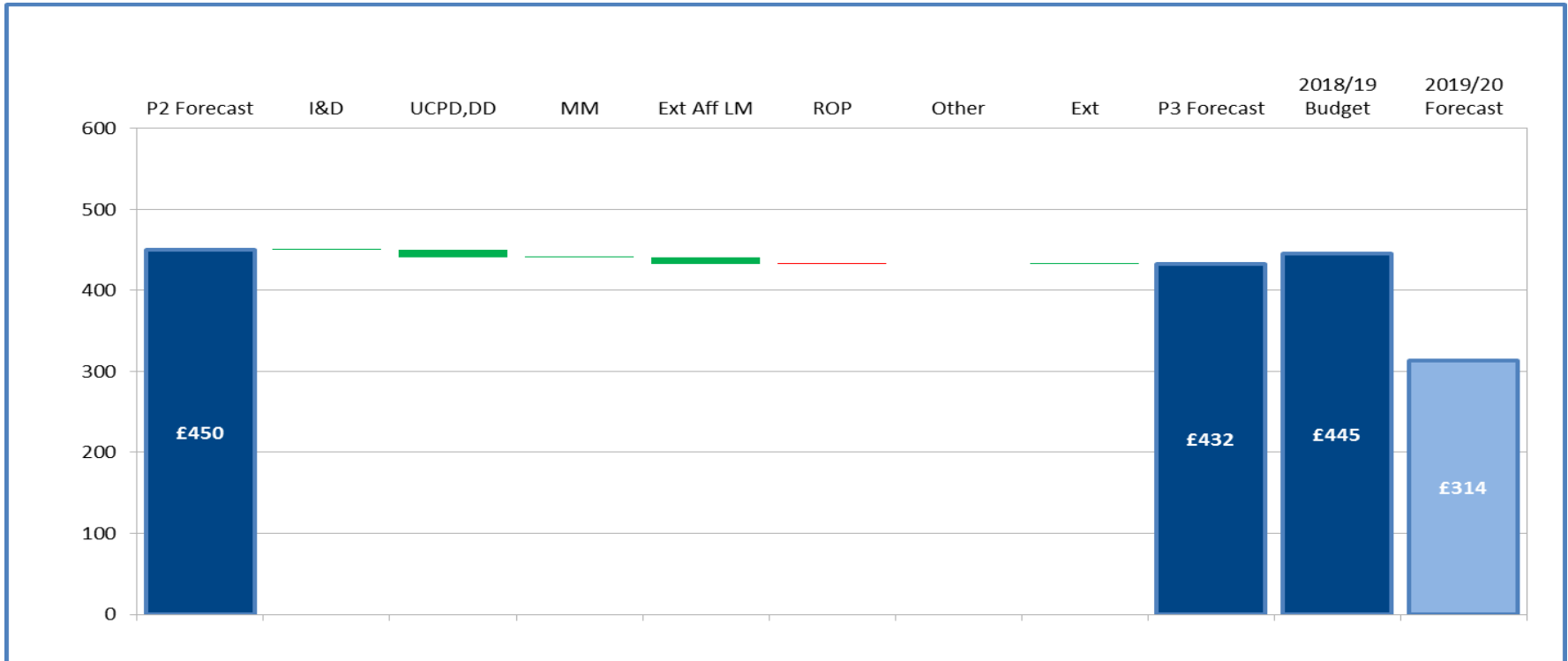


Finance Report Programme Board June 2018 Period 3

UCPB190718 – BTL01



Key Points

2018/19

- The Programme's forecast has reduced by £17.9m. This includes the following adjustments:
 - 1) £9.9m savings on Universal Support
 - 2) £9.4m reduced expenditure on Digital investment and support costs
 - 3) £2.7m additional marketing spend
 - 4) £1.6m additional costs for automation of Local Authorities processes for "HB transition to Universal Credit"
- The Programme is holding net risks with a most likely value of £79m.

2019/20

- The forecast shows a £14.2m reduction – this includes:
 - 1) £14.7m reduction in One Service costs

