Programme Summary

The overall internal Programme status remains AMBER. Whilst commencing scaling of Tax Credit only migration, as planned, on 3 April 2023 is a major step forward for the programme there remain significant challenges to completing migration of approximately 1 million legacy households to UC by end of 2024 (with contingency through to March 2025) including competing Operational delivery demands and potential delivery challenges as a result of supporting wider Departmental priorities.

Good progress continues, improving efficiency of the Move to UC Service and working closely with DWP Operational and HMRC colleagues to prepare for, and successfully start scaling of Tax Credit only migration. SRO accepted Programme Boards recommendation, on 21 March, to start increasing the number of Migration Notices issued from 3 April, with supporting Written Ministerial Statement and letters issued to all MP's, announcing the start, issued on 28 March. The automated supply of Transitional Protection data and 'Migration' Stop Notices between HMRC and DWP commenced 22 March and working well. The automation of case selection files from HMRC has been tested with the first file scheduled to be sent towards end of April with contingency arrangements in place to ensure required number of notifications can still be sent in May. Work now focussed on planning and preparing for the next few months as we quickly and rapidly increase the numbers of notifications issued per month, including automating the issuing of reminders (letters and SMS) in May and Migration Notices in July with the rollout schedule, for the remainder of 2023/24, on track to be finalised by end of April.

Latest Full Service releases deployed include; automatically notifying Customer Information Service (CIS) of changes to Claimants contact details and/or address changes saving agent time, introduction of a new 'Mid-life MOT' provision option; and, improvements to support identifying urgent journal messages. In addition to the usual performance and technical fixes, changes to support the qualifying period for Support for Mortgage Interest (SMI) being reduced from 9 months to 3 months were implemented on 3 April.

Proposed changes to revise the Migration Notice period to claim UC (three to one Month), to support testing of a shortened period, now agreed with Ministers with a proposed coming into force date for the required regulatory amendment towards the end of July, subject to final agreement with Parliamentary Business Legislation committee (PBL) and discussions at Social Security Advisory Council on 24 May. The March Stakeholder Forum brought together external stakeholders from the Welfare, Poverty, Children, Health, Disability and Finance arena where we provided an update on readiness to commence scaling and introduced the concept of collaborative workshops to better harness insight from stakeholders with the first session, "Understanding barriers to couples moving to UC" taking place on 29 March. Following final readiness assessments, and supported by Written Ministerial statement and go live communications, the extension of the current Help to Claim offer for a further year (Year 5) commenced as planned on 3 April. For Year 6 onwards, Secretary of State has agreed to run an open grant competition for support service delivered by digital and telephony channels from April 2024. The service will be competed as the Future Support Offer (FSO) 2024 with competition launch scheduled for June. Outline Business Case agreed at PDE on 5 April and will now be reviewed at Investment Committee later in April ahead of seeking approval from HMT.
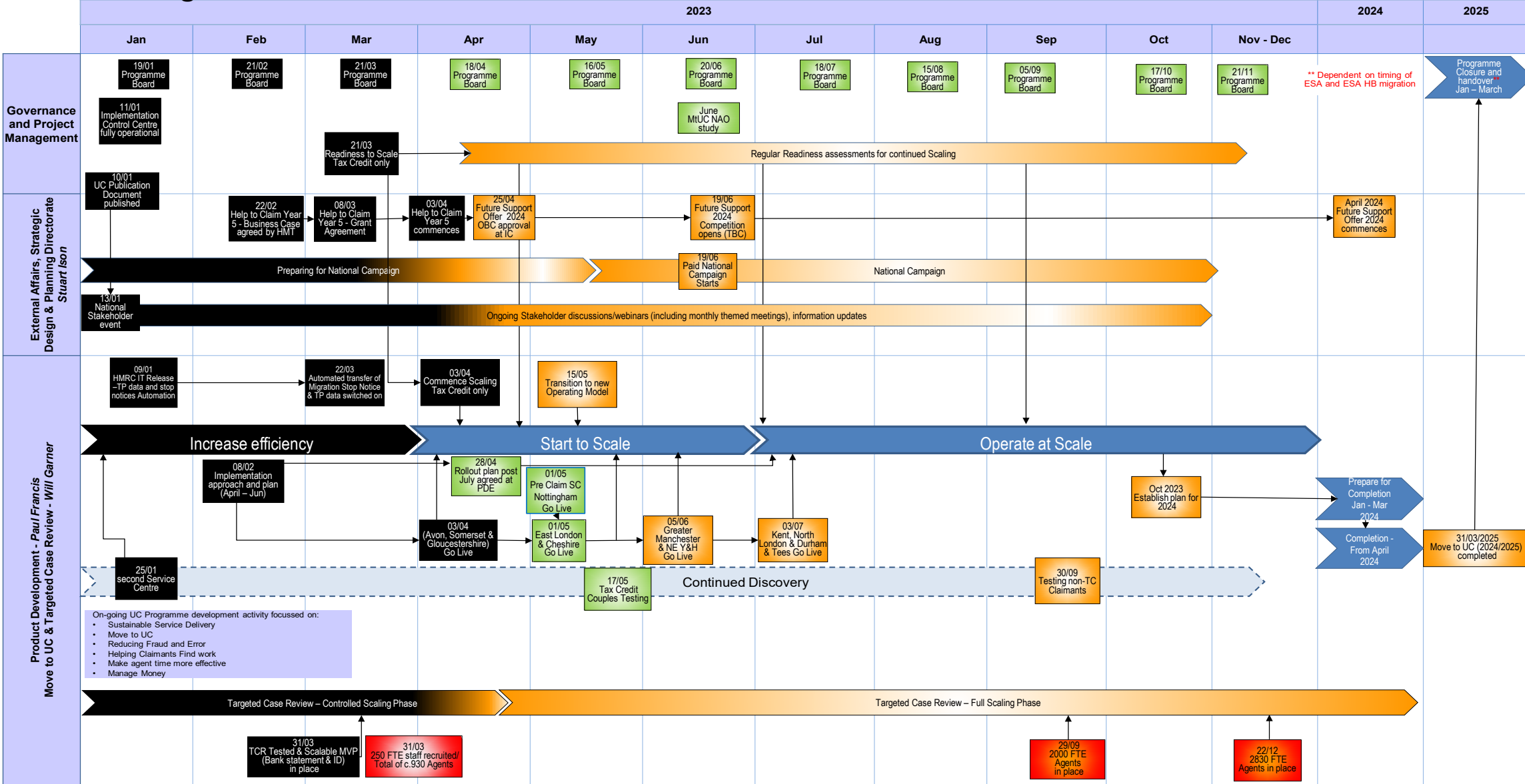
Critical / Key Milestones

