



BPDTS Ltd

Providing digital technology
services to DWP



Business Plan 2019/20



BPDTS Limited is a company registered in England and Wales with company number 10344843.

Registered office: BPDTS Limited, Caxton House,
Tothill Street, London, United Kingdom, SW1H 9NA

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FOREWORD

Our organisation is now just over two years old, and this business plan celebrates some of our achievements so far, as well as setting out our plan for the year ahead. We continue to be extremely proud of the talent we have been recruiting, the capability of our employees and the quality of the services we have delivered; providing digital technology services to the Department for Work and Pensions (DWP).

We work with experts in DWP Digital and their partners. The services we provide together are transforming digital experiences of millions of people as they look for work, deal with illness or disability, support children after separation, or plan for retirement.

Since our launch in December 2016, we've been helping to transform and run more of DWP's digital services, supporting their ambition to deliver world class operations. We're also using our expertise to develop new digital services using the latest tools and technologies available.

We already employ more than 900 digital, data and technology specialists in six dedicated, professional communities of practice.

Our mission is to be the partner of choice for the DWP, attracting high calibre digital professionals and delivering excellent, value for money services that customers want to buy and recommend to others.

Our 2019/20 Business Plan will focus on four key areas; Capacity, Quality, Capability and Efficiency underpinned by a commitment to developing a strong and positive culture that makes BPDTS a great place to work.



Jeremy Moore
Chair



Loveday Ryder
Chief Executive

A handwritten signature in cursive script that reads "Loveday Ryder".

Empowering
digital to life

01 ABOUT US



01 ABOUT US



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.

What we do

We work with the DWP to build and run, in innovative and cost effective ways, secure and reliable digital technology that's used and valued by over 22 million people.

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

How we do it

The way we work is as vital as what we do. We aim to be an organisation with a distinctive culture and feel – making the most of the public service ethos we share with the civil service and blending it with the flexibility and opportunities we have as a new and growing 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.





Where we do it

More than 1000 BPDTS colleagues are co-located with experts from the DWP Digital, primarily in six 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.

This all means we're able to work in innovative ways either as part of a BPDTS team or, increasingly, embedded in multi-skilled delivery teams, alongside our customer.

 [Find out about BPDTS and our values](#)



02 STRATEGIC THEMES

02

STRATEGIC THEMES

Our priorities for 2019/20 can be summarised as follows:



Capacity

Continuing to enhance our capacity in a wider range of professional digital services

Quality

Actively seeking out opportunities to innovate, and continually improve the services we offer, focusing on delivery excellence, and becoming the supplier of choice for our customer

Capability

Continually supporting our people in their self-development so they're equipped to deliver innovative solutions and service excellence

Efficiency

Cutting out unnecessary bureaucracy and complexity by simplifying how things get done, and looking at how else we can deliver services even more efficiently

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

STRATEGIC THEME 1

Enhancing our capacity in a wider range of services



Background

Over the past 12 months, BPDTS has scaled up to deliver a significant increase in the number of services that we are able to provide. In doing so, we have attracted and recruited top digital talent from across the technology sector, bringing fresh capability into the organisation. This has benefited not only our customer, but also our people, who have been able to share in mutual transferring of knowledge, skills and experience within their communities of practice.

Whilst the journey of expansion that we have undertaken has been successful to date, we know there is still more to do to complete the service requirement from our customer. Recruiting in new and existing areas at scale and pace over the coming months remains a key priority for us, and we forecast being at full complement by autumn 2019.

What we delivered in 2018/19

Over the last year we saw a increase in the number of services we have been able to offer our customer and in our ability to grow wider services from within, through the investment we have made in developing communities of practice. This has allowed us to build the capability to deliver the services we need, now and in the future.

In developing and refining our recruitment process, we have been able to transform our approach to scaling up effectively and efficiently in a challenging digital labour market. We have continued to develop our profile and refine the way we identify, attract and assess digital skills, making excellent progress in the last 12 months, with process timings for 'advert to offer' consistently beating our 7-week target. Customer feedback on quality of new capacity has been very positive.