	Budget Holder	2018/19			2018/19	2019/20		
		Period 2 Forecast	Period 3 Forecast	Variance	Budget	Period 2 Forecast	Period 3 Forecast	Variance
		£k	£k	£k	£k	£k	£k	£k
Implementation & Delivery								
Core Programme Team								
		6,067	6,013	55	6,457	4,930	5,111	(181)
	JH	746	732	15	1,104	539	539	0
	JH	5,321	5,281	40	5,353	4,390	4,571	(181)
Live Service Implementation Costs								
	JH	1,572	1,541	30	1,562	341	341	0
	JH	309	278	30	300	0	0	0
	JH	1	1	0	0	0	0	0
	JH	1,262	1,262	0	1,262	341	341	0
Live Service net Operational Impact:								
	JH	2,129	2,129	0	2,139	723	723	0
	JH	4,283	4,283	0	4,293	723	723	0
	JH	-2,155	-2,155	0	-2,155	0	0	0
Digital Service Implementation Costs								
	JH	7,338	7,438	(100)	6,476	26,193	26,193	0
	JH	7,338	7,438	(100)	6,176	2,670	2,670	0
	JH	0	0	0	0	23,522	23,522	0
	JH	233	278	(45)	245	233	283	(50)
	JH	560	350	210	560	0	0	0
	JH	120	120	0	120	0	0	0
	JH	0	0	0	0	53,554	53,554	0
	JH	0	0	0	0	179	179	0
	JH	200	200	(0)	200	0	0	0
	JH	790	790	0	791	790	813	(23)
Total - Janice Hartley								
		19,009	18,859	150	18,550	86,943	87,197	(254)
UC Product Development / Digital Delivery								
Core Programme Teams								
		50,725	41,610	9,116	52,211	50,547	50,735	(188)
	LS	11,556	10,200	1,357	11,912	11,843	11,843	0
	LS	20,247	18,906	1,341	19,892	20,394	20,394	0
	LS	9,845	4,850	4,995	9,960	7,215	8,245	(1,030)
	LS	6,572	5,103	1,470	7,447	10,095	9,254	841
	LS	104	573	(469)	0	0	0	0
	LS	2,400	1,978	422	3,000	1,000	1,000	0
UC Support Services								
	LS	6,876	7,072	(196)	3,350	0	0	0
	LS	708	760	(53)	0	0	0	0
	LS	221	221	(0)	1,600	0	0	0
	LS	323	318	5	0	0	0	0
	LS	803	770	33	0	0	0	0
	LS	1,750	1,500	250	1,750	0	0	0
	LS	2,482	2,976	(494)	0	0	0	0
	LS	589	526	63	0	0	0	0
UC Others								
		62,939	62,871	68	62,807	9,863	9,863	0
	LS	4,600	4,600	0	4,600	0	0	0
	LS	2,400	2,400	0	2,400	0	0	0
	LS	1,000	1,000	0	1,000	661	661	0
	LS	14,457	14,631	(174)	15,120	162	162	0
	LS	1,548	1,432	117	1,665	0	0	0
	LS	117	117	0	0	0	0	0
	LS	2,696	2,543	153	2,000	0	0	0
	LS	500	500	(0)	500	0	0	0
	LS	35,621	35,648	(27)	35,522	9,039	9,039	0
Security - IT								
		-121	-121	0	3,060	13,429	13,429	0
		0	0	0	0	2,140	2,140	0
		0	0	0	0	783	783	0
		251	251	0	0	0	0	0
		-372	-372	0	2,055	0	0	0
		0	0	0	1,004	10,506	10,506	0
Total - Lara Sampson / Paul Francis								
		120,420	111,432	8,988	121,428	73,838	74,026	(188)

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	81.19
Total	2,195.98

2018-19 Range Risks £83.1m
Opps (£4.3m)

Managed Migration									
Core Programme Teams		WM	3,750	3,667	83	4,257	4,823	4,869	(47)
Managed Migration			215	226	(12)	531	121	168	(47)
Managed Migration Strategic Design			2,135	2,048	88	2,249	1,598	1,598	0
Managed Migration Services		WM	1,400	1,393	7	1,477	1,533	1,533	(0)
Managed Migration Consultancy		WM	0	0	0	0	0	0	0
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	40	40	0	0	0	0	0
Housing Delivery Division		WM	205	205	0	204	0	0	0
LADS		WM	0	24	(24)	0	0	0	0
Pension Credit Plus (PDCS)		WM	3,000	3,000	0	3,000	1,000	1,000	0
Payment Deduction Programme Recharges		WM	45	45	0	45	0	0	0
Strategy			775	773	1	876	777	777	0
Strat - Pensions		WM	183	182	1	186	186	186	0
Digital UX UR		WM	591	591	0	690	591	591	0
Digital Service net Operational Impact:		WM	6,410	6,410	0	6,410	8,746	8,746	0
DMS Operations		WM	6,124	6,124	0	6,124	7,322	7,322	0
PCP Operating costs		WM	286	286	0	286	1,424	1,424	0
Total - Will Moss			14,334	14,275	59	14,902	15,345	15,392	(47)
External Affairs, LM Strategic Design and Planning									
Core Programme Teams			7,547	7,417	130	7,084	6,808	6,234	574
LM Test & Learn		PC	960	864	96	939	732	628	104
Programme Planning & Assurance		PC	2,683	2,621	62	2,597	2,549	2,622	(74)
Stakeholders & Partner Team		PC	3,869	3,882	(13)	3,548	3,527	2,983	544
Programme Director		PC	35	51	(16)	0	0	0	0
Marketing		PC	2,707	5,300	(2,593)	2,741	400	400	0
Communications		PC	521	521	(0)	349	521	521	0
Passported Benefits		PC	295	295	0	295	0	0	0
LA Spend & Exits			21,712	11,800	9,912	21,711	23,752	23,752	0
Universal Support		PC	33,145	23,233	9,912	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	-32,318	-32,318	0
Recharges			7,753	7,694	58	7,369	7,957	7,995	(38)
Independent Case Examiner			255	252	3	200	414	414	0
Legal Costs		PC	478	478	(0)	294	480	480	0
Internal Legal Costs		PC	478	478	(0)	294	480	480	0
Strategy		PC	6,665	6,610	55	6,521	7,063	7,100	(38)
Strat - Analytical Services Directorate		PC	311	307	4	316	316	316	0
Strat - Labour Market		PC	441	447	(7)	451	446	446	0
Strat - UC Analysis		PC	3,147	3,129	19	2,860	3,359	3,355	4
Strat - UC Policy		PC	2,082	2,043	39	2,209	2,209	2,251	(42)
FLDM (DMA)		PC	685	685	0	685	731	731	0
CMG IT Futures (CMEC)		PC	354	354	0	354	0	0	0
Pilots & Trials			2,319	1,750	568	2,319	1,250	1,250	0
Labour Market Trials		PC	1,069	500	568	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	2,762	118	2,880	81,422	67,235	14,187
Digital Service Operational Costs		PC	60,825	60,707	118	60,825	672,334	658,147	14,187
Digital Service Operational Savings		PC	-57,945	-57,945	0	-57,945	-627,365	-627,365	0
Migration			0	0	0	0	31,269	31,269	0
NISSA Premium		PC	0	0	0	0	5,185	5,185	0
Supply Contingency costs		PC	0	0	0	0	44,078	44,078	0
Supply Contingency SC Staff		PC	0	0	0	0	28,100	28,100	0
Supply Contingency SC NStaff		PC	0	0	0	0	1,044	1,044	0
Supply Contingency WS Staff		PC	0	0	0	0	14,200	14,200	0
Supply Contingency WS NStaff		PC	0	0	0	0	734	734	0
Total - Pauline Crellin			45,733	37,540	8,193	44,746	166,188	151,465	14,724

