	(480)	18,550	101,362	86,943	14,419

Headlines

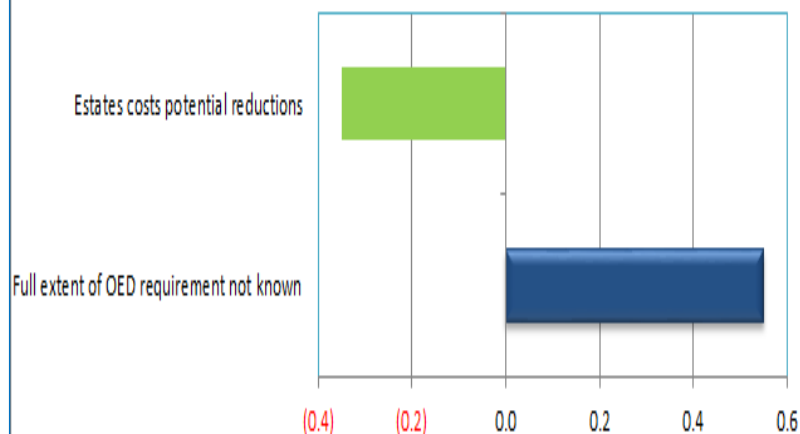
2018/19: £0.5m increase

- £0.4m reduction in Core Programme team
- £1.2 increase in OED costs.
- £0.3m Prepare for UC forecast moved to UC Product Development strand.

2019/20: £14.4m decrease

- £12.4m reduction for Youth Obligation
- £1.2m reduction in workforce planning costs.
- £1.0m removed for System & Quality Assurance Team costs following confirmation of inclusion in Digital Cost Model.

Opps/Risks Imp & Del Net Position Most Likely £0.2m Max £0.6m Min £0.0m



	Budget Holder	2018/19			2018/19 Budget	2019/20		
		Period 1 Forecast	Period 2 Forecast	Variance		Period 1 Forecast	Period 2 Forecast	Variance
		£k	£k	£k		£k	£k	£k
UC Product Development / Digital Delivery								
Core Programme Teams								
Core Programme team	LS	52,241	50,725	1,515	52,211	52,537	50,547	1,990
Recurrent Core Team Costs	LS	11,556	11,556	(0)	11,912	11,843	11,843	0
Capitalised staff costs	LS	0	0	0	0	0	0	0
Digital Solution - IT Build	LS	20,247	20,247	(0)	19,892	20,394	20,394	0
Digital Solution - IT Recurrent	LS	9,960	9,845	115	9,960	7,215	7,215	(0)
Digital Service Centre - IT Investment	LS	7,457	6,572	884	7,447	10,085	10,095	(10)
Digital Service Centre - IT Recurrent	LS	150	104	46	0	0	0	0
Digital Service Centre - IT Recurrent	LS	2,870	2,400	470	3,000	3,000	1,000	2,000
UC Support Services								
Prove You Can Apply	LS	3,350	6,876	(3,526)	3,350	0	0	0
Prove Your Identity	LS	0	708	(708)	0	0	0	0
Prepare You For UC	LS	1,600	221	1,379	1,600	0	0	0
Private Rented Sector - APA	LS	0	323	(323)	0	0	0	0
UC Migration	LS	0	803	(803)	0	0	0	0
Burbank	LS	1,750	1,750	0	1,750	0	0	0
Passported Benefits	LS	0	2,482	(2,482)	0	0	0	0
Passported Benefits	LS	0	589	(589)	0	0	0	0
UC Others								
UCFS MI (Data Outcomes)	LS	62,807	62,823	(15)	62,807	9,775	9,863	(88)
Data Works Platform	LS	4,600	4,600	(0)	4,600	0	0	0
Household Verification	LS	2,400	2,400	0	2,400	0	0	0
UC Live Service - IT Recurrent	LS	1,000	1,000	0	1,000	661	661	0
Live Service - ITPD Staff Charges	LS	15,120	14,457	663	15,120	74	162	(88)
Live Service - IT Investment	LS	1,665	1,548	117	1,665	0	0	0
Verify	LS	2,000	2,696	(696)	2,000	0	0	0
Non Cash - Depreciation	LS	500	500	0	500	0	0	0
Security - IT	LS	35,522	35,621	(99)	35,522	9,039	9,039	(0)
Security Staff / Non Staff Recurrent	LS	3,059	-5	3,064	3,060	13,429	13,429	0
Security - Staff / Non Staff Investment	LS	0	0	0	0	2,140	2,140	0
Security Provision	LS	0	0	0	0	783	783	0
Security IT Investment	LS	0	251	(251)	0	0	0	0
Security IT Recurrent	LS	2,055	-256	2,310	2,055	0	0	0
Security IT Recurrent	LS	1,004	0	1,004	1,004	10,506	10,506	0
Total - Lara Sampson / Paul Francis		121,457	120,420	1,037	121,428	75,740	73,838	1,902