In 2018/19 we have focussed on:

- Building and implementing the supporting infrastructure to scale up our business
- Bringing in a Head of Recruitment and Resourcing to lead on overseeing the running and continuous improvement of our recruitment and resourcing
- Recruiting Digital Service Practice Leads (DSPLs) with specialist technical experience to lead communities of practice and attract new talent
- Developing and launching our service catalogues illustrating the range of services we can offer.

This approach has been very successful, and the organisation has more than doubled this year.

Our priorities for 2019/20

In 2019/20, we plan to continue to scale up our business to meet the customer requirement. We will refine our recruitment process, ensuring we are learning from our previous experience. We will also look to market best practice, so that we are learning from those around us and reflecting the expectations of candidates as they navigate our recruitment process. Once scaling up is complete, we will focus even more on candidate fit with the culture we are building in BPDTS alongside technical competence and experience.

Having established communities of practice, we will continue to invest in them. We will promote the knowledge, skills and learning opportunities they provide to develop our existing people and attract new talent into the organisation. We plan to be more proactive in celebrating the success we have and sharing the innovative approaches we are taking, increasing our market profile further to aid recruitment.

Having become more visible in the market over the last 12 months, we want to continue to develop our attraction strategy, not only to target digital talent across the market, but also understand how we can become the employer of choice for women and those looking for graduate or apprenticeship opportunities. This will increase our diversity and help to nurture those with the aptitude and potential to be the technology leaders of the future.

We also plan to focus more this year on effectively managing resourcing and anticipating and planning for potential future challenges. As we reach target capacity, our emphasis will shift from meeting new service demand by recruitment. We will need to source new opportunities from within the business, encouraging career progression for our top talent. We want to ensure that in deploying our people to meet service demand, we continue to put their development, growth and well-being at the heart of what we do, to achieve the best outcomes for all.

In 2019/20 we will:

Improve the recruitment process

- Review process against management information, to identify and implement improvements in pace and effectiveness
- Digitise process and tooling further, moving to more video-based interviewing and refining the Applicant Tracking System to provide a richer candidate experience
- Identify new and innovative ways to assess quality and cultural fit of candidates, and pilot and adopt through test and learn approaches

Attract and retain excellent digital professionals

- Continue to recruit at pace and scale to achieve service order requested by DWP
- Create an appealing graduate offering, attracting those with the skills and potential to be the technology leaders of the future
- Continue to develop our attraction strategy and employee value proposition to ensure that we remain identifiable and relevant within the market and retain high quality digital professionals

Resource to continue to meet our demands

- Adopt a more sophisticated approach to workforce planning and career progression to meet business as usual service order demand effectively
- Continue to invest in communities of practice to celebrate success and attract high calibre professionals
- Identify areas of skill and geographical locations in which we want to build capability
- Develop a multi-year apprenticeship strategy to develop those with the potential and aptitude to train in key roles.

STRATEGIC THEME 2

Innovating and continuously improving service quality



Background

Being the partner of choice for our customer continues to be our top priority. Capturing and responding to feedback from our customers in DWP will continue to be a vital element of how the quality of service provided can be enhanced.

The ability of BPDTS to assure the quality of the services provided to DWP has evolved and improved, following the introduction of a service practice-based model and the recruitment of Digital Service Practice Leads (DSPLs).

What we delivered in 2018/19

Our service delivery performance during 2018/19 has been good. Feedback from our customers in DWP has helped us to improve our performance over the course of the year by capturing and responding to it, both formally and informally.

The speed of resolution of incidents has improved to the point where performance continues to exceed what was seen under the previous contracts, and we are meeting all targets. We have worked collaboratively with DWP, playing a significant part in the success of their 'World Class Service' initiative, seeing a demonstrable reduction in incidents for the same level of change.

We have begun to develop new services in response to customer demand, such as reliability engineering, where we have collaborated with DWP to understand the requirement, and begun an internal development programme to ensure our people are equipped to meet that changing demand.

As DSPLs have joined, our communities of practice have been established and we have begun a programme of activities to strengthen them. Service standards for roles in each of the practices have been developed, based on industry-wide expectations and these have started to be reflected in service orders.

We invested in 'agile' coaching to enable operational teams to adopt new ways of working, develop skills in continuous improvement and visual management and manage the flow of their work more productively. This style of working also reflects DWP's target operating model.