Programme		
TCR - Tested and Scalable MVP (Bank Statement and ID) in place		31/03/23
Reduce eligibility criteria for Support for Mortgage Interest (SMI)		03/04/23
Help to Claim Year 5 Commences		03/04/23
TCR - 930 FTE Agents recruited/in place		31/03/23
Future Support Offer 2024 (previously Help to Claim Year 6) – OBC approval at Investment Committee		25/04/23
Annual uprating of benefits (and increasing benefit cap) and annual rent changes		28/04/23
End of EUSS (European Union Settlement Scheme) Pre-Settlement Status		24/05/23
Future Support Offer 2024 (previously Help to Claim Year 6) – Competition opens		19/06/23
Paid National Campaign Starts		19/06/23
NAO Move to UC Study		June 23
TCR 2000 FTE Agents in place		29/09/23
TCR 2830 FTE Agents in place		22/12/23

Increase Efficiency - (Jan to March 23)		
Readiness to Scale Tax Credit only migration		21/03/23
End to End Testing of inbound/outbound data transfer for case selection		22/03/23
Automated transfer of Migration Stop Notice and TP data switched on (HMRC & DWP)		22/03/23
Q2 Supply plans confirmed		31/03/23
Case selection records to support April Scaling received from HMRC (manual)		31/03/23

Start to Scale - (April to June 23)		
ASG (Avon, Somerset and Gloucestershire) District Go Live		03/04/23
Commence Scaling Tax Credit only migration		03/04/23
Automation of case selection data transfers – notification file sent to HMRC		15/04/23
Automation of Case selection data transfer – selection file from HMRC		26/04/23
Rollout Plan post July agreed at PDE		28/04/23
East London and Cheshire Districts Go Live		01/05/23
National Move to UC Pre-Claim Team - Nottingham Service Centre Go Live		01/05/23
Transition to new Move Operating Model		15/05/23
Discovery - Commence Tax Credit couples testing		17/05/23
Automated Transfer of Termination Stop Notice switched on (DWP and HMRC)		(May tbc)
Greater Manchester and NE Y&H Districts Go Live		05/06/23
Readiness to operate at Scale		20/06/23

Operate at Scale - (July to Dec 23)		
Commence Operating at Scale		03/07/23
Kent, North London and Durham & Tees Districts Go Live		03/07/23
National Move to UC Pre-Claim Team - Stockport Service Centre Go Live		03/07/23
Tax credits Renewal approach for 2024 agreed		31/07/23
Recommence Discovery testing to migrate non - Tax Credit claimants		30/09/23
Establish plan for 2024/25		Oct 2023
Readiness to prepare for completion		21/11/23
Plan established for Completing Move to UC Phase		30/11/23

Prepare for Completion - (Jan to March 2024)		
Commence Preparing for Completion		02/01/24
Readiness to complete 2024/25 plan		19/03/24

Completion - (From April 2024)		
Commence Completing Migration		01/04/24
Move to UC (2024/25) completed		31/03/25

Programme Closure and Handover - (Jan - Mar 2025) - *Dependent on timing of ESA and ESA HB migration		
Programme Closure		31/03/25

UC Programme E2E Critical Path

Official - Sensitive   V0.361

UC

| Affordability	Service can be effectively delivered within agreed tolerance of funds	• **Unit Costs forecast with Winter Plan 2021 SR Volumes** (pre-April 2022 Winter Plan 2020 Volumes used) **v Actual Caseload** (Households) • **Actual for February is £213 against target of £276**

Unit Cost per Caseload (claims)

- Actual (Training)
- Actuals (Excluding Training)
- Winter Plan 21 SR Forecast (pre-Apr 2022 - Winter Plan 2020 Forecast used)

Full Service Unit Cost £'s per Claim

Values shown on chart: 519, 473, 321, 266, 259, 290, 293, 395, 266, 276, 264, 261, 245, 227, 206, 229, 207, 235, **213**