Rest of Programme								
Core Programme Teams	<i>IW</i>	942	929	12	941	979	979	(0)
UCDG	<i>IW</i>	941	928	13	941	979	979	(0)
Other Core Programme	<i>IW</i>	1	2	(1)	0	0	0	0
External consultancy support costs	<i>IW</i>	-57	-45	(13)	0	0	0	0
Recharges - F&C:	<i>IW</i>	4,311	4,309	2	4,990	4,289	4,289	0
UC Finance	<i>IW</i>	954	954	0	1,338	1,286	1,286	0
UC Finance (Operations)	<i>IW</i>	614	614	0	614	619	619	0
Finance & Commercial recharges	<i>IW</i>	2,743	2,742	2	3,039	2,384	2,384	0
Projects & Recharges:	<i>IW</i>	7,388	8,986	(1,598)	924	7,902	7,902	0
Contracted Operations Recharges	<i>IW</i>	220	220	0	240	240	240	0
HR Recharges	<i>IW</i>	466	466	0	466	474	474	0
FED Analysts	<i>IW</i>	152	152	0	153	156	156	0
Welsh Language Unit	<i>IW</i>	65	65	0	65	70	70	0
LA cost of HB transition to UC	<i>IW</i>	6,485	8,083	(1,598)	0	6,962	6,962	0
HMRC	<i>IW</i>	1,709	450	1,259	1,739	34,500	34,500	0
Total - Ian Wright		14,292	14,629	(337)	8,595	47,670	47,670	(0)
Central Overlay	<i>IW</i>	0	0	0.0%	-11,162	0	0	0.0
Total Financial Costs	<i>IW</i>	0	0	0.0	-94	463	463	0.0
Total UC - Excluding Budget Transfers		213,787	196,734	17,053	196,965	390,447	376,212	14,235
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		227,364	225,864	1,500	238,264	0	0	0
Consequential Costs Service Centres		102,361	100,861	1,500	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
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	5,736	(664)	5,736	-63,440	-63,440	0
HMRC costs		26,052	26,716	(664)	26,716	0	0	0
HMRC Savings		-20,980	-20,980	0	-20,980	-63,440	-63,440	0
Total External Budget Holders		236,548	235,712	836	248,112	-62,661	-62,661	0
UC TOTAL		450,335	432,446	17,890	445,078	327,786	313,551	14,235

	Budget Holder	2018/19			2018/19	2019/20		
		Period 2 Forecast	Period 3 Forecast	Variance	Budget	Period 2 Forecast	Period 3 Forecast	Variance
		£k	£k	£k	£k	£k	£k	£k
Implementation & Delivery								
Core Programme Team		6,067	6,013	55	6,457	4,930	5,111	(181)
Live Service Programme Team	JH	746	732	15	1,104	539	539	0
Digital Delivery Programme Team	JH	5,321	5,281	40	5,353	4,390	4,571	(181)
Live Service Implementation Costs		1,572	1,541	30	1,562	341	341	0
IPCC Telephony	JH	309	278	30	300	0	0	0
Live Service Support	JH	1	1	0	0	0	0	0
OED Recharges	JH	1,262	1,262	0	1,262	341	341	0
Live Service net Operational Impact:		2,129	2,129	0	2,139	723	723	0
Live Service Operational Costs	JH	4,283	4,283	0	4,293	723	723	0
Live Service Operational Savings	JH	-2,155	-2,155	0	-2,155	0	0	0
Digital Service Implementation Costs		7,338	7,438	(100)	6,476	26,193	26,193	0
F/S OED Recharges	JH	7,338	7,438	(100)	6,176	2,670	2,670	0
F/S Digital Delivery BTG & ITPD	JH	0	0	0	300	0	0	0
Digital Service L&D	JH	0	0	0	0	23,522	23,522	0
OPPD	JH	233	278	(45)	245	233	283	(50)
Estates	JH	560	350	210	560	0	0	0
Automated Letters	JH	120	120	0	120	0	0	0
Youth Obligation	JH	0	0	0	0	53,554	53,554	0
RTI Team	JH	0	0	0	0	179	179	0
RTI Batch Transfers		200	200	(0)	200	0	0	0
Counter Fraud and Compliance Team	JH	790	790	0	791	790	813	(23)
Total - Janice Hartley		19,009	18,859	150	18,550	86,943	87,197	(254)