Our priorities for 2019/20

During 2019/20, we will continue to enhance our offerings to DWP, providing an expanded catalogue that will offer a wider range of professional services in each practice, but also cross-cutting services that can deliver defined product or team outcomes for DWP, where needed. We will continue to use the feedback we receive from our customers to monitor and improve our end to end service performance.

We need to evolve our service standards and metrics. They need to capture not only the quality of the services provided by each practice, but also how we can provide and assure end-to-end services that cut across practices.

Although much progress was made last year, there is more work to do to see the true benefit from communities of practice in all areas. This year, we aim to reach the 'maturing' level across all of our service practices, which will require us to continue the development and recruitment of skills to address changing customer needs that were identified during 2018/19. We will also continue to collaborate with DWP's practice network to combine efforts and share learning, where we can.

We plan to continue our focus on the 'agile' methodology, developing an in-house coaching service to offer advice and support to teams, and to embed the changes in ways of working we have begun. We will also concentrate on the technology pipelines used by each team, working with DWP to move towards continuous development and integration pipelines, wherever possible, helping to promote regular releases of high quality, supportable code into production.

Another aspect of our focus on service quality is in enhancing the assurance we provide around our offerings to DWP. We aim to gain a greater insight into DWP's future priorities in each Line of Business, and provide the capacity and capability to help them deliver proactively on those priorities.

We recognise that there is likely to be a Spending Review in the coming year, and we will work with our customer to ensure that our services and

approach are adapted to meet any emerging transformation plans.

Finally, we aim to be in a position to offer high-quality advice and thought leadership to DWP in support of its strategic decision-making. We will aim to create an environment in which all employees are able to contribute to innovation in the way we deliver our services and contribute to the continual improvement of DWP's offerings to citizens.

In 2019/20 we will:

Mature service capability

- Develop maturity in our service practices so all practices are assessed at the 'Maturing' level or beyond
- Enhance capability within the organisation to deliver agile at scale through establishing an internal "agile" coaching capability
- Develop and enhance service offerings available to DWP, producing quality insight and thought leadership, and demonstrating innovation
- Enable our own, and the customer's, transformation programme, by increasing key skills and capability in line with customer demands, to produce a clear transition plan to achieve their future state, post spending review

Enhance service assurance

- Improve engagement with DWP Line of Business leads / Deputy Directors to understand priorities and develop plans for building future capability
- Establish a clear mechanism for engaging in a co-ordinated manner with each Line of Business and setting out the end-to-end services provided
- Agree improvement initiatives for each Line of Business, focussed on user need, values streams and continuous improvement which are formally tracked with customer

Improve innovation and thought leadership

- Create capacity within the organisation to unlock innovation and identify key areas to target to contribute to DWP strategy initiatives by virtue of our expertise and thought leadership
- Make a demonstrable impact to our customer through the innovation provided by BPDTS employees playing a role in forming strategy in key operational areas.

STRATEGIC THEME 3

Building the capability of our people



Background

We are aware that the environment we are working in is ever changing and developing, with new technology, skills and techniques being introduced to allow us to work more effectively and efficiently. We are committed to ensuring that not only do we identify those in the market who can bring these skills into our organisation, but that we ensure that our people have the capability and skills they need to fulfil the service requests we have today, and be ready for the challenges of the future.

What we delivered in 2018/19

Over the last 12 months, we have invested heavily in the development of our people. We are committed to encouraging our people to grow to fulfil their potential and develop their capability to meet the demands of the future. We are equally committed to ensuring that BPDTS provides interesting and challenging work to those joining us, as well as a community in which to develop and nurture, sharing ideas, knowledge and skills with other digital professionals.

In 2018/19, we made progress in assessing and developing capability:

- Practices established with expert DSPLs leading people development;
- Capability assessments undertaken to identify technical and non-technical skills and the areas for future development;
- Mentoring programme launched with colleagues from across the organisation mentoring and being mentored to support development;
- Apprenticeships launched and supported, demonstrating our commitment to building capability and nurturing future talent;

- We have started to embed a learning culture, monitoring the impact of learning and development and encouraging knowledge sharing. We are seeing people embrace the commitment and enthusiasm we have for ongoing development.

Our priorities for 2019/20

Over the next 12 months we will continue with our commitment to assess, grow and nurture capability within BPDTS, as well as bringing in new skills from outside.