Legend: FS Unit Cost (excl. Training), FS Training Unit Cost, FBCv2+ Winter Plan 21 Volumes
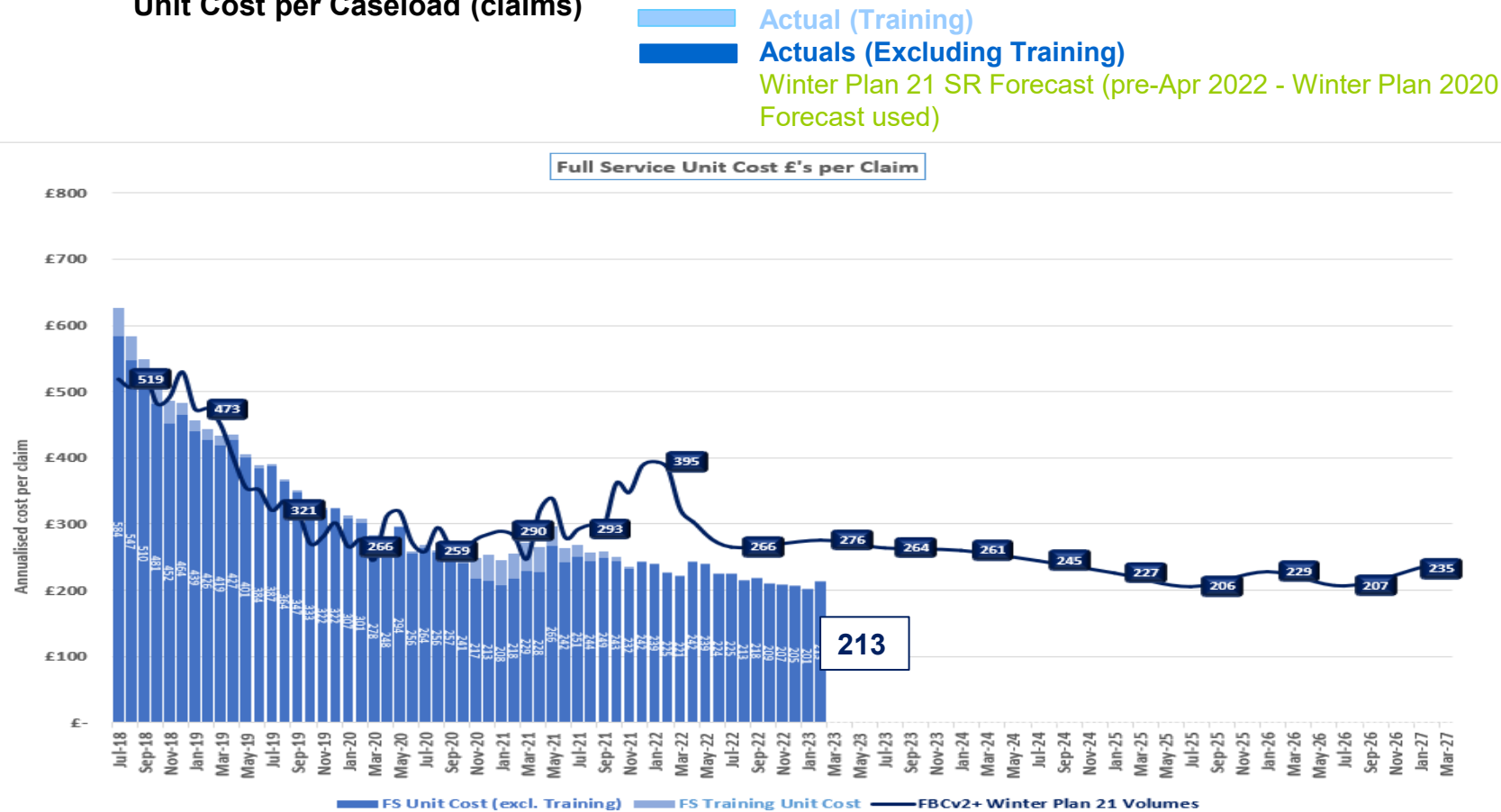
Forecast: Winter Plan 2021 SR Volumes (pre-April 2022 Winter Plan 2020 Volumes used)

Apr 22	May 22	Jun 22	Jul 22	Aug 22	Sept 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23
4,463,572	4,500,520	4,528,597	4,560,446	4,596,500	4,630,729	4,655,071	4,688,030	4,727,741	4,772,130	4,836,211	4,886,380

Actual Caseload (Households)

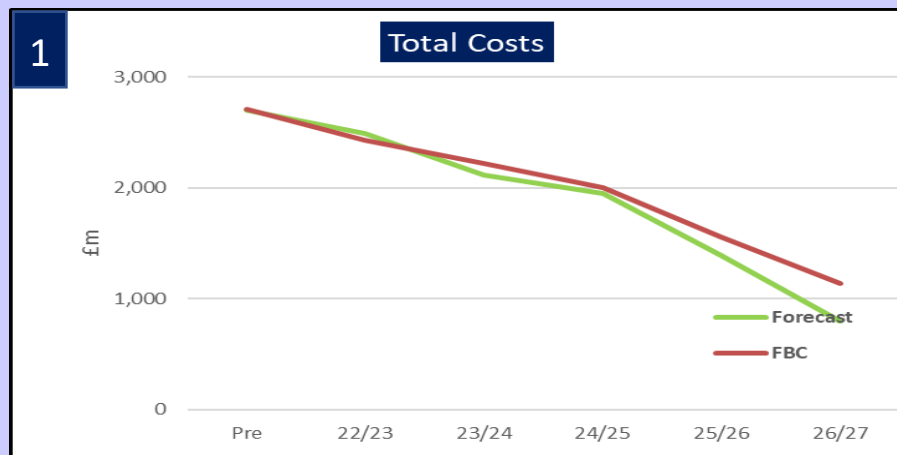|											
4,760,123	4,764,950	4,799,599	4,827,791	4,877,687	4,904,658	4,931,937	4,957,526	4,976,924	5,004,202	5,030,653	5,049,008

