



BPDTS Ltd

Providing digital technology
services to DWP



Business Plan 2018-19

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Foreword

Our organisation is just over one year old. We're incredibly proud of what we've achieved; providing digital technology services to the Department for Work and Pensions (DWP).

We work with experts in DWP 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.

We deliver services across what is one of the largest IT estates in Europe. Our people use their expertise and knowledge of latest technologies to design, create and run secure and intuitive digital services.

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

We already employ more than 500 digital, data and technology specialists. Our experts include: technical architects, infrastructure engineers, software and testing engineers, agile delivery managers, business analysts, database analysts and IT service managers to name but a few.

Our 2018/19 Business Plan will focus on four key areas; Capacity, Quality, Capability and Efficiency.

These key components will enable us to focus on building high quality, innovative, agile and dynamic services to support our customer, the DWP. We will assist them by providing expertise to run their day-to-day systems and to modernise their digital environment and reduce their reliance on ageing and legacy technologies.

We will support our people with focussed and effective learning and development strategies, new ways of working, and we will build a strong inclusive and diverse team that better reflects the wider community.

We will improve our own service capability by supporting our staff with new technologies and the equipment required to support a world-class organisation.

This business plan isn't a full view of our ambitions, but it does provide a flavour of what we'll be doing to ensure 2018/19 is as successful as our first year. This all adds up to great services for our customer and a great place to work for our people.



Claire Johnston – Chair



Loveday Ryder – Chief Executive

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.

We're public servants who provide a full range of digital technology services to DWP, our sole customer. We've been set up to provide services, where our people are remunerated more flexibly to attract and retain high quality digital, data and technology specialists.

We're governed by a six-strong Board comprising of a Chair, three Non-Executive Directors and two Executive Directors, who support the work of over 500 colleagues in six main locations across England.

Our Chief Executive, Loveday Ryder, 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 in accordance with HM Treasury's Managing Public Money guidance.

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

We have big plans in store for 2018/19 that focus on:



Capacity

Growing our capacity in a wider range of professional digital services



Quality

Actively seeking out opportunities and taking further steps to improve the services we offer



Capability

Continually refreshing the skills of our people 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.

How we do it

The way we work is as vital as what we do. We're passionate about delivering service excellence and creating a great place to work where our people feel valued, supported and encouraged to help shape the future.

Valuing others, respecting them, and treating everyone fairly and with dignity; our people make the most of others' perspectives, knowledge and ideas to achieve great things.

Understanding, building relationships with and creating value for our customer; we exist to help the DWP succeed in delivering their strategic objectives.

Inspiring creativity, feeling empowered and challenging the norm; our people are encouraged continuously to learn and improve what we do and how we do it.

Not resting on our past successes, always striving to be the best we can be, and surpassing what's expected of us; our people focus on delivering efficient and effective solutions that meet and exceed our customer's needs.

Delivering in line with our values, being transparent in what we do and keeping promises we make; we trust ourselves and each other to do the right things.

Where we do it

More than 500 BPDTS colleagues are co-located with experts from the DWP in six main hub locations geographically dispersed across England. These locations are: Newcastle, Blackpool, Manchester, London, Sheffield and Leeds.

This all means we're able to work in innovative ways as part of a team, using the latest technologies and tooling to ensure people using DWP's services find them quicker and easier to use and this in turn releases time for DWP employees to help those who require more assistance.

Our strategic themes

Our priorities for 2018/19 can be summarised as follows:



Strategic Theme 1

Capacity

Growing our capacity in a wider range of professional digital services.

Strategic Theme 2

Quality

Actively seeking out opportunities and taking further steps to improve the services we offer

Strategic Theme 3

Capability

Continually refreshing the skills of our people so they're equipped to deliver innovative solutions and service excellence

Strategic Theme 4

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: Growing capacity in a wider range of digital services



Background

DWP, like other departments, is looking to build capacity within the public sector and has challenged BPDTS to scale up to deliver significant numbers of additional services over the next year. The flexibilities that BPDTS has, mean that we can offer a number of advantages to DWP as a supplier of specialist and specific services, but the challenge to recruit in new areas at scale and pace is critical.