Headlines

2018/19: £1.0m decrease

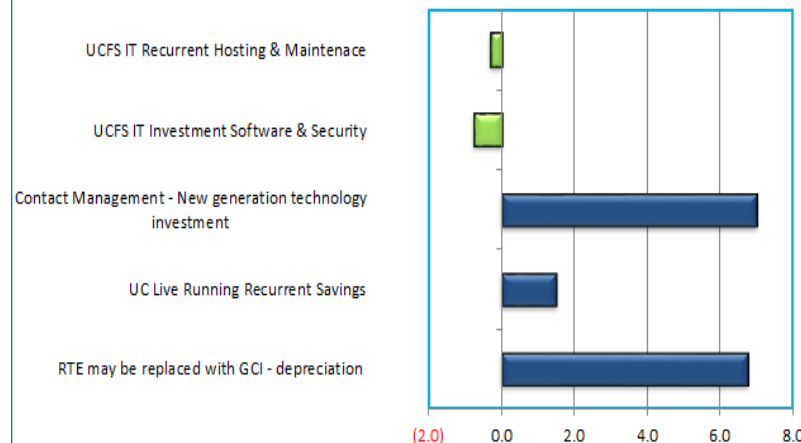
- £0.7m reduction IT recurrent cost

2019/20: £1.9m decrease

- £2.0m full year impact of IT recurrent cost savings

Note the large number of offsetting variances were created as a result of report restructuring

Opps / Risks UCPD / DD Net Position Most Likely £14.2m Max £21.5m Min £0.0m



	Budget Holder	2018/19			2018/19	2019/20		
		Period 1 Forecast	Period 2 Forecast	Variance	Budget	Period 1 Forecast	Period 2 Forecast	Variance
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Managed Migration								
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Managed Migration Commissions	WM	0	0	0	0	1,570	1,570	0
Telephony Routing	WM	110	110	0	110	0	0	0
Contributory benefits	WM	0	40	(40)	0	0	0	0
Housing Delivery Division	WM	205	205	0	204	0	0	0
Pension Credit Plus (PDCS)	WM	3,000	3,000	0	3,000	1,000	1,000	0
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Digital UX UR	WM	591	591	0	690	591	591	0
Digital Service net Operational Impact:	WM	6,410	6,410	0	6,410	39,718	40,015	(297)
DMS Operations	WM	6,124	6,124	0	6,124	7,322	7,322	0
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Migration	WM	0	0	0	0	30,972	31,269	(297)
Total - Will Moss		14,835	14,334	500	14,902	47,288	46,614	674

Headlines

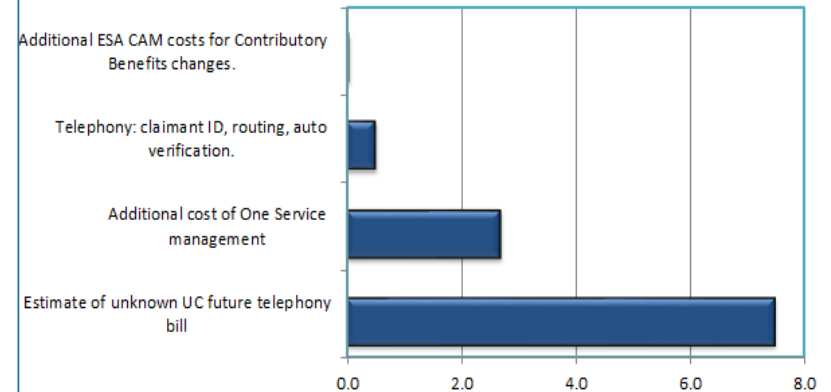
2018/19: £0.5m decrease

- £0.5m reduction in workforce planning costs

2019/20: £0.7m decrease

- £1m reduction in workforce planning costs offset by £0.3m increase in Migration cost model assumptions

