



BPDTS Ltd

Providing digital technology
services to DWP



About BPDTS Ltd

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About BPDTS

Who we are

BPDTS Ltd is a private limited company, whose sole member is the Secretary of State for Work and Pensions. We were set up in 2016 to provide digital technology services to the DWP, our sole customer.

We are unique as a public body because we can deliver technical services at a significant cost advantage over the private sector. We provide a genuinely differentiated employment offer, taking advantage of our size, flexibility, gradeless structure and pure technical focus to enable us to attract digital professionals not usually available to the civil service.

Our vision is to take a truly people-centric approach to delivering outstanding digital solutions with DWP.

We believe our people are at the heart of the organisation, and that attracting and retaining high-calibre digital professionals is the key to delivering outstanding services to our customer.

What we do

Our mission is that as part of DWP's family, we create and run secure and intuitive digital services that meet the need of millions of people.

Our services help to ensure DWP Digital can provide simpler, secure, faster and more efficient digital services that meet the needs of the people who use them.



How we do it

Our strategy is to do this by developing talented, innovative people who are empowered to deliver transformational results.

Making that a reality means that the way we work and the organisational culture we grow is as vital as what we do. We are committed to empowering individuals to be the best they can be at work, enabling and supporting them to deliver.

We are an organisation with a distinctive culture. We make the most of the public service ethos we share with the civil service and blend it with the flexibility and opportunities we have as a young and dynamic company, with a dedicated technical focus.

Working together at BPDTS, united in what we're trying to achieve, we support one another to deliver our goals, realise our ambitions, and make our organisation a great place to work.

P.O.I.S.E



Pride

Striving for success is part of our DNA. We take great pride in what we do and enjoy, celebrate, recognise, and reward success when it happens.



Opportunity

Being creative and curious, we continuously seek new opportunities, experiment and take bold decisions to improve our services, organisation and ourselves.



Inclusivity

We trust each other, value and respect one another's perspectives, and create a happy, safe and healthy work environment.



Simplicity

Breaking down blockers that get in the way, we focus on the interesting things that matter most. We aim to make difficult things simple and easy to do.



Expertise

We keep up to date with digital trends and learn new technologies to master our craft. We share best practice, bounce ideas around and learn new things together.



Where we do it

More than 1000 BPDTS colleagues are co-located with experts from the DWP Digital, primarily in 6 main hub locations geographically dispersed across England. These locations are: Newcastle, Blackpool, Manchester, London, Sheffield and Leeds

Additionally, we provide an end-user computing service, supporting DWP users to work productively with their technology in DWP offices across the country.

Our approach means we can work in innovative ways either as part of a BPDTS team or, increasingly, embedded in multi-skilled delivery teams, alongside our customer.

Employees by location

519	Newcastle
180	Blackpool
150	Manchester
58	Leeds
27	London
32	Sheffield
40	End-user Computing





Strategic Themes

Our strategic themes

GREAT SERVICES



Strengthening our relationship with DWP

We are united around our common purpose and get the best value from the differentiated BPDTS offer



Improving service quality

We reliably deliver results that contribute real customer value and are underpinned by everyday innovation



Developing talent

Our people can bring their best, are appropriately recognised and supported in continually developing their talent, with an eye to the future



Supporting our people

We support our people with systems and processes that are easy to use and robust, providing value for money

GREAT PLACE TO WORK

We will deliver each of our strategic themes with clear metrics, built-in success criteria and measurable, realistic targets.

Measuring our success

Success for us is twofold; delivering service excellence to our customer and creating an effective, efficient organisation that is a great place to work for our people.

Service indicators

DWP and BPDTS work through the Service Delivery Board to discuss and agree particular services, deliverables, standards, terms and prices, set out in service orders. Performance against agreed service indicators is monitored by the Service Delivery Board, where any challenges to the delivery of services are addressed.

Indicators focus on:

Improving Service Quality

- Application to Offer (days)
- Applicants Per Campaign
- New Starters
- Attrition (%)
- Attrition < 12 Months

Strengthening our Relationship with DWP

- Net Promoter Score
- Satisfaction

Finance & Control

- Utilisation
- Bench (Max Days)
- Overheads

Performance against these indicators is also reported to the BPDTS Board.