What we delivered in 2018

There have been several challenges for BPDTS in capacity building, ranging from establishing a credible profile in the digital labour market through to the logistics of the recruitment process.

In 2017/18 we have focussed on:

- Establishing the pipeline of demand by service practice
- Putting in place an efficient recruitment process, from initial attraction through to on-boarding, drawing on DWP expertise and resources where appropriate
- Building the supporting infrastructure, including the procurement of an applicant tracking system and recruiting a project manager to provide impetus and drive.



Our priorities for 2018/19

In 2018/19, we plan to achieve a very significant increase in our capacity to meet the forecast demand from DWP. Key to this will be attracting high calibre digital professionals into service practice lead roles. These individuals will be capable of providing leadership to their practice, being proactive in the digital market place, sharing insight, utilising their networks, leading recruitment and engaging effectively with DWP colleagues. This will enable BPDTS to gain a deep understanding of DWP's demand and develop the capacity to supply high quality services.

Having active service practices that can work with DWP to develop the service catalogue and develop and nurture digital professionals through their careers is a vital goal for the organisation, and we will measure practice contribution through our performance management. We aim to put the foundations in place for this early in 2018/19 and invest through the year, as it will be the cornerstone of our success as an excellent digital business.

We will continue to deliver recruitment activity, making the most of the expertise and support that new colleagues offer to the company. The scale of the increase means that we will also need to draw on help from DWP Practice Leads and their teams in

the recruitment process, but as BPDTS develops and grows, we aspire to become increasingly self-sufficient. We will measure our success by the speed of recruitment from service order through to applicant start date, and the volume of new hires we achieve each month. We will measure our success by the percentage passing the probation period and the attrition rate. We will also work to retain our new employees, and keep consistent records mapping retention and attrition rates, completion of training and managing this within a dynamic change process.

Strategic Theme 1: Actions, measures and targets

Improve recruitment process		
Actions	Success Measures	Target
Work with DWP to understand the forward view of demand by service practice	Confirmation of longer term (12-18 month) demand from DWP	May 2018
	Baselined Service Order for Q1 of FY18/19 with prioritised recruitment campaign plan under change control New demand prioritised via Service Delivery Board*	First new Service Order in April 2018
Implement Applicant Tracking System (ATS) to ease admin burden and improve linkages with recruitment sites	Campaigns being administered via ATS rather than manually and accurate management information available	April 2018
Optimise end-to-end process	Complete new, agreed recruitment process with DWP Digital specialist recruitment team to target timelines	14 weeks from campaign initiation to applicant start date
Service Practice Leads active in marketplace developing network and thought leadership to stimulate recruitment activity	Service Practice Leads acknowledged experts providing insight, social media presence and stimulating talent acquisition	December 2018

*The Service Delivery Board (SDB) is a high-level DWP/ BPDTS Board reviewing, making and agreeing strategic decisions in the customer/ supplier space.

Attract and retain excellent digital professionals

Achieve target volume of recruitment activity	Operate new, agreed recruitment process to target volumes	Recruit at the rate we need to deliver the range and magnitude of services DWP requires
Recruit high quality Digital Professionals	High percentage of employees clearing their probation period	95%
Retain high quality Digital Professionals	High percentage of employees remaining with the organisation such that attrition rate is low	95% retention (excluding poor performers)

Develop service catalogue

Appoint Service Practice Leads	Service Practice Leads in place for the 7 key practices	June 2018
Working with DWP Practice Leads, develop and refine service catalogue	Defined services and associated standards in place for each practice	August 2018
All employees actively contributing to community of practice	Practice-related objectives for every employee	5 days per year on practice-related activities

Strategic Theme 2: Delivering and improving the quality of our services



Background

Performance management of the services provided by BPDTS at its inception and for the first year of operation was largely on the same basis as when the services were provided by Hewlett Packard Enterprises Ltd (HPE). With the move to the service practice-based model, BPDTS will need to develop metrics that reflect the quality of the services provided by each practice, including feedback from our customers in DWP.