Opps/ Risks Managed Mig Net Position Most Likely £10.7m Max £13.3m Min £5.1m



	Budget Holder	2018/19			2018/19	2019/20		
		Period 1 Forecast	Period 2 Forecast	Variance	Budget	Period 1 Forecast	Period 2 Forecast	Variance
		£k	£k	£k	£k	£k	£k	£k
Universal Credit Engagement Division								
Core Programme Teams								
		7,314	7,547	(233)	7,084	6,796	6,808	(11)
Strategic Design & Planning Director	PC	0	0	0	0	0	0	0
LM Test & Learn	PC	939	960	(21)	939	735	732	3
Programme Planning & Assurance	PC	2,597	2,683	(86)	2,597	2,534	2,549	(14)
Stakeholders & Partner Team	PC	3,761	3,869	(108)	3,548	3,528	3,527	0
Programme Director	PC	17	35	(18)	0	0	0	0
Marketing	PC	2,741	2,707	34	2,741	400	400	0
Communications	PC	349	521	(173)	349	350	521	(172)
Passported Benefits	PC	295	295	0	295	0	0	0
LA Spend & Exits		21,712	21,712	0	21,711	22,237	23,752	(1,514)
Universal Support	PC	33,145	33,145	0	33,145	38,848	38,848	0
LA Migration	PC	5,739	5,739	0	5,739	7,221	7,221	0
Exits	PC	0	0	0	0	10,000	10,000	0
Local Authorities - Savings	PC	-17,172	-17,172	0	-17,172	-33,832	-32,318	(1,514)
Recharges		7,519	7,753	(234)	7,369	7,232	7,957	(726)
Independent Case Examiner	PC	0	255	(255)	200	0	414	(414)
Legal Costs		478	478	(0)	294	480	480	0
External Legal costs	PC	0	0	0	0	0	0	0
Internal Legal Costs	PC	478	478	(0)	294	480	480	0
Strategy		6,687	6,665	21	6,521	6,752	7,063	(311)
Strat - Analytical Services Directorate	PC	313	311	2	316	316	316	0
Strat - Labour Market	PC	446	441	5	451	446	446	0
Strat - UC Analysis	PC	3,048	3,147	(99)	2,860	3,048	3,359	(311)
Strat - UC Policy	PC	2,194	2,082	112	2,209	2,209	2,209	0
FLDM (DMA)	PC	685	685	0	685	731	731	0
CMG IT Futures (CMEC)	PC	354	354	0	354	0	0	0
Pilots & Trials		2,316	2,319	(2)	2,319	1,250	1,250	0
Labour Market Trials	PC	1,066	1,069	(2)	1,069	0	0	0
UC Evaluation	PC	1,250	1,250	0	1,250	1,250	1,250	0
Digital Service net Operational Impact:		2,880	2,880	0	2,880	25,556	50,154	(24,597)
Digital Service Operational Costs	PC	60,825	60,825	0	60,825	675,727	672,334	3,393
Digital Service Operational Savings	PC	-57,945	-57,945	0	-57,945	-655,355	-627,365	(27,990)
NISSA Premium	PC	0	0	0	0	5,185	5,185	0
Supply Contingency costs		0	0	0	0	44,078	44,078	0
Total - Pauline Crellin		45,125	45,733	(608)	44,746	107,899	134,920	(27,020)

Headlines

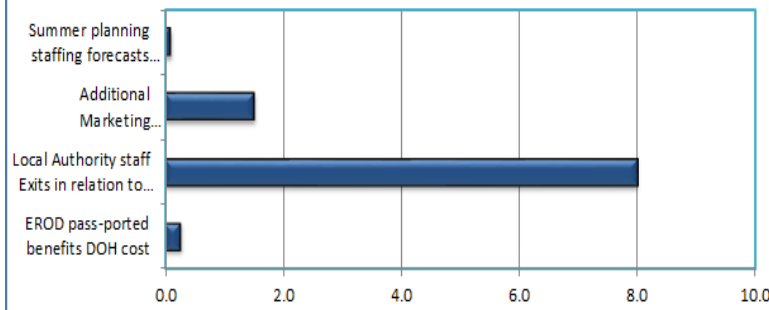
2018/19: £0.6m increase

- Increases to Core Programme team and Communications labour recharges

2019/20: £27.0m increase

- £24.6m increase in Net Operations costs associated with SDP announcements and other Cost Model updates
- £1.5m reduced LA savings as a result of lower migration volumes