Headlines

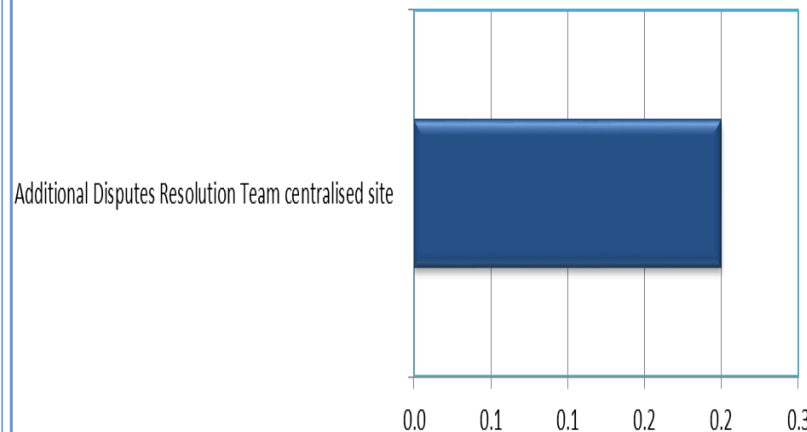
2018/19: £0.15m reduction

- £0.2m reduction in Estates costs
- £0.06m reduced Core Programme team
- £0.1m additional OED recharges

2019/20: £0.25m increase

- £0.18m revised Delivery team costs
- £0.05m OPPD charges

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



	Budgetholder	2018/19			2018/19	2019/20		
		Period 2 Forecast	Period 3 Forecast	Variance	Budget	Period 2 Forecast	Period 3 Forecast	Variance
		£k	£k	£k	£k	£k	£k	£k
UC Product Development / Digital Delivery								
Core Programme Teams								
Core Programme team	LS	50,725	41,610	9,116	52,211	50,547	50,735	(188)
Capitalised staff costs	LS	11,656	10,200	1,357	11,912	11,843	11,843	0
Digital Solution - IT Build	LS	20,247	18,906	1,341	19,892	20,394	20,394	0
Digital Solution - IT Recurrent	LS	9,845	4,850	4,995	9,960	7,215	8,245	(1,030)
Digital Service Centre - IT Investment	LS	6,572	5,103	1,470	7,447	10,095	9,254	841
Digital Service Centre - IT Recurrent	LS	104	573	(469)	0	0	0	0
	LS	2,400	1,978	422	3,000	1,000	1,000	0
UC Support Services								
Prove You Can Apply	LS	6,876	7,072	(196)	3,350	0	0	0
Prove Your Identity	LS	708	760	(53)	0	0	0	0
Prepare You For UC	LS	221	221	(0)	1,600	0	0	0
Private Rented Sector - APA	LS	323	318	5	0	0	0	0
UC Migration	LS	803	770	33	0	0	0	0
Burbank	LS	1,750	1,500	250	1,750	0	0	0
Passported Benefits	LS	2,482	2,976	(494)	0	0	0	0
	LS	589	526	63	0	0	0	0
UC Others								
UCFS MI (Data Outcomes)	LS	62,939	62,871	68	62,807	9,863	9,863	0
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	14,457	14,631	(174)	15,120	162	162	0
Live Service - ITPD Contractor Charges	LS	1,548	1,432	117	1,665	0	0	0
Live Service - IT Investment	LS	117	0	117	0	0	0	0
Verify	LS	2,696	2,543	153	2,000	0	0	0
Non Cash - Depreciation	LS	500	500	(0)	500	0	0	0
	LS	35,621	35,648	(27)	35,522	9,039	9,039	0
Security - IT								
Security Staff / Non Staff Recurrent		-121	-121	0	3,060	13,429	13,429	0
Security - Staff / Non Staff Investment		0	0	0	0	2,140	2,140	0
Security Provision		0	0	0	0	783	783	0
Security IT Investment		251	251	0	0	0	0	0
Security IT Recurrent		-372	-372	0	2,055	0	0	0
		0	0	0	1,004	10,506	10,506	0
Total - Lara Sampson / Paul Francis		120,420	111,432	8,988	121,428	73,838	74,026	(188)