5.8m Claimants as of 14th February
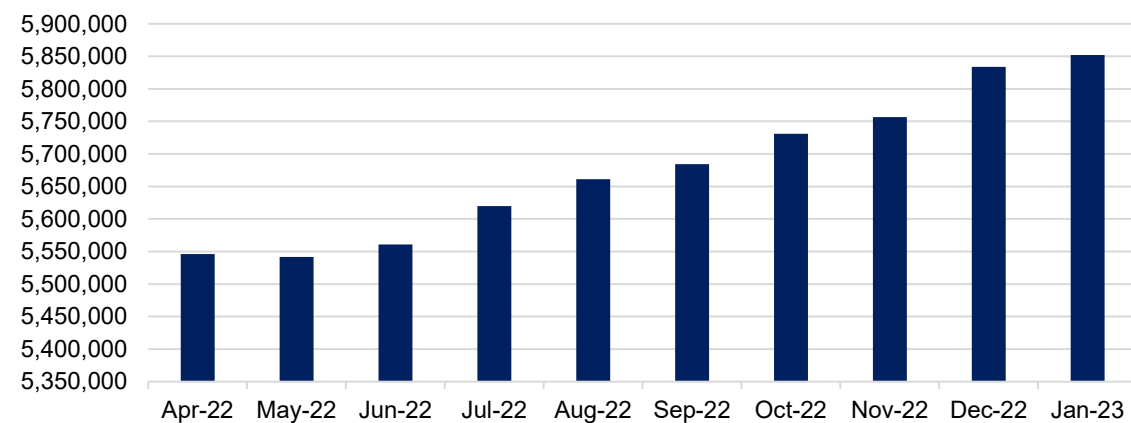
39% In employment (January 2023)

Next Statistics 18h April 2023

Programme Overall Finance Forecast Summary (P11)

	Total Costs £m								Whole Life Movement
	Pre	22/23	23/24	24/25	25/26	26/27	Total	FBC	
Programme Mgt	1,841	117	250	434	89	51	2,784	2,554	(229)
Move to UC	152	7	27	77	1	0	263	443	179
Investment	**1,993**	**124**	**277**	**511**	**90**	**51**	**3,047**	**2,997**	**(50)**
Running Costs	5,536	1,288	1,299	1,827	2,040	2,074	14,065	14,308	243
Savings	(5,141)	(1,637)	(1,969)	(2,524)	(2,716)	(2,741)	16,728	(16,588)	140
Depreciation	307	17	19	22	25	24	416	419	4
Total	**2,695**	**(208)**	**(374)**	**(163)**	**(561)**	**(591)**	**799**	**1,135**	**337**

1 **Total Costs**

Legend: Forecast, FBC

2 **22/23 Forecast Movement and Budget**

Categories: Programme Mgt, Move to UC, Investment, Running Costs, Savings, Depreciation
Legend: P12, P11, Budget

	Forecast 22/23			Budget 22/23	
	P12	P11	Var	Budget	Var
Programme Mgt	117	116	(1)	113	(4)
Move to UC	7	7	1	11	4
Investment	**124**	**124**	**(0)**	**124**	**0**
Running Costs	1,288	1,285	(3)	1,297	9
Savings	(1,637)	(1,732)	(94)	(1,731)	(94)
Depreciation	17	18	0	17	(0)
Total	**(208)**	**(305)**	**(97)**	**(293)**	**(85)**

1. Total Costs

- Overall forecast costs are £337m lower than the FBC Refresh due the impact of the WP22 volume refresh on operational costs and savings, the policy change for an increase in the Administrative Earnings Threshold (AET) to 15 hours, the changes to the Employment Support Allowance migration timetable, the adoption of a new Move to UC migration cost model and the additional Autumn Statement 22 funding for the increased Targeted Case Review activity.

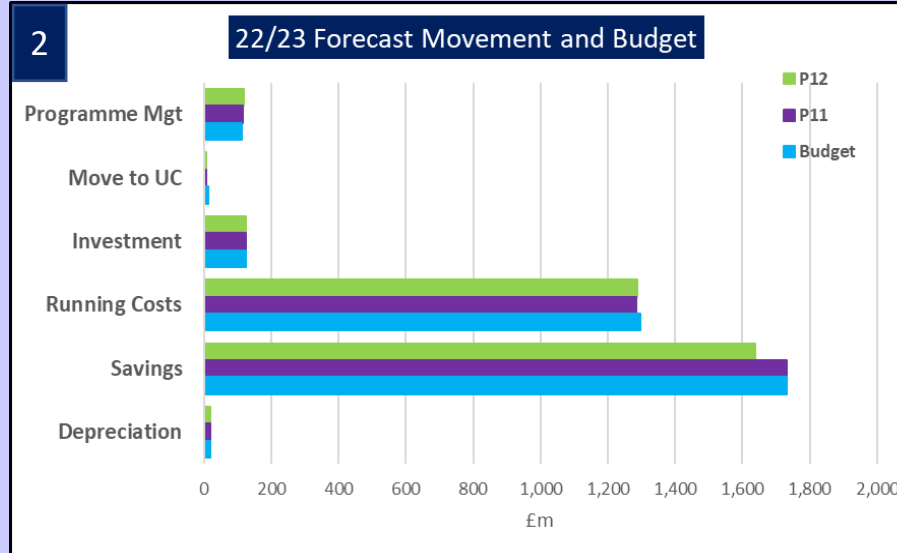**2. Forecast and Budget P11 22/23 v P12 22/23**

Forecast

- Total forecast increase this month of £97.4m mainly due to refreshed in-year savings position of £98m
- Programme P12 position: Small decrease of £0.05m, **the year-end position landing within the 1% P06 forecast target.**
- UC Operations forecast: £3.1m increase due to increase telephony demand, updated staff recharges, removal of attrition overlay, revised average salaries and revised overtime accrual.