Opps/Risks UCED Net Position Most Likely £9.9m Max £10.9m Min £0.0m



	Budget Holder	2018/19			2018/19	2019/20		
		Period 1 Forecast	Period 2 Forecast	Variance	Budget	Period 1 Forecast	Period 2 Forecast	Variance
		£k	£k	£k	£k	£k	£k	£k
Rest of Programme								
Core Programme Teams								
UCDG	/W	927	942	(15)	941	935	979	(44)
Other Core Programme	/W	926	941	(14)	941	935	979	(44)
External consultancy support costs	/W	1	1	(0)	0	0	0	0
Recharges - F&C:								
UC Finance	/W	1	-57	59	0	0	0	0
UC Finance (Operations)	/W	4,311	4,311	0	4,990	4,289	4,289	0
Finance & Commercial recharges	/W	954	954	0	1,338	1,286	1,286	0
Projects & Recharges:								
Contracted Operations Recharges	/W	614	614	0	614	619	619	0
HR Recharges	/W	2,743	2,743	(0)	3,039	2,384	2,384	0
FED Analysts	/W	7,390	7,388	2	924	7,902	7,902	0
Welsh Language Unit	/W	221	220	2	240	240	240	0
LA cost of HB transition to UC	/W	466	466	0	466	474	474	0
HMRC	/W	152	152	0	153	156	156	0
	/W	65	65	(0)	65	70	70	0
	/W	6,485	6,485	0	0	6,962	6,962	0
	/W	2,051	1,709	343	1,739	34,500	34,500	0
Total - Ian Wright		14,680	14,292	388	8,595	47,625	47,670	(44)
Central Overlay	/W	0	0	0.0%	-11,162	0	0	0.0
Total Financial Costs	/W	-379	0	-379.5	-94	2,384	463	1921.4
Total UC - Excluding Budget Transfers		214,246	213,787	458	196,965	382,299	390,447	(8,148)