What we delivered in 2017/18

Our service delivery performance during 2017/18 has been good. The speed of resolution of incidents has improved to the point where performance exceeds what was seen under the previous contracts, and we are meeting all targets.

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.



Our priorities for 2018/19

From 2018/19, all service orders will request the expanded service catalogue that BPDTS will be offering, and will reflect the full range of Service Practices. We will use the service standards as the basis for reporting service performance to DWP and as a key component in individual performance management.

DWP has a maturity model for service capability, and by the end of 2018/19, BPDTS aims to reach the 'maturing' level, which will require assessment, development and recruitment of skills to address gaps that emerge.

Another important aspect to improving the quality of our services, is our ability to offer high-quality advice and insight to DWP in support of its decision-making. We will aim to ensure that problem and release management processes are well managed and that advice and feedback is provided to Product Owners and Service Managers, enabling them to make decisions informed by an operational perspective.

Finally, we will work in collaboration with DWP and other service providers to ensure the governance forums are working as well as they can, and that the Service Review Boards continue to consider opportunities for improvement.

Strategic Theme 2: Delivering and improving the quality of our services

Mature service capability		
Actions	Success Measures	Target
Carry out maturity assessments against our service orders to identify and address gaps in capability	Alignment with the DWP Digital Practice maturity model, at the 'Maturing' level	March 2019
Improve feedback and advice		
Improve quality of feedback on design, testing, risk and defects to give enhanced support to Product Owners in their decision making	Clear evidence systematically provided to Product Owners Change and problem fix releases implemented with a reduction in related incidents	June 2018 Incident reduction by September 2018
Improve problem management process to enhance feedback to Service Managers and Product Owners to support change prioritisation	Enhanced problem management process in place	June 2018
Enhance governance		
Work with DWP and other suppliers to review effectiveness of existing governance forums in addressing root causes of failures	Joint governance review carried out and recommendations implemented	July 2018
Improve advice to DWP on potential areas for improvement through introduction of Service Review Boards looking across our Digital services	Service Review Boards introduced for all services, with focus on opportunities for continuous service improvement.	September 2018

Strategic Theme 3: Building the capability of our people



Background

In order to meet the future challenges and deliver the services that DWP requires, we need to invest in our people. This means not just bringing in new talent but also building on the talent we already have. Our achievements in our first year are proof of the skills and commitment of our people.



What we delivered in 2017/18

We believe that a key indicator of our organisational health is the level of engagement of our people. In 2017, we were pleased that engagement levels improved on previous results, but we recognise that much more needs to be done.

We also made a start on some key building blocks:

- A pay settlement for 2017 that recognised our particular needs
- Our own job family structure
- A suite of HR policies to support the organisation we want to be
- A significant investment in learning and development.



Our priorities for 2018/19

In addition to the major recruitment exercises we will be carrying out in 2018/19 and building on the start we made last year, we have a number of specific objectives. We recognise the important part that will be played by our 2018 pay settlement, but we believe that pay is just one of many factors that help build an organisation of engaged, skilled and motivated people.

The focus in the early part of 2018/19 will be on assessing people capability against both generic (skills, leadership, organisational, team working) and the technical skills needed for their practice specialism. We believe that, to be successful, our employees should be well-rounded, able to work in teams and collaborate with DWP colleagues as well as displaying the required technical acumen.