Organisational indicators

Performance against organisational indicators is monitored by the Board, and any challenges to the health of BPDTS as an organisation are addressed.

Indicators focus on:

Strengthening our Relationship with DWP

- Net Promoter Score
- Satisfaction

Improving Service Quality

- Application to Offer (days)
- Applicants Per Campaign
- New Starters
- Attrition (%)
- Attrition < 12 Months
- Capacity Gap

Developing Talent

- Learning and Development Per Person

Supporting our People

- Employee Engagement Index
- Transformation Progress

Finance and Control

- Overdue Audit Recommendations
- Utilisation
- Bench (Max Days)
- Overheads
- Risk

Cultural commitments

An organisation's culture correlates with the performance of its people. When individuals feel engaged, they in turn feel motivated and the more motivated they are, the more highly they tend to perform. We aspire to be an empowering, people-centric organisation that enables us to be adaptable and to respond effectively to change. Working with colleagues throughout the organisation, we have identified our cultural commitments – aspirational factors, which, if we focus on and get right, will have the biggest impact on our organisational culture. These factors have the potential to positively or negatively impact on our people's motivation, which in turn will impact individual and organisational performance. Ensuring alignment and consideration of these is a critical component for all that we do and provides a guide for us to all work against. These are the lens through which we deliver.

Career Progression

We support individual career progression and help people to imagine their future and seek opportunities to fulfil it.

Career Conversations

Our career conversations harness a spirit of continuous improvement among all our people.

Recognition

Our approach to recognition motivates all our people to do the right thing in the right way.

People Planning

We do effective people planning to respond flexibly to the changing needs of our customer; we are focused on attracting and retaining the right people.

Customer value

We focus on customer value in everything we do.

Leadership

We encourage leadership behaviours; coaching all our people to think about outcomes.

Role Design

Our role designs inspire curiosity for all our people and help them to see the impact and value they are adding.

Organisational Identity

We have a strong organisational identity where everyone understands our purpose and unique identity.

Community

We focus on building a strong sense of community for everyone where people feel empowered to learn and share ideas.

Adaptive Governance

Our visible and adaptive governance process breaks down complexity in decision-making.



Our Services

Our services

BPDTS is organised into 6 service practices, offering digital and technical professional services to our customer, DWP:



Architecture

Providing a full range of architectural services from enterprise-level to embedded architectural experts supporting low-level design and development

18 employees



Delivery Management

Providing delivery management services in support of agile development teams, through to traditional project management services in a digital environment

61 employees



Product Design

Providing a range of user-facing services from product owners and user researchers through to interaction and content design and business analysis

74 employees



Engineering

Providing software engineering, infrastructure, DevOps and software test engineering services to augment application and infrastructure development and maintenance for progressive digital services and heritage applications

416 employees



Data & Analytics

Providing a range of data and analytical expertise, through data scientists and architects

9 employees



Service Management

Providing 24/7 service management, application support and maintenance of the department's critical IT systems and infrastructure

364 employees

Architecture

Architecting digital solutions to modernise the UK welfare system

We aim is to help DWP accelerate delivery and reduce its reliance upon expensive third party providers. We're doing this by establishing a centre of architectural best practice to become a partner of choice.

We provide technical leadership, create technical designs, and define strategies to help make the best use of existing IT. We also make decisions about what other IT assets need to be invested in to deliver high quality services.

 [Download the service catalogue](#)

Our services

- Enterprise Architecture
- Information Architecture
- Application Architecture
- Infrastructure Architecture
- Data Architecture
- Intentional Architecture Design
- Technical Debt Management
- Continuous Architecture Delivery
- Architectural Spikes



“Our architects work hand-in-hand with DWP to develop and apply good architectural practice. We work within delivery teams across multiple parallel initiatives to deliver complex enterprise digital solutions.