Budget

- No 22/23 budget movement. The 23/24 allocation is expected to be received for P1.
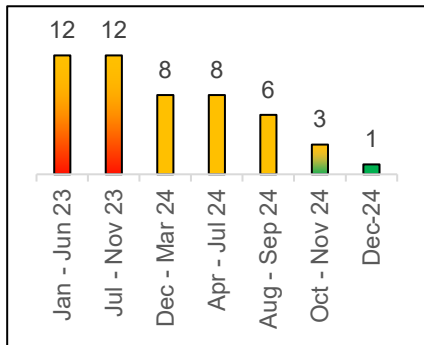
3. HMT Drawdown Approval

- HMT has approved drawdown of £171m for Move to UC, for the period January 2023 to December 2023, excluding depreciation.
- Drawdown is not required for Help to Claim and Targeted Case Review which have already received HMT approval.

P90 Move to UC – Scope and Delivery by December 2024

P05 UC Java Developer Recruitment & Retention

P90 Move to UC – Scope and Delivery by December 2024

Risk	Risk Details	Mitigations Planned/Completed

Description:
Unforeseen changes to the Scope or Design of the UC Service, competing demands on the UC Programme Product Teams or on Operational resources may create an unstable environment in which to deliver MtUC, preventing the successful migration of in-scope claimants to UC by Dec 24.
 	
Causes:
1. Changes to UC Policy or Design, resulting from wider Government demands or DWP Ministerial initiatives creating changes to UC prioritisation plans and Operational resource demands.
2. Wider Departmental priorities leading to increasing or competing Operational service demands (e.g. existing demands MtUC & TCR alongside Workforce Participation and IWP) and insufficient operational capacity to deliver agreed profiles.
3. Insufficient Operational resource (capacity and/or capability) or Operational readiness to complete all migrations as set out in the scalability plan, given current levels of demand, attrition rates, recruitment timescales etc.
4. Change fatigue in Operations resulting from layering changes without sufficient opportunity to consolidate learning / delivery.
5. Planned levels of process efficiency (DWP & HMRC) may not be achieved, impacting deliverability.
6. Proposals to reduce economic inactivity and support workforce shortages may require significant UC build time and UC operational support, reducing their ability to maintain a stable and performant service.
7. Legislative requirements or Judicial Reviews / Tribunal Decisions requiring changes to UC Policy or Design.
8. Responses to external factors (e.g. further economic instability/downturn and/or a further spike in COVID-19 outbreak) may necessitate changing UC migration schedules.
 	
Consequences:
a. The UC Programme will not successfully deliver UC as planned by Dec 24.
b. The benefits stated in the UC Business Case may not be realised as forecast resulting in excess cost and reduced savings.
c. Significant reputational damage / serious Stakeholder / Partner concern.
	Risk Owner: Stuart Ison
	Risk Action Manager: Mark Cousen
	Risk Raised: Jan 23
	Current Rating: AR12 (Impact 4 x Likelihood 3)
	Target Rating: G1 (Impact 1 x Likelihood 1)
	Target Date: Dec 24
	Impact Date: Jan 25
	
	Expected Flight Path
	
	Flight Path Rationale/Changes –
	➢ **Dec 23 –** Risk reduced to A8 (I4 x L2) once the Readiness to move to Completion Phase **has been** confirmed (at PDE) and volumes are on track to safely migrate the remaining TC Only claimants.
	➢ **Aug 24 –** Risk reduced to A6 (I3 x L2) once the stocktake review of progress (at PDE) confirms migration of TC only claimants is complete and other in-scope claimants are on track.
	➢ **Oct 24 –** Risk reduced to **AG3** (I3 x L1) once the **final migration notices have been issued.**
	➢ **Dec 24 –** Risk **mitigated** to G1 (I1 x L1) once the final completion review (at PDE/PB) confirms that all **in-scope migrations are complete and handover and closure activity can commence.**
	
	To Note: Where mitigation references Readiness or stocktake assessment this includes Operational Readiness. Some Causes and Mitigations to address this Risk are included in other Programme Risks, which are routinely cross referenced. Operational Service Delivery demands are managed at ET level via Principal Risks ET05.
		Planned:
		1) Resources/Recruitment for Q2:
		  • MtUC FTE recruited per demand forecast (ongoing)
		  • MtUC resource available per capacity plan (ongoing, reviewed monthly)
		2) Assessment of progress against Readiness Criteria for Scaling at MtUC Sub Group & PDE (monthly)
		3) Roll-out Plan post Jul 23 agreed with Area Directors in Operations and PDE (28/04/23)
		4) Transition to new MtUC operating Model (15/05/23)
		5) Readiness to operate at Scale (PB) (20/06/23)
		6) Stocktake assessment of readiness to further increase volumetric scaling of Tax Credit only migration notices to operate at full scale (30/06/23)
		7) Commence operating at full scale (Jul 23)
		8) Readiness assessment to move to Completion Phase confirmed (at PB) and volumes are on track to migrate TC Only claimants (Nov 23)
		9) MtUC Scaling Phase ends (end Dec 23)
		10) Commence with preparations for completion of UC Programme (Jan 24)
		11) Commence with the MtUC Completion Phase at full volume (Apr 24)
		12) Stocktake assessment (at PDE) to confirm that the migration of all TC only claimants is complete and we are on track to safely migrate the remaining in-scope Legacy claimants by Dec 24 (Jul 24)
		13) Final migration notices issued (Sep 24)
		14) Stocktake assessment (at PDE/PB) to confirm that in-scope claimants will complete their Migration journey by Dec 24 and handover and closure activities can commence (Nov 24)
		15) Proposed changes / new Policy/Operational requirements managed through UC Change Impacting Group and agreed through robust Governance arrangements at PDE (ongoing)
		16) Monitoring of the Product Teams and digital workforce to maintain required skills/ capability throughout Scaling and Completion Phase (ongoing).
		17) Regular engagement with HMRC to monitor progress of automation (ongoing).
		18) Update / Forward Look meetings with MfE to sustain confidence in and commitment to Move to UC Scaling Plans (fortnightly)
		