Following from the capability assessment, our learning and development strategy will set out clear career pathways, so that our employees, at whatever level, can see a future for self-progression. We will ensure that our investment in training will be targeted at skills gaps in meeting DWP's service needs, supporting reskilling and migration of existing services to new technologies and platforms. We will also look to utilise apprentices and other college and academy schemes to bring in talented people at the beginning of their careers and grow their capability.

We aim to encourage a culture of continuous self-development, learning and knowledge sharing, providing opportunities for colleagues to collaborate in practice networks and to coach and mentor others.

Strategic Theme 3: Building the capability of our people

Accessing capability		
Actions	Success Measures	Target
Understand the current capability of our people against the generic knowledge and skills and capabilities we need to deliver services both now and in the future e.g. leadership	Clear map of capability levels against organisational expectation, supported by individual career conversations and learning and development plans	June 2018
Understand the knowledge and skills we need to deliver services by job family, assessing current capability against current and future requirement	Clear map of the capability levels against each practice and job family to inform learning and development and succession planning	September 2018
Develop organisational learning and development strategy	Learning and development budget allocated based upon learning needs and capability analysis generally and by practice Learning and development budget targeted on forecasted requirements	Baselined strategy by June 2018
Grow capability		
Create a mentoring and coaching programme linking individuals with mentors	Scheme operating successfully and helping colleagues to develop their skills	June 2018

Create an apprentice programme spanning several learning levels to attract a range of early talent into the organisation	Clearly targeted apprentice programme with healthy pipeline of participants evident	September 2018
Encourage up-skilling and knowledge transfer	Programme of learning and development to be in place across our sites, including brown bag lunches, conferences, job shadowing and guest speakers	An event to be in place each month, at key sites by the end of April 2018
Nurture capability building		
Promote the importance of continuous personal and professional development	Individuals are committed to self-development, regardless of their career aspiration and are able to access the support they need	5 days of learning and development target achieved by all The engagement survey and pulse survey show a 20% improvement in learning and development responses from a baseline of 18% positive in 2017/18
Create a knowledge-sharing culture, encouraging individuals to share their knowledge, ideas, learning and interest in their profession to help their colleagues develop and attract like-minded people to join us	Senior colleagues are accountable for knowledge sharing within practices, including regular blogs and posts on social media and attendance/ participation at professional events	Evidence of individuals' contribution and impact to be assessed as part of performance review

Strategic Theme 4: Delivering efficiently and effectively



Background

One of the key drivers for the setting up of BPDTS was to achieve better value for money for the taxpayer. However, this is not a one-off challenge, BPDTS will constantly search for ways of improving the efficiency of the services we provide and help DWP reduce end-to-end costs.



What we delivered in 2017/18

BPDTS is already delivering significant savings for DWP.

The Treasury Approval Point review confirmed the BPDTS concept and its longer term future.



Our priorities for 2018/19

While we will be expanding very significantly during 2018/19, we will still need to help DWP keep within its budgetary totals, so financial control will be important. In addition, we need to continue to demonstrate efficiency, by managing a new framework of key performance indicators and comparison with benchmarks and through our commitment to continuous service improvement.

Improving levels of employee engagement is also a key priority for BPDTS as an organisation, and we are committed to co-creating a step-change plan to achieve levels at least comparable with DWP over the next year. Engaged employees will make a significant contribution to the success of the organisation.

Building a culture of challenge and continuous improvement is a key enabler for delivering our services more efficiently and effectively. We will focus this year on the tools we use for generating improvement ideas, and the way we do knowledge management. We will also ensure we have the right tools to support seamless and collaborative digital working across our growing number of sites, removing barriers to effective communication and increasing our productivity.

We will implement the General Data Protection Regulations (GDPR), which come into force on the 25 May 2018. Many of the GDPR's main concepts and principles are much the same as those in the current Data Protection Act (DPA), and in BPDTS we already work hard to comply with the DPA. Under the GDPR, this level of compliance is a good starting point to build the new elements and enhancements under these new regulations.