We use intentional and emergent design techniques so that: teams understand the context within which their solutions are to work and the sequence in which their products may be released, working in an agile way, developing emergent, simplified and innovative solutions

We maximise the flow of value to DWP and the millions of people who use DWP's services every year.”

Steve Anderton, Digital Service Practice Lead



Delivery Management

Ensuring digital services operate, supporting citizens around the clock

Our delivery experts will support transforming public services for citizens by:

- leading on new ways of working and adoption of agile values - focus, courage, openness, commitment and respect
- working in collaborative multi-disciplinary teams using the latest and best approaches to management and technology
- supporting the right culture to continuously improve, cut constraints and build on successes

 [Download the service catalogue](#)

Our services

- Agile Delivery Management
- Digital Delivery Management
- Delivery Set-up
- Agile Coaching
- Project Lifecycle
- Planning and Control
- Risk and Issue Management
- Benefits Management

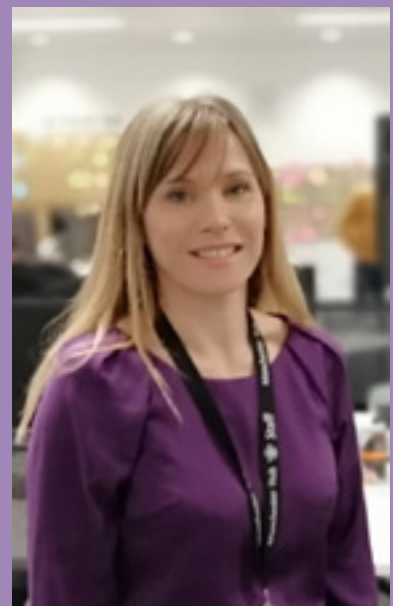


“We’re harnessing our people and the technology they use to design and iterate digital services at pace. We are taking on new ways of working and a commitment to the agile values of focus, courage, openness, commitment and respect. We are creating the right culture, driven to continuously cut constraints, build on success, and deliver great services.

We know organisations are only as good as their people, and that productivity and performance are highest when people can be themselves and have their unique skills and talents recognised and rewarded.

We are humble but determined, harnessing the potential of every person and piece of technology to deliver better outcomes for people using DWP’s services. We are focused on delivering value, fast – because every minute of every person’s life matters.”

Emma Collingridge, Digital Service Practice Lead



Product Design

Designing digital solutions to modernise the UK welfare system

We design digital services ensuring they're delivered to meet the needs of people who use them.

We use an iterative process to identify how digital services can be changed or introduced to solve specific problems. We work directly with people using the services to understand their needs and ensure what's delivered meets the requirements.

 [Download the service catalogue](#)

Our services

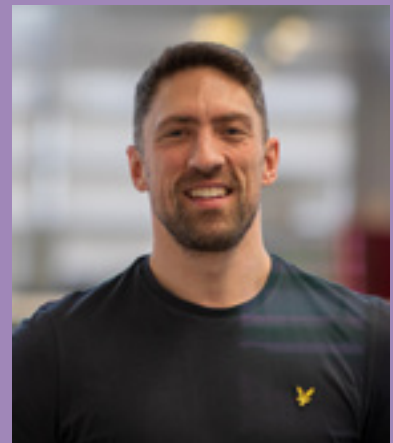
- Solution Design
- User Experience Design
- User Research
- Usability & Optimisation
- Prototyping



“Product Design puts the user at the heart of everything we do.

Drawing on a range of engagement techniques, we work hand-in-hand with DWP teams to understand what users want and how they interact digitally to define strategy, build feature roadmaps, visualise design and interaction, and create content for complex enterprise digital platforms.”

Phil Middlemass, Digital Service Practice Lead



Engineering

Engineering digital solutions to modernise the UK welfare system

We design, build, test, and deploy high quality, dependable, performant and accessible digital services using a broad range of technologies to realise the needs of UK citizens.

Modern software development disciplines coupled with an emphasis on automated test engineering, deployed with an immutable infrastructure approach affords a superior class of quality and service availability in line with modern demand.

Utilising progressive system design and innovative technologies, underpinned by data-led decision making, offers us the capability of investigating, experimenting, iterating, and inventing at pace.