		Completed:
		a) Implementation Control Centre (ICC) fully operational to monitor and control performance of the service in live running, informing scaling decisions (11/01/23)
		b) Roll-out Scaling Approach agreed at WHET and PDE (11/01/23)
		c) Scaling the Service demand and resource approach agreed with Area Directors in Operations for Q1 (13/01/23)
		d) Assessment of progress against Readiness Criteria for Scaling at MtUC Sub Group & PDE (Jan, Feb 23)
		e) Implementation plan for Apr-Jun 23 agreed with WHET (31/01/23)
		f) Roll-out Plan (April – Jun 23) agreed at WHET and PDE (08/02/23)
		g) Update on progress against Readiness Criteria for Scaling at PB (21/02/23)
		h) Fortnightly Update / Forward Look meetings with MfE to sustain confidence in and commitment to Move to UC Scaling Plans commenced (13/03/23)
		i) Q2 Resource Supply plans confirmed (Mar 23)
		j) Resources secured for commencing with operating at Scale (Mar 23)
		k) Commence Scaling of TC only migration notices at increased volume (03/04/23)

P05 UC Java Developer Recruitment & Retention

Issue Details	Background	Planned Actions / Supporting information - Permanent

Issue Owner: Paul Francis
Issue Manager: Chris Thorn
 	
Issue:
The recruitment of Java Developers (JDs) in a rapidly changing market has become problematic. Fierce competition, high demand and a limited supply of skilled resource is currently impacting our ability to recruit and retain enough JDs to change/maintain the UC Core digital service and may impact our capacity to scale and migrate Legacy claimants through Move to UC.
 	
Issue Since: 15/03/22
Objective Date: Undetermined due to the unpredictability of staff turnover
	The highly competitive market for skilled software engineers puts DWP at a disadvantage, due to the Civil Service pay framework constraints for permanent recruitment and other Cabinet Office controls, which also affects how we can engage with commercial suppliers. Unable to recruit permanent engineering staff, the Programme relies heavily on contractors. Contractors have been recruited, however the attrition rate remains high.
	
	Challenges and Impact
	
	The key challenges are:
	1) Civil service pay for Digital, Data and Technology (DDaT) roles, including JDs is uncompetitive, demonstrated by salary benchmarks, impacting our ability to attract skilled contingent labour.
	2) The combination of challenges to retain existing resource and the inability to recruit new JDs quickly enough means that we can't increase capacity as quickly as we need to meet the demands on the Programme.
	3) The highly competitive market is significantly impacting the JDs attrition rate with departures greater than our ability to recruit.
	4) DWP's office based/hybrid working unattractive to contingent labour.
	Consequential Impact:
	1) Without experienced JDs:
	  • The service can not be updated, requests for new functionality can not be delivered or may have to be deferred.
	  • Without contingent labour, UC can not maintain the digital service in its current state.
	  • We may be unable to scale Move to UC if Issue worsens and we cannot prioritise resource.
	  • We may not be able to respond to changes in the external environment.
	  • Worst case scenario, we would be unable to maintain the system security
		1) Ongoing challenge in the hiring of permanent JDs continues, potentially leaving us in a vulnerable position should the contractor situation change quickly. A new permanent G7 JD campaign is going live 03/04/23 and an SEO campaign 17/04/23. Newcastle has been advertised as a possible location and also trialling a new online test.
		2) UCWA is currently advertising 5 SEO JD roles in Leeds, which will trial the new "TDD Skills Academy" – this is an 8-week programme, set-up to provide upskilling opportunities for candidates that meet all other essential criteria but would require some development in TDD. If successful, this will widen our choice in the narrow Java market. A retrospective will be held afterwards, to review the findings and if successful there is scope to roll this out wider across UC. This is not a quick fix, however, we need to assure the Programme that we can maintain the security and quality we have in UC. (Apr 23)
		3) Discovery work is still ongoing around the hybrid working model to establish if this is a real blocker in attracting talent in the current market. Reviewing if current hub locations are preventing attracting more "remote" talent pools. As part of the discovery, considering running a trial within an existing team, to assess impacts on team morale and productivity if the developers were to work remotely. Relevant approvals from Capacity Board/ DET will be sought prior to taking any further action post discovery.
		4) As part of our Engineering Strategy, looking into various initiatives, with the aim of improving our conversions on future permanent campaigns, including a new testing approach, practice led training academies and the potential to remove SC as a pre-requisite before joining and training academies for near misses.
		5) Permanent G6 campaigns advertised for lead engineering positions and interviewing is underway. These roles will help build our capacity / capability.
		6) Nine permanent DevOps candidates have been recruited as part of the last centralised campaign. These candidates are currently going through the relevant background / SC checks.