Building on our baseline skills assessment, we will identify where our skills hotspots are, and how we fill key skills gaps. By focusing our learning and development activity, we will ensure that individuals are equipped to meet future service needs of our customer, as well as developing the breadth of services we deliver today.

We recognise that capability building is not just about increasing technical competence. It is also how we support our people in their personal leadership development. We plan to support over 300 of our most senior colleagues in their leadership development, with roll-out of a new programme. We are confident that this will contribute to shaping the culture that we are looking to build.

We will also review some of the supporting policies and practices that we have, to ensure that we are rewarding and assessing performance against our aim of increasing capability. We want capability building to be accessible and relevant to all, so we will continue to review innovative and fresh approaches to providing learning and development opportunities. We will look at the interventions we procure and ensure we are making opportunities available to all through our diversity and inclusion strategy.

In 2019/20 we will:

Assess capability

- Continue to identify learning and development requirements at organisational and practice levels, feeding from a strategic learning plan
- Produce an organisational learning strategy, reflecting current and future capability and skills requirements

Grow capability

- Invest in developing leadership capability so that leaders at level 3 and above have undertaken the Personal Leadership Programme by Living Leader
- Ensure opportunities are available to develop through rotation of roles and job shadowing to allow development to be about lateral moves as well as progression
- Greater range or more innovative methods of learning reviewed and implemented
- Industry secondment and interchange opportunities reviewed to consider how we help talent in developing and returning to BPDTS whilst learning from those outside of the organisation

Nurture capability building

- Ensure communities of practice nurture and contribute to individuals' development by providing a programme of learning events for their members
- Recognise the challenges to identifying and supporting individuals' capability building as part of our Diversity and Inclusion strategy
- Continue to increase the number of colleagues involved in mentoring, widening scope of the programme to include external mentors

STRATEGIC THEME 4

Delivering efficiently and effectively



Background

One of the key drivers for setting up BPDTS was to achieve better value for money for the taxpayer. We have already delivered significant savings. We have roughly halved the cost of application development, maintenance and support services brought into the public sector from external suppliers

The cost of the additional capacity we are building for DWP is about half of what it would cost the taxpayer if DWP had to use contingent labour instead and about a third of the cost of consultancy services.

What we delivered in 2018/19

We have continued to deliver the planned savings from bringing application development, maintenance and support into the public sector. We are delivering additional savings by modernising and streamlining application support.

Through a major change programme with DWP, we are exiting expensive legacy contracts for technology kit provision and are close to our objective of providing a single, modern device for our people to carry out their work.

We are already well on the way to building the major increase in capacity requested by DWP, with monthly recruitment at the highly ambitious target rate, while we maintain demanding quality standards in the recruitment process. This has enabled DWP to reduce its dependence on other suppliers.

At the same time, we have kept tight control on the costs needed to support service delivery. The cost of our support functions is in line with or below public sector benchmarks, while we have ensured that we meet the normal statutory requirements of any employer and public sector organisation.

Our priorities for 2019/20

In 2019/20, we will continue our drive for value for money. Increased capacity in BPDTS will enable DWP to make even greater cash savings, but we cannot rest there. We will need to continue to strike a balance between attracting and retaining digital talent on the one hand, and keeping our cost advantage on the other. We believe the key to this is an employment offer that goes beyond the pay packet by providing challenging, worthwhile development opportunities in an exciting diverse organisation.

Another priority for us will be investing in a culture of continuous improvement. The best ideas for improving our own efficiency and the end to end efficiency of DWP's processes are likely to come from those closest to the processes – our people.

In 2019/20 we will:

Ensure effective financial control

- Keep costs under control and spend within budget, avoiding unexpected and unwelcome surprises for the customer
- Ensure the control framework is effective by avoidance of control failures and a demonstrably robust risk management approach
- Conduct robust internal and external audit programmes, ensuring effective and timely response to internal audit actions

Improve organisational efficiency

- Improve the demand management process with DWP to ensure more efficient receipt of demand and improved customer ownership
- Implement improved time-sheeting and workforce planning systems and ensure continued control of utilisation and overheads
- Ensure service-driven culture is in place in all support functions
- Improve levels of employee engagement and gain greater motivation, ownership and buy-in from our people

Streamline business processes

- Strengthen culture so that people continue to enjoy challenge and innovation
- Enable innovation by setting up supporting infrastructure such as sandpits and development areas
- Develop a lively, popular, innovative and effective scheme for improvement ideas
- Introduced a more flexible, secure, speedy means of storing and retrieving core corporate data, via a new intranet solution.