 [Download the service catalogue](#)

Our services

- Cloud Migration
- Software Engineering
- DevOps
- QA & Testing
- Contact Centre
- End-user Computing
- Cyber Security
- Data Centre Operations



“Our engineers work together in multi-disciplinary teams within DWP Digital to accelerate the transformation and modernisation of an incredibly complex digital landscape.

We’re actively implementing high quality digital citizen services, ready for today and prepared for tomorrow.”

Stuart Taylor, Digital Service Practice Lead



Data & Analytics

Using data-driven intelligence to deliver digital services efficiently

We deliver data-driven intelligence, products, and services that help improve experiences for people using digital services. We also ensure services are delivered efficiently.

We maximise the value of data, produce actionable insights, and service the data needs of a wide range of stakeholders.

 [Download the service catalogue](#)

Our services

- Data Science
- Data Engineering
- Data Visualisation
- Data Management
- Performance Management
- Data Governance
- Data Strategy



“Our ambition is to provide data and analytical services that enable DWP to make more informed and intelligence-led decisions – to improve experiences of citizens using their services, reduce levels of fraud and error and improve efficiency.

Using best practice data strategy management and governance, and applying advanced analytical modelling techniques and tooling, we’ll maximise the value of data, delivering well-presented data solutions, producing actionable insights and servicing the data needs across a variety of stakeholders.

All of this will help DWP to inform and evaluate policy, improve operational delivery, keep citizen data safe and secure and improve DWP services.”

Andrew Bolton, Digital Service Practice Lead



Service Management

Ensuring digital services operate, supporting citizens around the clock

We work to ensure digital services operate as they should 24/7, 365 days of the year – a world-class service where service disruption is eradicated.

To do this, we:

- focus on end-to-end service, embedding DevOps and iterating changes
- keep the heritage IT estate stable and operational
- work collaboratively to underpin new digital services
- adopt the latest tools and techniques to improve our delivery

 [Download the service catalogue](#)

Our services

- End-user Computing
- Service Transition
- Service Design
- Service Management
- UXCC
- Service Level Management & Assurance
- Disaster Recovery
- Continuous Improvement



“We support hundreds of applications on dozens of technology platforms for diverse DWP lines of business with complex needs.

We proactively adapt to this ever-changing environment using our unique skills and experience to ensure DWP’s digital services operate around the clock. We have a great mix of people working in our organisation, some of whom have many years experience of supporting DWP’s digital services.

We’re equally committed to bringing new talent into our organisation, including graduates and apprentices who are at the very start of their working careers.”

Keith Brown, Digital Service Practice Lead
Darren Smith, Digital Service Practice Lead





Our Leadership

Our leadership

Executive team

An Executive Team manages the company and is comprised the Executive Directors (CEO and CFO) alongside four Heads of Operations that support the management of the operational business, a Head of People, Head of Communications, Head of Service Delivery and a Head of Digital Capability.

Rich McHugh
CEO

Mal Singh
Exec Director & CFO

Clare Millington-Hume
Head of People

Julian Balaam
Head of Communications

Sharon Merrison
Head of Service Delivery

Dave Hall
Head of Digital Capability

Our Board

The Board's role is to provide leadership, set strategy, and agree the overarching policy framework within which BPDTS operates as a supplier of specialist digital services to DWP Digital. The Board also assesses performance, monitors outputs, compliance, and progress, challenging the Executive where necessary.

Our Chief Executive, Rich McHugh, acts as our Accounting Officer and is personally accountable to Parliament through the Secretary of State for Work and Pensions for directly ensuring all funds are spent in accordance with Parliament's intentions and HM Treasury's Managing Public Money guidance.

The current composition of the BPDTS Board is seven Directors, of whom two are Executive Directors (the CEO and CFO) and five are Non-Executive Directors, including the Chair. All our Non-Executive Directors are independent, bringing a wealth of experience and perspective to the board table.

