

Programme Summary

The overall internal Programme status remains AMBER. Whilst we successfully commenced scaling Tax Credit only migration in April, and continue to make positive progress in line with profile, 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.

Close working continues with HMRC and DWP Operational colleagues to plan and prepare for the next few months as we rapidly increase the numbers of notifications issued per month. From May 3 records for all new Move to Universal Credit claimants will be added to the Move Service, removing the previously used Move to UC Migration spreadsheet with the automation with HMRC, to integrate the data flow for identification and notification of claimants, delivered and following implementation of a required fix, working well. The Rollout Schedule, for the remainder of 2023/24, was confirmed at PDE on 26 April with the latest detailed readiness assessments, to assess progress and assure operating at scale commences safely and securely from July completed with an overall AMBER rating endorsed at PDE also on 26 April.

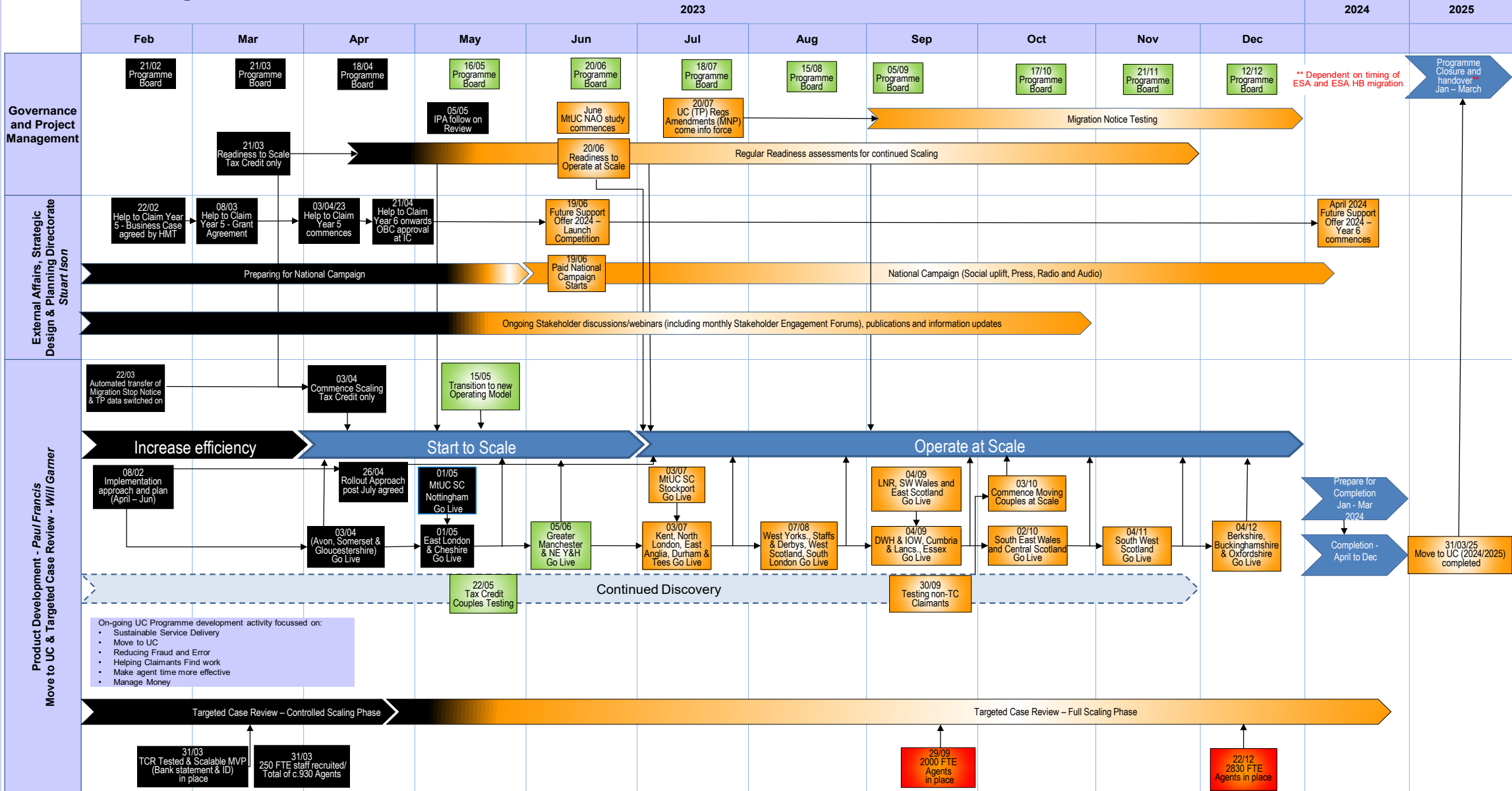
Latest Full Service releases deployed include; introduction of a new housing page allowing agents to view housing details of current and previous claims in one place; a new jobs and opportunities feature that supports locally account managed jobs being added to the service; and, delivering the required 2023 Annual Uprating changes ahead of them coming into effect from 10 April. In addition to the usual performance and technical fixes, we have commenced issuing the latest cost of living payments on 25 April with work well underway to plan the content for the next phase of Product Delivery (Phase 14 – May 2023 to November 2023) with final decision on priorities and content scheduled at PDE for 17 May.