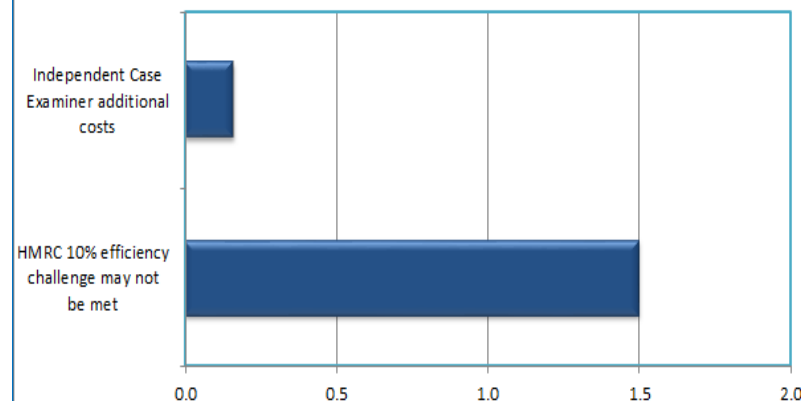
Headlines

2018/19: £0.4m decrease

- Reduction in HMRC costs

2019/20: No change

Opps / Risks ROP Net Position Most Likely £1.7m Max £2.3m Min £0.0m



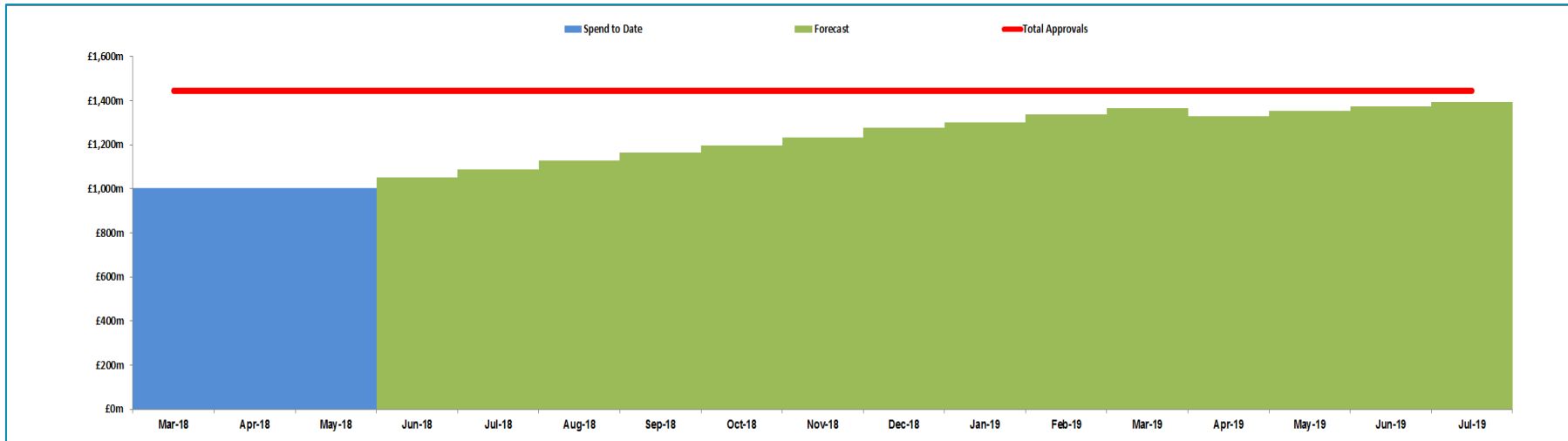
	Budget Holder	2018/19			2018/19	2019/20		
		Period 1 Forecast	Period 2 Forecast	Variance	Budget	Period 1 Forecast	Period 2 Forecast	Variance
		£k	£k	£k	£k	£k	£k	£k
Rest of Programme - ext Budget Holder								
Recharges, Pilots & Trials		4,112	4,112	0	4,112	779	779	0
Welsh Language		70	70	0	70	0	0	0
Operational Services Commissions		1,570	1,570	0	1,570	0	0	0
Micromanagement Team		979	979	0	979	0	0	0
Network Management Team		460	460	0	460	0	0	0
National Implementation Team		269	269	0	269	0	0	0
SPAG Labour Market		763	763	0	763	779	779	0
Net Operational Impact		238,264	227,364	10,900	238,264	0	0	0
Consequential Costs Service Centres		113,261	102,361	10,900	113,261	0	0	0
Consequential costs - Supply Contingency SC		92,335	92,335	0	92,335	0	0	0
Consequential savings Service Centres		-74,311	-74,311	0	-74,311	0	0	0
Consequential Costs Work Services		245,698	245,698	0	245,698	0	0	0
Consequential costs - Supply Contingency WS		25,614	25,614	0	25,614	0	0	0
Consequential savings Work Services		-233,426	-233,426	0	-233,426	0	0	0
Consequential Costs Pensions		839	839	0	839	0	0	0
Consequential Costs Youth Obligation		38,153	38,153	0	38,153	0	0	0
Claimant Commitment booklet		0	0	0	0	0	0	0
Learning & Development (SC & WSC)		17,949	17,949	0	17,949	0	0	0
Digital Service Migration		12,154	12,154	0	12,154	0	0	0
HMRC		5,072	5,072	0	5,736	-63,440	-63,440	0
HMRC costs		26,052	26,052	0	26,716	0	0	0
HMRC Savings		-20,980	-20,980	0	-20,980	-63,440	-63,440	0
Total External Budget Holders		247,448	236,548	10,900	248,112	-62,661	-62,661	0
UC TOTAL		461,694	450,335	11,358	445,078	319,638	327,786	(8,148)