OUR PERFORMANCE

BPDTS measures performance through monitoring and measuring against two distinct sets of key performance indicators:

- **Service indicators**
– measuring how we deliver services to DWP
- **Organisational indicators**
– measuring how BPDTS operates as an organisation.



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:

- Capacity
– supply of services versus demand expressed in service orders
- Quality
– objective measure of customer satisfaction from customers against agreed standards set in service catalogues
- Efficiency
– utilisation of resources and value for money

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:

- Engagement & Culture
– degree to which BPDTS employees are engaged and motivated to give of their best at work and feel proud to be apart of the organisation
- Diversity & Inclusion
– workforce composition, degree to which we are meeting diversity, gender, well-being and other aspirations
- Skills
– degree to which BPDTS is supporting employees to continue to develop their skills and abilities, adopting new technologies and approaches to meet the future skills profile required by DWP
- Financial
– proper management of budget and adherence to financial planning requirements
- Control
– ensuring that internal and other audit recommendations are actioned in a timely fashion and that strategic risks are monitored and managed

03

GOVERNANCE

03 GOVERNANCE



Key themes

Three common principles will be visible throughout all of our corporate governance arrangements:

Openness

Governance affects us all and we will be open in our activity. Our Boards and Committees will present a fair, balanced and accessible assessment of the organisation's financial, and governance position, performance and outlook in its annual report. The annual report will be available publicly through Companies House and through the GOV.uk website.

Accountability

We believe that it is important to be accountable for actions, decisions and behaviours. We have developed a number of communications pathways to enable our people to ask questions and seek information directly from our managers. We will seek to explain what we are doing, why we are doing it and how we are running and delivering our business.

Behaviours

Good management behaviours are infectious and our leaders promote a positive and productive culture. Our culture seeks to promote productivity and honest two-way communication, to build successful teams where issues are discussed and resolved and where well-being, diversity and respect become the norm.

Through the business year we will be independently assessed and tested through a robust audit programme. Our internal and external auditors communicate to both the Board and the Audit & Risk Committee.

BPDTS BOARD

The Board's role is to provide leadership, set strategy, and agree the overarching policy framework within which BPDTS operates. The Board also assesses performance, monitors outputs, compliance and progress, constructively challenging the Executive where necessary.

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

The BPDTS Board maintains two standing Committees: an Audit and Risk Assurance Committee (ARAC) 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 ARAC, Jim Arnott who adds a wealth of digital experience.

Loveday Ryder
CEO

Mal Singh
Exec Director & CFO

Jeremy Moore
Chair of the Board

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

Ian Wilson
Non-Executive Director
and ARC Chair

John Osmond
Non-Executive Director

Katie Kapernaros
Non-Executive Director



Our risk appetite

The BPDTS Board recognises the complexity of risks in decision-making and accepts that there is an element of risk in every activity it undertakes. BPDTS sets its risk appetite (risk tolerance) at strategic level, to manage individual and collective risks effectively and proportionately. We base this on careful consideration of both the probability and the impact on the BPDTS strategic agenda, should our risks crystallise.

Our systems and processes are designed to manage risk to a reasonable and appropriate level rather than to eliminate all risk.

As a leading supplier of digital technology services, we are also keen to improve and evolve systems and processes and we recognise that the introduction of new technology represents both a range of opportunities and inherent risks.

Risk Management

The scope of risks, possible outcomes and the mitigating actions required to minimise the risks are discussed in detail at Board level, within the Executive and at the Audit and Risk Assurance Committee. The Strategic Risk Register is reviewed quarterly.

We have developed a BPDTS Risk Management Framework (RMF) to ensure that a consistent system of control is in place to manage all aspects of risk management within the organisation. This is done by managing internal and external risks that may undermine or hamper our ability to deliver our core business and other services.