Headlines

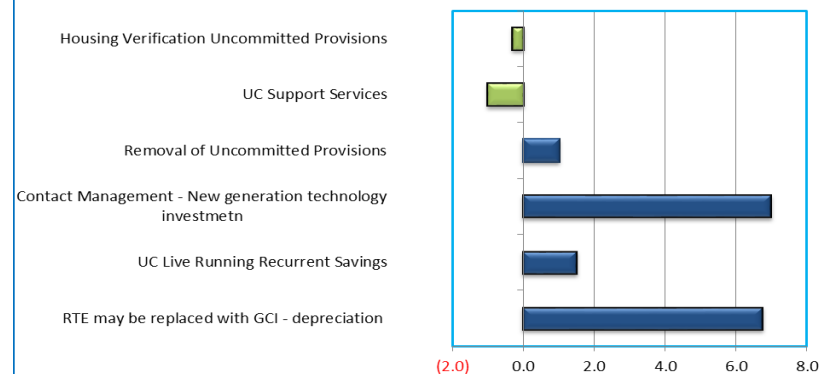
2018/19: £9.0m decrease

- £2.6m workforce plan revision
- £5.0m lower IT build costs
- £1.5m lower recurrent costs (hosting)

2019/20: £0.2m increase

- Realignment of investment and recurrent costs

Opps / Risks UCPCD / DD Net Position Most Likely £15.0m Max £23.3m Min (£0.6m)

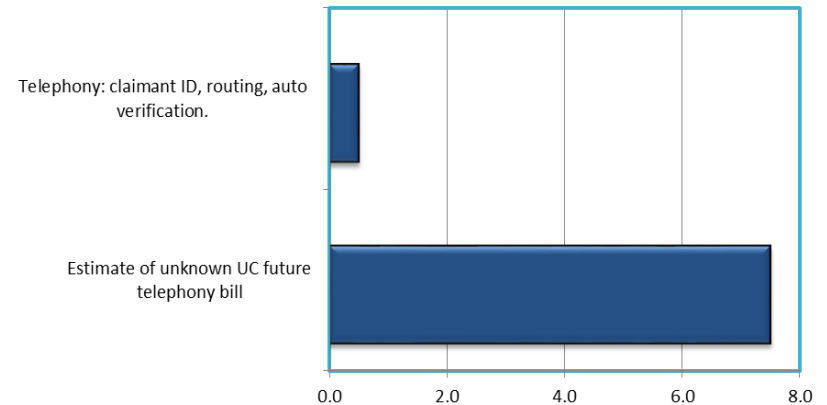


	Budget Holder	2018/19			2018/19	2019/20		
		Period 2 Forecast	Period 3 Forecast	Variance	Budget	Period 2 Forecast	Period 3 Forecast	Variance
		£k	£k	£k	£k	£k	£k	£k
Managed Migration								
Core Programme Teams								
Managed Migration	WM	3,750	3,667	83	4,257	4,823	4,869	(47)
Managed Migration Strategic Design		215	226	(12)	531	121	168	(47)
Managed Migration Services	WM	2,135	2,048	88	2,249	1,598	1,598	0
Managed Migration Commissions	WM	1,400	1,393	7	1,477	1,533	1,533	(0)
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	40	40	0	0	0	0	0
LADS	WM	205	205	0	204	0	0	0
Pension Credit Plus (PDCS)	WM	0	24	(24)	0	0	0	0
Payment Deduction Programme Recharges	WM	3,000	3,000	0	3,000	1,000	1,000	0
Strategy		45	45	0	45	0	0	0
Strat - Pensions	WM	775	773	1	876	777	777	0
Digital UX UR	WM	183	182	1	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	8,746	8,746	0
PCP Operating costs	WM	6,124	6,124	0	6,124	7,322	7,322	0
		286	286	0	286	1,424	1,424	0
Total - Will Moss		14,334	14,275	59	14,902	15,345	15,392	(47)