Issue Priority Rating	Objective
Major	The aim is to secure and retain sufficient permanent JDs, reducing our reliance on contingent labour. However, it is accepted that rapidly changing work demands will always necessitate the use of some contingent labour.

Delivered Actions	Planned Actions / Supporting Information – Contingent
a) DSP contract with Cognizant signed and went live (Nov 22). b) Onboarding Developers commenced from Digital Specialists & Programmes (DSP) procurement (Nov 22) c) Initial request/proposal on hybrid flexibility presented to Capacity Board (Nov 22) d) Refined proposal to Capacity Board, following conversations with DET members & PC&P colleagues (Dec 22) e) CDDO have had their DDAT CBP Business case approved which provides new maximums f) CDDO contacted OGDs and now understand that the demand for Java specialists is not across Government. g) Explored (with Capacity Board) potential flexibilities to make DWP more attractive as an employer (e.g. relaxation of 40% hybrid working rule) – unable to reach agreement. h) Presentation to DET on DDAT Capability Based Pay (w/c 20/03/23) i) UC SRO wrote to the Permanent Secretary to formally request the Issue of JD resource be escalated for management at Departmental level. (04/04/23)	1) Cognizant are currently suspended from working new roles, and the recent DevOps exercise attracted no bids. Feedback from suppliers suggests that this is due to an overall shortage of DevOps Engineers in the marketplace. It's unlikely that we will raise any new demands at this time, due to the acquisition of nine permanent DevOps resources.

UC Programme Digital Headcount Report

Combined UC/M2UC Headcount Report

Two Dimensional Filter Statistics: UC Headcount Report (Combined UC/M2UC)

Role	BACKLOG	ADVERTISED	ONBOARDING	FILLED	OFFBOARDING	FILLED (TEMP)	T:
Software Engineer	6	5	0	17	1	62	91
Service Manager	5	0	0	69	0	3	77
Business Analyst	9	5	0	21	3	12	50
Test Engineer	4	2	0	11	0	29	46
DevOps Engineer	3	0	1	8	0	26	38
User Researcher	2	4	1	8	0	12	27
Product Manager	3	1	0	17	0	5	26
Agile Delivery Manager	0	4	1	10	0	10	25
Digital Project Manager	3	2	0	3	0	15	23
Content Designer	2	1	1	9	0	6	19
Security Fraud Risk Manager	3	1	1	6	0	7	18
Interaction Designer	0	1	1	5	0	10	17
Product Manager (Strategist)	0	0	0	9	0	3	12
Architect	1	3	0	2	0	3	9
Front End Dev	1	1	0	2	0	5	9
Service Design	1	2	0	1	0	5	9
Infrastructure Engineer	0	0	0	0	0	7	7
Data Scientist	1	0	0	0	0	2	3
Total Unique Issues:	**44**	**32**	**6**	**198**	**4**	**222**	**506**

Backlog – un-advertised / non-urgent roles,

Advertised – roles currently advertised & actively recruiting,

Onboarding – role with a new joiner confirmed,

Filled – Perm in position,

Filled (Temp) – Contractor in position,

Offboarding – role with incumbent serving notice tice (will move into backlog/advertised to be repurposed once left*)

Resourcing Gap Analysis – Critical Roles (combined Software Engineers (Java Developers) / Tech Lead, DevOps, User Research & Interaction Designer

Combined (Software Engineer/ Tech Lead, DevOps, UR & IxD)

Legend: Minimum, Actual/Forecast, Target, Capacity
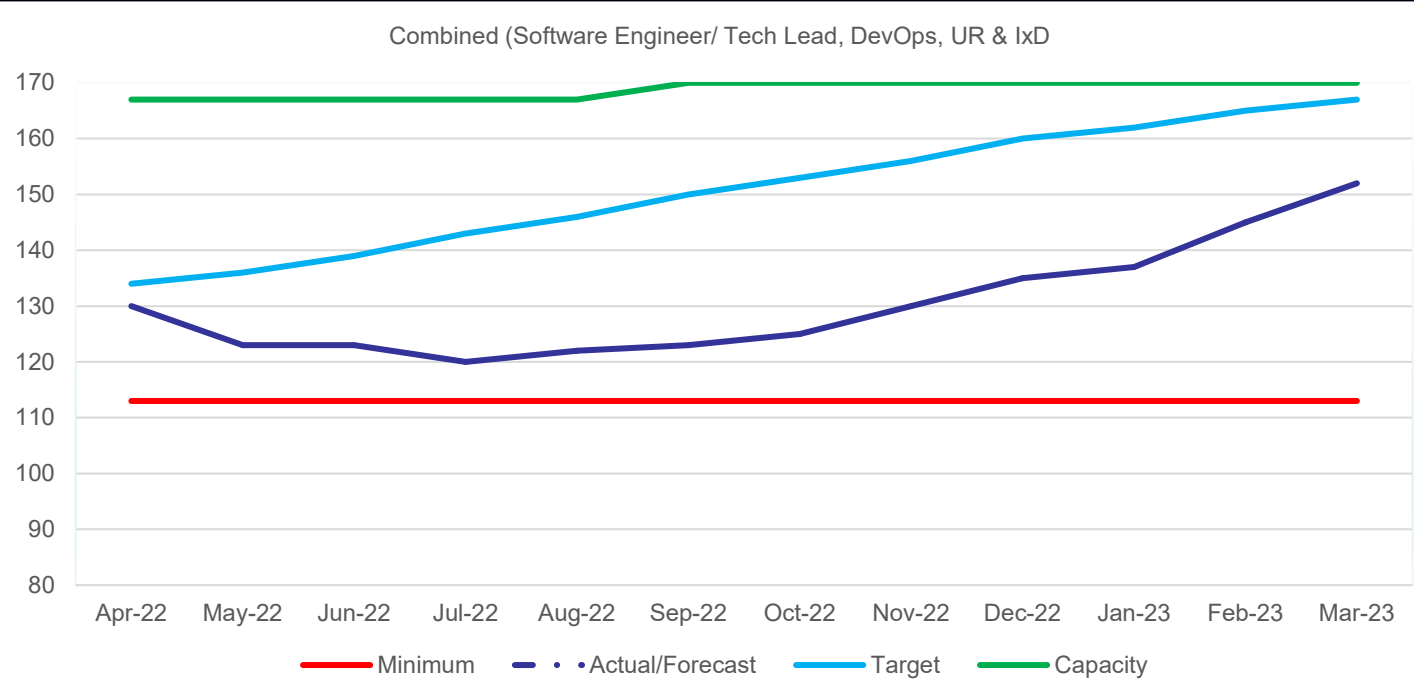
Minimum - *This is the minimum level of resourcing required to keep the service running, with the ability to manage incidents and deliver a minimal amount of feature change only. There would be minimal ability to progress features slowly in all teams, other than Payments, F&E, M2UC who would have a minimum level that supports moderate progress on those initiatives, due to their higher priority*