Strategic risks are managed, owned and reviewed by the Executive Team. They reflect the key risks that face the company as an entity. Operational risks are focussed on the DWP systems and processes that BPDTS supports. Risks are discussed,

assessed and assigned to individuals who take ownership of their management, including risk mitigation, early warning systems and reporting. We ensure that risks are effectively managed and stepped-up or down in priority, as changes and circumstances develop.

Our primary risk themes for 2019-20 are:

- Service Delivery Risks
Managing our customer requirements, managing capacity and quality of service
- People Risks
Attracting and retaining staff, building capability and skills, developing career pathways, engagement strategies, remuneration and culture
- Policy Risks
Organisation, structure and leadership
- Financial & Planning Risks
Value for money, demand planning
- Legal Risks
Legal challenges
- Governance Risks
Effectiveness of control systems, clarity of managing the company under Company Law and as an ALB of the DWP.

04 RESOURCE PLAN



04 RESOURCE PLAN



Demand for our services from DWP Digital has now crystallised, and on the basis of planning assumptions they have shared with us, we are currently assuming a continued increase in our staffing for the first quarter of the year until we meet the outstanding unfilled service order demand. Whilst an increase is needed, recruitment will be at a reduced rate from the previous year, with the focus in the latter half of 19/20 being on consolidation and retention of the high quality of talent we have already secured.

Our current workforce and financial plans for 2019/20 assume:

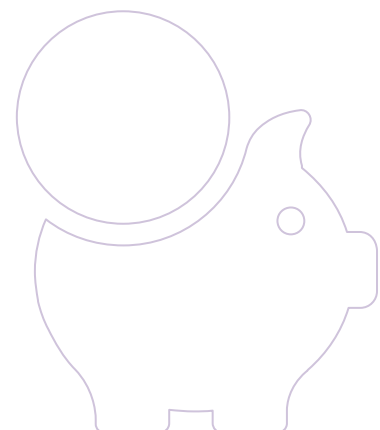
- Completion of recruitment against the latest DWP service order by June 2019
- Some allowance for potential additional service orders to support new areas of demand that may be required, such as security
- Consolidation of recruitment levels to meet attrition throughout the year.

Funding

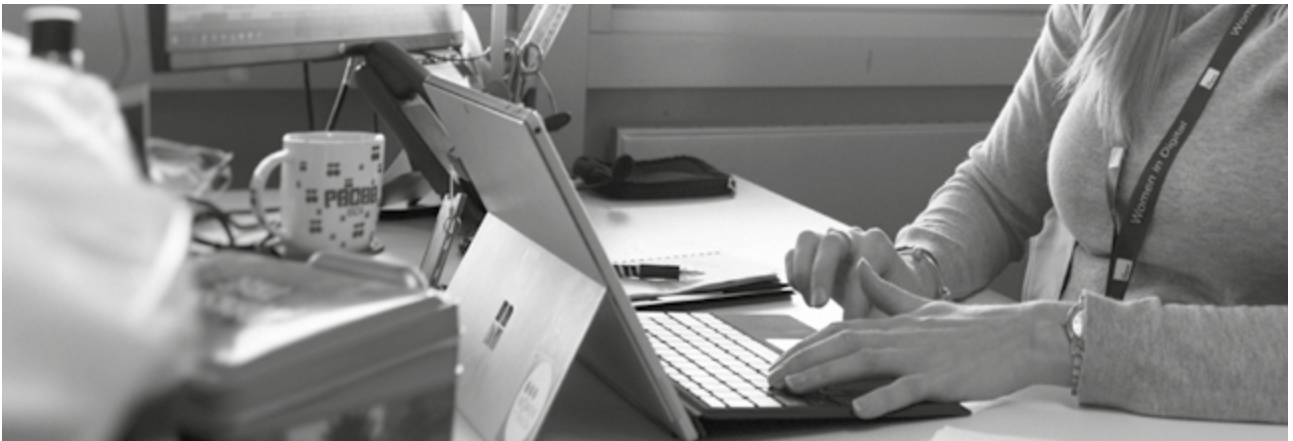
BPDTS have a budget of up to £81.3m for 2019/20. This figure is provisional funding assumptions and subject to change once Government fiscal events have been completed



[View our latest financial report](#)