Headlines

No significant changes to the forecast

Opps / Risks Managed Mig Net Position Most Likely £8.0m Max £10.5m Min £5.1m



	Budget Holder	2018/19			2018/19	2019/20		
		Period 2 Forecast	Period 3 Forecast	Variance	Budget	Period 2 Forecast	Period 3 Forecast	Variance
		£k	£k	£k	£k	£k	£k	£k
External Affairs, LM Strategic Design and Planning								
Core Programme Teams								
LM Test & Learn	PC	960	864	96	939	732	628	104
Programme Planning & Assurance	PC	2,683	2,621	62	2,597	2,549	2,622	(74)
Stakeholders & Partner Team	PC	3,869	3,882	(13)	3,548	3,527	2,983	544
Programme Director	PC	35	51	(16)	0	0	0	0
Marketing	PC	2,707	5,300	(2,593)	2,741	400	400	0
Communications	PC	521	521	(0)	349	521	521	0
Passported Benefits	PC	295	295	0	295	0	0	0
LA Spend & Exits		21,712	11,800	9,912	21,711	23,752	23,752	0
Universal Support	PC	33,145	23,233	9,912	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	-32,318	-32,318	0
Recharges		7,753	7,694	58	7,369	7,957	7,995	(38)
Independent Case Examiner		255	252	3	200	414	414	0
Legal Costs	PC	478	478	(0)	294	480	480	0
Internal Legal Costs	PC	478	478	(0)	294	480	480	0
Strategy	PC	6,665	6,610	55	6,521	7,063	7,100	(38)
Strat - Analytical Services Directorate	PC	311	307	4	316	316	316	0
Strat - Labour Market	PC	441	447	(7)	451	446	446	0
Strat - UC Analysis	PC	3,147	3,129	19	2,860	3,359	3,355	4
Strat - UC Policy	PC	2,082	2,043	39	2,209	2,209	2,251	(42)
FLDM (DMA)	PC	685	685	0	685	731	731	0
CMG IT Futures (CMEC)	PC	354	354	0	354	0	0	0
Pilots & Trials	PC	2,319	1,750	568	2,319	1,250	1,250	0
Labour Market Trials	PC	1,069	500	568	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:	PC	2,880	2,762	118	2,880	81,422	67,235	14,187
Digital Service Operational Costs	PC	60,825	60,707	118	60,825	672,334	658,147	14,187
Digital Service Operational Savings	PC	-57,945	-57,945	0	-57,945	-627,365	-627,365	0
Migration		0	0	0	0	31,269	31,269	0
NISSA Premium	PC	0	0	0	0	5,185	5,185	0
Supply Contingency costs	PC	0	0	0	0	44,078	44,078	0
Supply Contingency SC Staff	PC	0	0	0	0	28,100	28,100	0
Supply Contingency SC NStaff	PC	0	0	0	0	1,044	1,044	0
Supply Contingency WS Staff	PC	0	0	0	0	14,200	14,200	0
Supply Contingency WS NStaff	PC	0	0	0	0	734	734	0
Total - Pauline Crellin		45,733	37,540	8,193	44,746	166,188	151,465	14,724

Headlines

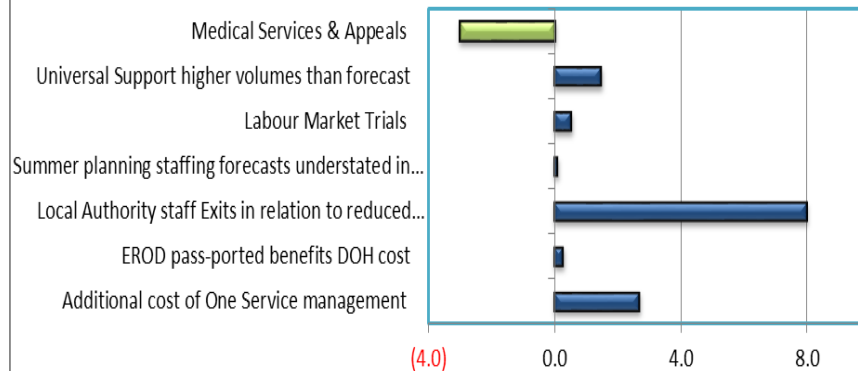
2018/19: £8.2m reduction

- £9.9m of Universal Support savings
- £2.7m increased marketing costs
- £0.6m Labour Market trials savings

2019/20: £14.7m reduction

- £0.5m lower Programme Team costs
- £14.2m savings recognising the impact of process automation

Opps / Risks Ext Aff LMSD Net Position Most Likely £10.1m Max £8.9m Min £0.0m



	Budget Holder	2018/19			2018/19	2019/20		
		Period 2 Forecast	Period 3 Forecast	Variance	Budget	Period 2 Forecast	Period 3 Forecast	Variance
		£k	£k	£k	£k	£k	£k	£k
Rest of Programme								
Core Programme Teams	IW	942	929	12	941	979	979	(0)
UCDG	IW	941	928	13	941	979	979	(0)
Other Core Programme	IW	1	2	(1)	0	0	0	0
External consultancy support costs	IW	-57	-45	(13)	0	0	0	0
Recharges - F&C:	IW	4,311	4,309	2	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	2,742	2	3,039	2,384	2,384	0
Projects & Recharges:	IW	7,388	8,986	(1,598)	924	7,902	7,902	0
Contracted Operations Recharges	IW	220	220	0	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	8,083	(1,598)	0	6,962	6,962	0
HMRC	IW	1,709	450	1,259	1,739	34,500	34,500	0
Total - Ian Wright		14,292	14,629	(337)	8,595	47,670	47,670	(0)

Headlines

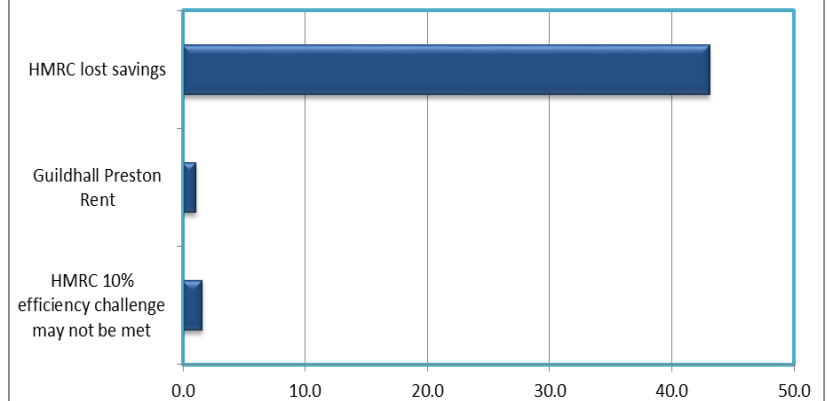
2018/19: £0.4m increase

- £1.6m costs for automation of “HB transition to Universal Credit”
- £1.2m saving on HMRC investment