The BPDTS Board maintains two standing Committees: an Audit and Risk Committee (ARC) and a Remuneration Committee. We have terms of reference and clear delegations for each of these bodies. We also have an independent member of the ARC, Jim Arnott, who adds a wealth of digital experience.

Rich McHugh
CEO

Mal Singh
Exec Director & CFO

Jeremy Moore
Chair of the Board

Valerie Gordon-Walker
Non-Executive Director
& Chair of Remuneration
Committee (RemCo)

Ian Wilson
Non-Executive Director
and ARC Chair

John Osmond
Non-Executive Director

Katie Kapernaros
Non-Executive Director

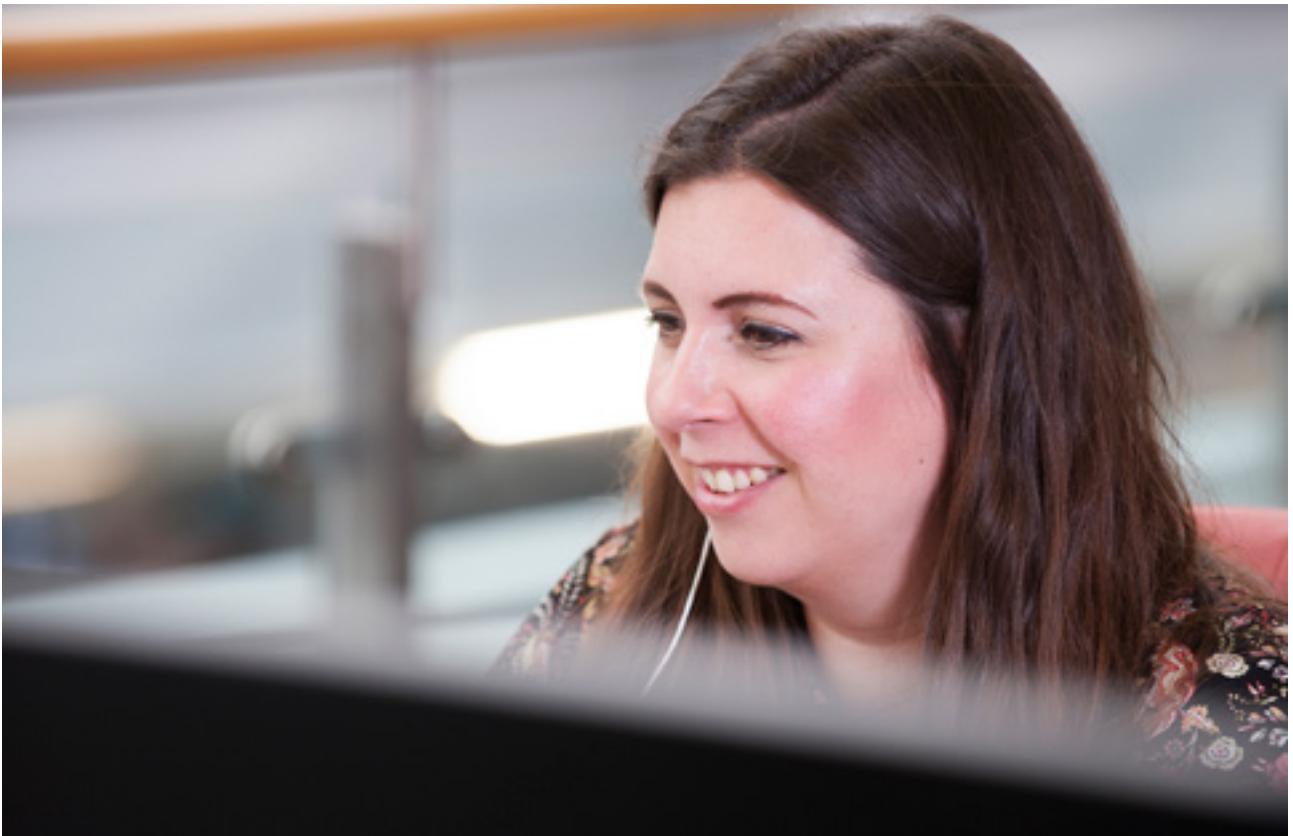


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