SUPPORT SERVICES

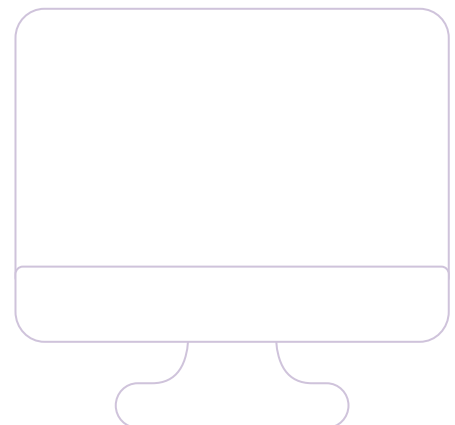


BPDTS relies on DWP for a number of key services without which it could not operate. Being co-located with DWP Digital and using many of the same systems as DWP employees, our relationship with DWP has to be close and collaborative. We pay for the services we receive, on a transparent basis.

The key services DWP provides to us, as specified in our Support Services Agreement (SSA) are:



- **IT**
provision of standard DWP kit and access to its systems as needed
- **Estates**
provision of accommodation for those delivering services, preferably co-located with DWP teams as well as BPDTS management and support teams
- **HR**
HR services including provision of support for BPDTS recruitment and other services provided by 3rd parties
- **Commercial**
provision of commercial support for contracts required by BPDTS to operate its services
- **Communications**
provision of support for internal and external communications activity



Service escalation points are established to ensure that DWP meets its responsibilities to BPDTS.



ANNEX A

Corporate Milestone Plan

		Quarter 1	Quarter 2	Quarter 3	Quarter 4
 <p>Enhancing our ability to deliver</p>	Improve recruitment process	Processes reviewed and changes agreed	New ways to assess quality and fit of candidates identified More digitisation to improve candidate experience		Refined recruitment process implemented
	Attract and retain excellent digital professionals	Attendance Management and Well-being policies reviewed	Target service-related headcount reached Talent management and career pathways ensure career progression	Offer developed to ensure we are identifiable as supporting women in technology DSPLs are active and recognisable in the market	Graduate programme in place Online presence enhanced EVP clearly defined and evident for candidates
	Resource to continue to meet our demands	Employment offer reviewed Apprenticeship strategy developed	Demand forecast and approach to workforce planning refined		
 <p>Improving service quality</p>	Mature service capability	All practices assessed at the 'Maturing' level First teams deployed with Reliability Engineering capability	Organisation rebalanced in line with customer demand Internal "agile" coaching capability established	More specific quality insights per service defined	Service catalogues enhanced with cross-cutting services demonstrating innovation
	Enhance service assurance	Service priorities agreed with each DWP Line of Business	Understanding of end-to-end services delivered, with regular customer engagement for each Line of Business		Improvement initiatives for each Line of Business, formally tracked with customer
	Improve innovation and thought leadership		Capacity created to increase employee involvement with practice-based innovation		Demonstrable impact of BPDTS-driven innovation to DWP customer

		Quarter 1	Quarter 2	Quarter 3	Quarter 4
 Building capability of our people	Assess capability	Strategic learning plan produced Capability and skills hotspots identified	Organisational learning strategy produced Clear capability and skills matrix and plan produced		
	Grow capability		Leaders completed Living Leader Rotation of roles, role piloting and job shadowing opportunities available	Greater range or more innovative methods of learning reviewed and implemented	Industry secondment and interchange opportunities available
	Nurture capability building	Ensure everyone has a personal development plan which identifies areas for development Diversity and Inclusion strategy in place	Reward strategy reviewed Performance management reviewed Communities of practice provide a programme of learning events Quarterly talent board held for progression opportunities	Mentoring programme widened to include external mentors	
 Delivering effectively and efficiently	Ensure effective financial control			Unqualified accounts	Robust risk management approach in place
	Improve organisational efficiency	Updated value for money case produced Detailed benchmarking of support functions complete New system for time-sheeting implemented	New KPI reporting framework in place Improved demand management developed	Regular dialogue with other organisations on lessons to be learned Improved workforce planning system Improved engagement from colleagues	Service-driven culture in all support functions
	Streamline business processes		Enabled innovation by setting up supporting infrastructure	New intranet solution implemented	Developed more effective scheme for improvement ideas

05 CONTACT DETAILS

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CONTACT DETAILS



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