2019/20 - No change

Note – inclusion of a new risk associated with HMRC lost savings. This has arisen due to changes to the rollout and migrations plans and could result in a cost to the Programme

Opps / Risks ROP Net Position Most Likely £45.5m Max £47.2m Min £0.0m

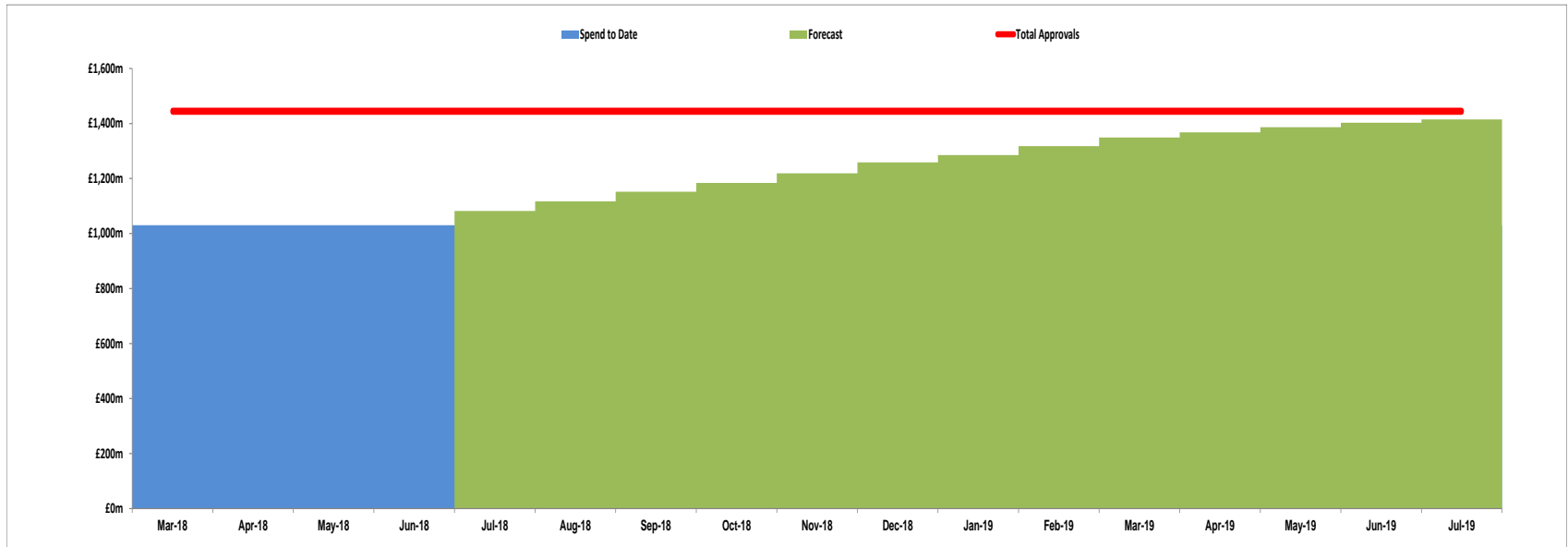


	Budget Holder	2018/19			2018/19	2019/20		
		Period 2 Forecast	Period 3 Forecast	Variance	Budget	Period 2 Forecast	Period 3 Forecast	Variance
		£k	£k	£k	£k	£k	£k	£k
Rest of Programme - ext Budget Holder								
Recharges, Pilots & Trials								
Welsh Language		4,112	4,112	0	4,112	779	779	0
Operational Services Commissions		70	70	0	70	0	0	0
Micromanagement Team		1,570	1,570	0	1,570	0	0	0
Network Management Team		979	979	0	979	0	0	0
National Implementation Team		460	460	0	460	0	0	0
SPAG Labour Market		269	269	0	269	0	0	0
		763	763	0	763	779	779	0
Net Operational Impact		227,364	225,864	1,500	238,264	0	0	0
Consequential Costs Service Centres		102,361	100,861	1,500	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
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	5,736	(664)	5,736	-63,440	-63,440	0
HMRC costs		26,052	26,716	(664)	26,716	0	0	0
HMRC Savings		-20,980	-20,980	0	-20,980	-63,440	-63,440	0
Total External Budget Holders		236,548	235,712	836	248,112	-62,661	-62,661	0
UC TOTAL		450,335	432,446	17,890	445,078	327,786	313,551	14,235

