

<b>Expenditure Category</b>	<b>2014-2015 T18 Actual Expenditure</b>	<b>2015-16 Actual Expenditure to 29<sup>th</sup> February 2016</b>	<b>2015-16 Expenditure predicted for March 2016</b>	<b>Future financial years predicted expenditure (16/17)</b>	<b>Total Predicted Expenditure for the T18 Programme</b>	<b>Comparison to the Total T18 Budget (One-off Investment costs)</b>	<b>Notes</b>
	<b>(A)</b>	<b>(B)</b>	<b>(C)</b>	<b>(D)</b>	<b>(Columns A to D)</b>		
	<b>(£)</b>	<b>(£)</b>	<b>(£)</b>	<b>(£)</b>	<b>(£)</b>	<b>(£)</b>	
<b>Revenue Expenditure</b>							
ICT technology, implementation, workstream development and project management	298,586	320,540	21,000	-	640,126	<b>615,750</b>	Note 1
ICT workstation costs and infrastructure	111,373	34,795	-	-	146,168	<b>155,000</b>	Note 2
Training and Accommodation	36,055	30,231	-	-	66,286	<b>97,000</b>	Note 3
Implementation and design of the future operating model	143,875	540	2,500	-	146,915	<b>175,000</b>	Note 4
Redundancy and Pension Strain costs	1,311,698	91,477	5,000	95,400	1,503,575	<b>1,520,000</b>	Note 5
Contingency	0	96,975	15,000	63,025	175,000	<b>175,000</b>	Note 6
<b>Capital Expenditure</b>							
ICT Software	92,250	-	-	-	92,250	<b>92,250</b>	Note 7
<b>TOTAL</b>	<b>1,993,837</b>	<b>574,558</b>	<b>43,500</b>	<b>158,425</b>	<b>2,770,320</b>	<b>2,830,000</b>	

**Summary -** Apart from a small amount of costs which will be paid out in future financial years, the majority of the T18 expenditure (one-off investment costs) is predicted to have happened by the end of the financial year 2015-16. The table above shows that the predicted final spend (£2.770 million) is £60,000 less than the budget of £2.83 million.

**Note 1** - ICT technology, implementation, workstream development and project management costs – These are the contract payments to the IT supplier for delivering the IT system and project management costs. These are predicted to be slightly over budget by £24,000 (3.9%\*), mainly due to project management costs.

**Note 2** - ICT workstation costs and infrastructure – This is predicted to be slightly underspent by £9,000 as the majority of workstations and infrastructure have now been purchased.

**Note 3** – Training and Accommodation – The original budget was set based on the training of all staff being provided by an external supplier. By looking at the systems that needed training on, an early decision was made to carry out more of the training in-house using a 'train the trainer' type approach rather than train all staff. The budget is forecast to be underspent by £31,000.

**Note 4** - Implementation and design of the future operating model – The work with IESE has now been completed and the only remaining payment forecast is £2,500 for the Phase 2 recruitment exercise. This budget is expected to be underspent by £28,000.

**Note 5** – Redundancy and Pension Strain costs – This was the area of the budget which was the most difficult to predict. However the majority of the phases within the Transformation Programme have now gone live so the Council now has certainty of the majority of these costs. These were accrued for in the Accounts for 2014-15 and are reflected within the £1.311 million cost figure for 2014-15. In addition to this, an estimate has been made of the potential redundancy and pension strain costs arising from later Phases.

**Note 6** – Contingency – The contingency budget is predicted to be utilised on transition costs of the Transformation Programme.

**Note 7** – ICT Software – This is the software element of the contract payments to the IT supplier. This is treated as capital expenditure.

\* This includes the software element of the IT contract.