Strategic Theme 4: Cutting out unnecessary bureaucracy and complexity by simplifying how things get done, and looking at how else we can deliver services even more efficiently

Ensure effective financial control

Actions	Success Measures	Target
Keep costs under control	Keep spend within budget, avoiding unexpected and unwelcome surprises for DWP	Full year spend within budget Forecasts agreed monthly with DWP. Actuals each month within 5% of previous forecast
Ensure control framework is effective	Avoidance of control failures	Zero control failures
Conduct robust internal and external audit programmes, with review and reporting via the Audit & Risk Committee	Effective and timely response to internal audit actions Unqualified accounts	Recommendations are low to medium level Audit recommendations cleared within target date

Improve organisational efficiency

Deliver improved outcomes at lower cost to the taxpayer and identify similar bodies, GovCo and ALBs to benchmark ourselves against	Agreeing and publishing a KPI framework	June 2018
	Challenging but realistic comparisons with benchmarks	September 2018
Improve efficiency by a programme of measures to streamline internal processes e.g. performance management, time-sheeting, admin	Re-letting of Liberata contract to manage HR shared services for BPDTS Ltd.	September 2018
	Reduction in proportion of non-productive time Reduction in proportion of overheads	Utilisation: 95% of available hours spent in direct work for customer Overheads as % of total costs - less than 35%

Improve levels of employee engagement and address feedback from annual and pulse surveys	Improved engagement, greater ownership and buy-in from staff, all indicators showing a positive upward trend.	September 2018 Engagement index to match or exceed 50% Survey response rates to exceed 80%
Streamline business processes		
Re-launch and resource continuous improvement idea scheme and nurture culture where our people want to be challenged, challenging and innovative	New scheme in place and promoted	June 2018
	Visible reduction in time spent on administration	September 2018
Improve knowledge management to provide a central point of technical “what and how to do it” processes	Enhanced training and improved technical knowledge; spreading information rather than relying on specific people	September 2018
Improve collaboration by co-location, and using technology to bring teams together	People work well together in seamless teams; managers are equipped and content to build teams using a range of physical and technological options	BPDTS and DWP staff perceive improved collaboration
Implement GDPR and embed the new regulations into business as usual	Seamless working to respond to the requirements of DPA, GDPR, FOIA and PQs	Meet timescales with each Act and Regulation, report a successful outcome to the Chair of the ARC in the annual SIRO report

Operating Model

BPDTS has entered into a Master Services Agreement with DWP for the supply of “information technology and security services”.

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.

The Service Delivery Board is responsible for providing BPDTS with an overview of future service demand.

BPDTS offers services which are provided by BPDTS employees managed by dedicated practices. Practice Services are the catalogue of offerings for services provided into DWP’s organisation.

A critical step for us is moving from the structure we inherited, aligned on the basis of the provision of services for application development, application maintenance and application support – with a Change function covering the first two and a Run function covering the third - to one based on service practices.

Our Service Practices will map closely to the DWP Digital communities of practice and will be:

- Architecture
- Service Management
- Infrastructure, Engineering & Quality Assurance
- Delivery Management
- Data & Analytics
- Product Design
- Security

We will be operating in this new structure from the beginning of 2018/19.

Key Performance Indicators

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

Service indicators – measuring how we deliver services to DWP; and

Organisational indicators – measuring how BPDTS operates as an organisation.

Service indicators

Performance against agreed service indicators will be monitored by the Service Delivery Board, and any challenges to the delivery of services will be addressed.

Indicators will focus on:

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

Performance against these indicators will also be reported to the BPDTS Board.

Organisational indicators

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

Indicators will focus on:

- **Engagement** – degree to which BPDTS employees are engaged and motivated;
- **Diversity & Inclusion** - workforce composition, the degree to which workforce is meeting diversity, gender and other aspirations;
- **Skills** – degree to which BPDTS is assessing, training, developing and recruiting and retaining employees to meet the future skills profile required by DWP;
- **Performance** – management of employee performance and attendance;
- **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.