Headlines

2018/19: £10.9m decrease

- Operations staff savings

2019/20: no change

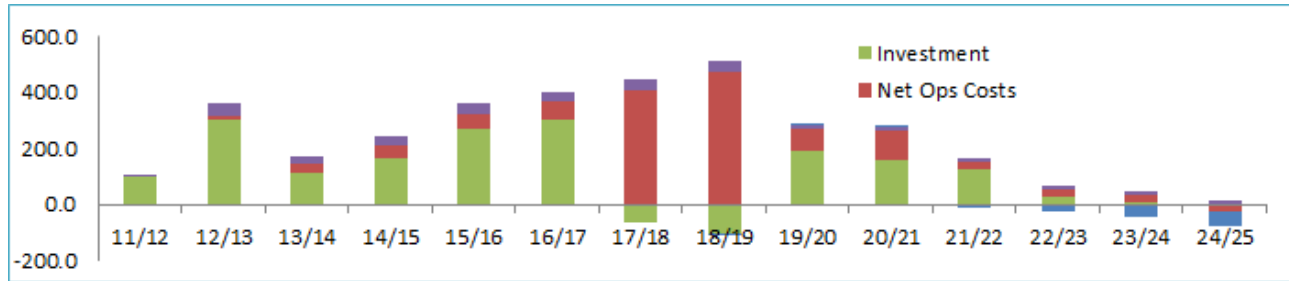


Funding Forward Look

	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Forecast Requirement	403	439	412	274
<u>Funding</u>				
SR15 net of HMRC savings	401	447	365	233

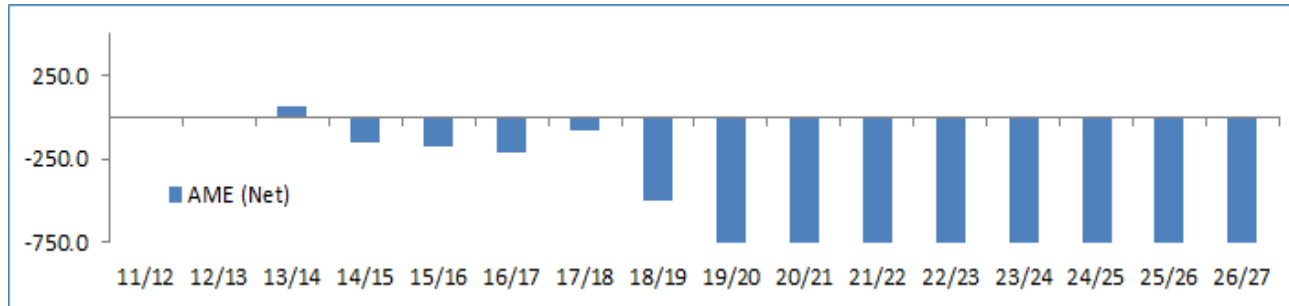
- HMT approval of £1,024m was given to cover the period from January 2016 to the end of May 2018.
 - HMT have now given approval of a further £421m to cover the period from June 2018 to July 2019
- Funding excludes Youth Obligation which is funded separately

DEL Costs



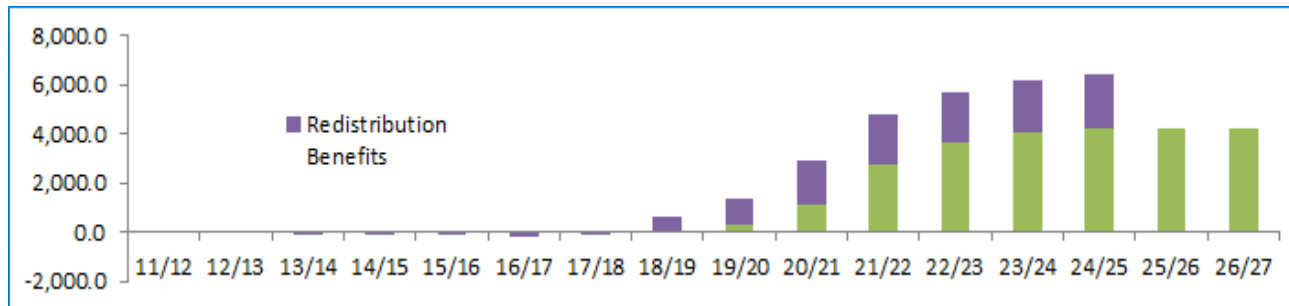
Lifetime Investment Costs	
	Baseline (OBC Final)
IT	580,551
Estates	6,512
Business Change	300,789
Implementation Effort	746,323
Digital Jobcentres	11,562
Claimant Commitment	20,811
HMRC	159,154
Migration Effort	301,693
Inflation	38,824
Total	2,166,219

AME Costs



Overall Benefits	
Net Benefits	£27.2bn
NPV	£20.3bn

Economic Benefits



The Business Case numbers are based on the Outline Business Case