Headlines**2018/19: £0.9m decrease**

- Operations staff savings in service centres

2019/20: no change

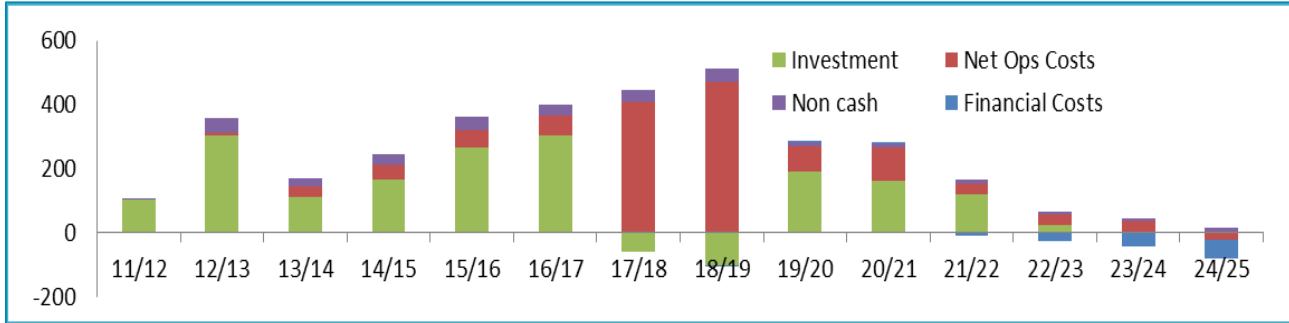


Funding Forward Look

	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m
Forecast Requirement	403	439	394	260
<u>Funding</u>				
SR15 net of HMRC savings	401	447	365	233

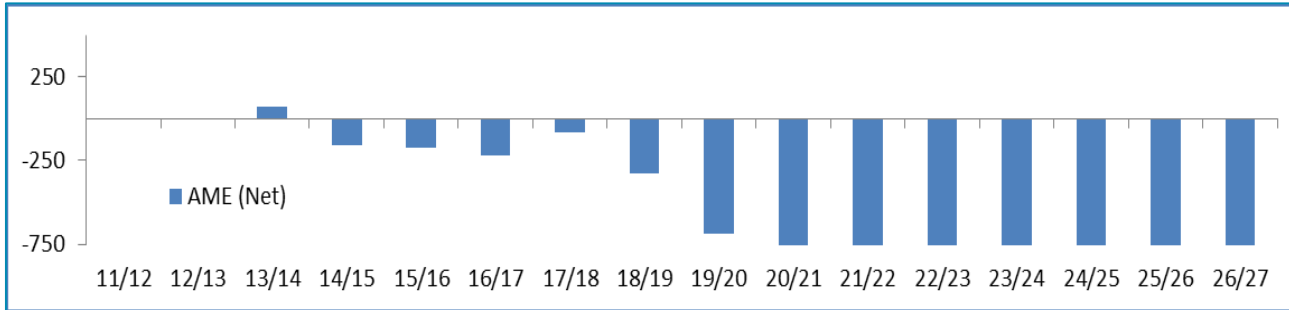
- HMT approval of £1,024m was given to cover the period from January 2016 to the end of May 2018.
 - HMT have now given approval of a further £421m to cover the period from June 2018 to July 2019
- Funding excludes Youth Obligation which is funded separately

DEL Costs



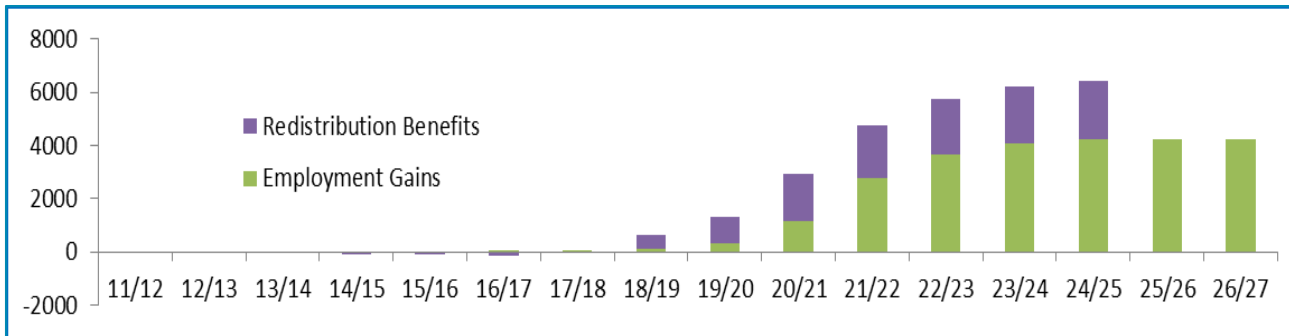
Lifetime Investment Costs	
	Baseline (FBC Final)
IT	574,891
Estates	8,891
Business Change	296,211
Implementation Effort	646,366
Digital Jobcentres	11,562
Claimant Commitment	20,811
HMRC	154,111
Migration Effort	277,281
Inflation	30,408
Total	2,020,534

AME Costs



Overall Benefits	
Net Benefits	£27.2bn
NPV	£20.3bn

Economic Benefits



The Business Case numbers are based on the Full Business case v2