Governance

Key themes

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

1

Openness

Governance affects us all and we will be open in our activity, we have prepared terms of reference for all boards and committees. We will invite observers to join our Boards and Committee meetings to assist in understanding and to support our colleagues' development.

Our Boards and Committees will present a fair, balanced and accessible assessment of the organisations financial performance, governance position and outlook in its annual report. The annual report will be available publicly through Companies House and through the GOV.UK website.

2

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 senior staff. We will seek to explain what we are doing, why we are doing it and how we are running and delivering our business.

3

Behaviours

We are aware that good management behaviours are infectious and often replicated within the working groups. Our senior colleagues will be aware of their duties and responsibilities to promote a positive and productive culture within the organisation. Our culture seeks to promote strong and focused productivity, honest and frank two-way communication, to build successful teams where issues are discussed and resolved and where wellbeing, diversity and respect become the norm throughout our organisation.

Through the business year we will be independently assessed and tested through a robust internal audit programme. This will test our efficiencies, our control framework and recommend improvements. 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 as a supplier of specialist digital services to the DWP. The Board also assesses performance, monitors outputs, compliance and progress, challenging the Executive where necessary.

The current composition of the BPDTS Board is six Directors, of whom two are Executive Directors (the CEO and CFO) and four are Non-Executive Directors, including the Chair.

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.



Claire Johnston (Chair)
Non-Executive Director



Debbie Alder
Non-Executive Director and
Chair of Remuneration
Committee



Helen John
Non-Executive Director and
Chair of the ARC



Mayank Prakash
Non-Executive Director



Paul Greening
Chief Finance Officer /
Executive Director



Loveday Rider
Chief Executive / Executive
Director

Of the four Non-Executive Directors, three are also members of the DWP Executive Team and of these, one is also a member of the DWP Board (Mayank Prakash). The Chair is employed by the Government Legal Department (GLD), not the DWP, but is a member of the DWP Executive Team. We also have an independent member of the ARC, Jim Arnott who adds a wealth of digital experience.

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.

We carefully compile, assess and manage our risks and design systems and processes that will enable us confidently to update and design new systems and processes for our customer, the DWP.

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 and their intended outcomes are discussed in detail at Board level, within the Executive and at the Audit and Risk Committee. The Strategic Risk Register is reviewed quarterly.

In reviewing risk, BPDTS also considers how it can further embed effective risk management into day-to-day business, whilst understanding the cultural and business changes necessary to improve the capability for effectively managing the business and meeting its published targets and objectives.

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.

The RMF assists with BPDTS Corporate Governance procedures and provides a consistent, robust, measurable, evidenced and appropriate regimen. The BPDTS processes within the framework have been developed with a specific emphasis on simplicity and ease of use. The framework sets out how we manage and report risk; it is designed to help managers and individuals through these processes.

Risks are managed, owned and reviewed by the Executive Team within normal day-to-day business. Risks are discussed, assessed and assigned to specific individuals who take ownership of their management, including risk mitigation, early warning systems and reporting. We ensure that risks are actively and effectively managed and stepped-up or down in priority as changes and circumstances develop.

Our primary risk themes for 2018-19 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 and remuneration



Policy Risks

Organisational culture, structure and leadership



Financial & Planning Risks

Value for money, demand planning, the increased costs for service improvements required by our customer and estates



Legal Risks

Legal challenges from mainly employment law



Governance Risks

Effectiveness of control systems, clarity of managing the company under Company Law and as an ALB of the DWP.

Support services



BPDTS relies on DWP for a number of key services without which it could not operate. Being co-located with DWP and using many of the same systems as DWP staff, 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 3 rd parties
Commercial	provision of commercial support for contracts required by BPDTS to operate its services
Communications	provision of support for internal and external communications active

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

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