Actual / Forecast *– This is our current actual headcount and with a projected forecast (dotted line) based on the most up to date information we have available at the time of this report*

Target *– This is the number of people we need to do the work we have planned*

Capacity *– This is the total headcount we have approved in our WFP*

Key Commentary

- *Workforce plans are continually reviewed, and numbers can fluctuate from month-to-month, as roles are repurposed / reprioritised based on the current needs of the programme*
- We continue our positive trend in the hiring Java Developers via PSR, having placed another 2 contractors since the last report, however we expect our perm numbers to reduce by 1 next month due to a resignation.
- Our ongoing challenge in the hiring of perm developers continues, which means we have not been able to build in the level of resilience into our workforce as we would have liked, potentially leaving us in a vulnerable position should the contractor situation change quickly (attrition etc).
- We have a new perm G7 Java Dev campaign going live on 03/04/23 and an SEO one on 17/04/23, so we hope to have some better success. Newcastle has been advertised as a possible location and we are also trialling a new online test, which if proves successful – could be rolled out wider across the practice.
- As part of our Engineering Strategy, we continue to investigate various initiatives, which we hope will improve our conversions on future perm campaigns - these include the possible removal of Security Checks as a pre-requisite before joining and training academies for near misses.
- UC Working Age (UCWA) is currently advertising 5 SEO Java Developer roles in Leeds, which will trial the new "Test Driven Development (TDD) Skills Academy" ran by the practice – this is an 8-week programme, set-up to provide upskilling opportunities for candidates that meet all other essential criteria but would require some development in TDD. A retrospective will be held afterwards, to review the findings and if successful there is scope to roll this out wider across UC.
- Discovery work is still ongoing around our hybrid working model to establish if this is a real blocker in us attracting talent in the current market. We are reviewing if our current hub location is preventing us from attracting more "remote" talent pools and generally what our competitors are doing in terms of their Employee Value Proposition (EVP). As part of the discovery, we are also considering running a trial within an existing team, to assess impacts on team morale and productivity if the developers were to work remotely. Relevant approvals from Capacity Board/ DET will be sought prior to taking any further action post discovery.
- Perm G6 campaigns have been advertised for lead engineering positions and interviewing is currently underway in some areas. These roles will play a key role in helping us build our capacity and capability in these areas moving forward.
- After liaison with the Practice & DevOps Head of Role, we have been able to secure 9 permanent DevOps candidates, who were recruited as part of the last centralised campaign. VACS have now been assigned and these candidates are currently going through the relevant background / SC checks.
- CGI, who were recently appointed via the DSP framework have made a very positive start to filling the BA & UR demand that we sent their way. They have successfully onboarded 3 x BAs and 2 x URs over the last 4 weeks, with only 1 BA role remaining unfilled.
- **Changes from last month in these key areas;**
  - Software Engineers = +2
  - DevOps = +1
- **Expected changes for next month (known joiners/ leavers at this stage);**
  - Software Engineer = -1
  - DevOps Engineer = +1
  - User Researcher = +1
  - Business Analysts = +2
  - Interaction Designer = +1
- **We continue to pursue all available options available to us to bolster our numbers, including;**
- DSP LOT1 Digital Specialists and Programmes – Cognizant are currently suspended working new roles, and the recent DevOps exercise attracted no bids. It's unlikely that we will raise any new demands at this time, due to the acquisition of the 9 perm DevOps resources.
- DSP LOT2 – CGI have made a very positive start, successfully filling 3 x BA & 2 x UR requirements
- PSR – Another solid month with the majority of our contract requirements being filled
- Internal – We also continue to look for any redeployment opportunities internally across DWP
- Apprenticeships & "Grow your Own" initiatives – We continue to work closely with the relevant Practices/ HoR to identify up and coming schemes where we can potentially grow our own talent. We are also speaking with commercial and digital colleagues about various Recruit, Train & Deploy (RTD) schemes that are potentially available to us.