The IPA have completed their light touch review, a follow on from the last IPA Gate 0 review completed in November, with an update scheduled for Programme Board on 17 May. The NAO are also planning a study on Move to Universal Credit with a likely start in June and then publication in late 2023. 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 on from the success of January’s publication, on learning from the Earliest Testable Service (ETS), Ministers have agreed to publish further data and learnings with actual dates still to be finalised. Cabinet Office have now approved plans to commence a paid National Campaign, targeted at 500k tax credit customers aimed at bolstering responses to receiving a Migration Notice, with content being finalised ahead of commencing later in June. Outline Business Case for the Future Support Offer (FSO) 2024 approved at Investment Committee on 21 April with competition launch scheduled for June subject to final HMT approval later in May.

UC Programme E2E Critical Path

Official - Sensitive

V0.362



Programme		
Annual uprating of benefits (and increasing benefit cap) and annual rent changes		05/04/23
Paid National Campaign – Cabinet Office Approval		21/04/23
Future Support Offer 2024 – OBC approval at Investment Committee		21/04/23
IPA follow on Review		05/05/23
Product Development Phase 14 Agreed		17/05/23
End of EUSS (European Union Settlement Scheme) Pre-Settlement Status		24/05/23
Pension Aged Tax Credit Feasibility Study Report at PDE		24/05/23
Future Support Offer 2024 – OBC approved by HMT		24/05/23
Future Support Offer 2024 – Launch Competition		19/06/23
Paid National Campaign Starts		19/06/23
NAO Move to UC Study Commences		June 23
UC (TP) Regulations Amendments (Migration Notice Period) come into force		20/07/23
TCR 2000 FTE Agents in place		29/09/23
TCR 2830 FTE Agents in place		22/12/23

Start to Scale - (April to June 23)		
Automation of case selection data transfers – notification file sent to HMRC		15/04/23
Rollout Plan post July agreed at PDE		26/04/23
Automation of Case selection data transfer – selection file from HMRC		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		22/05/23
Automated Transfer of Termination Stop Notice switched on (DWP and HMRC)		31/05/23
Greater Manchester and NE Yorkshire & the Humber 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, East Anglia 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
West Yorks, Staffs. & Derbyshire, West Scotland and South London Districts Go Live		07/08/23
Dorset, Wiltshire, Hampshire (DWH) & Isle of Wight, Cumbria & Lancashire and Essex Districts Go Live		04/09/23
Lincs, Notts. & Rutland (LNR), SW Wales and East Scotland Districts Go Live		04/09/23
Recommence Discovery testing to migrate non - Tax Credit claimants		30/09/23
SE Wales and Central Scotland Districts Go Live		02/10/23
Commence Moving Couples at Scale		03/10/23
SW Scotland District Go Live		06/11/23
Readiness to prepare for completion		21/11/23
Plan established for Completing Move to UC (2024/25) Phase		30/11/23
Berkshire, Buckinghamshire & Oxfordshire District Go Live		04/12/23

Prepare for Completion - (Jan to March 2024)		
Commence Preparing for Completion		02/01/24
Leicester & Northamptonshire and Devon & Cornwall (remaining) Districts Go Live		02/01/24
Surrey & Sussex, S Yorks, Mercia and Northern Scotland Districts Go Live		05/02/24
Northumberland & Tyne and Wear, West London and North & Mid Wales Districts Go Live		05/02/23
Birmingham & Solihull, Merseyside, NE Scotland, Black Country and Beds & Herts Districts Go Live		04/03/24
Readiness to complete 2024/25 plan		19/03/24

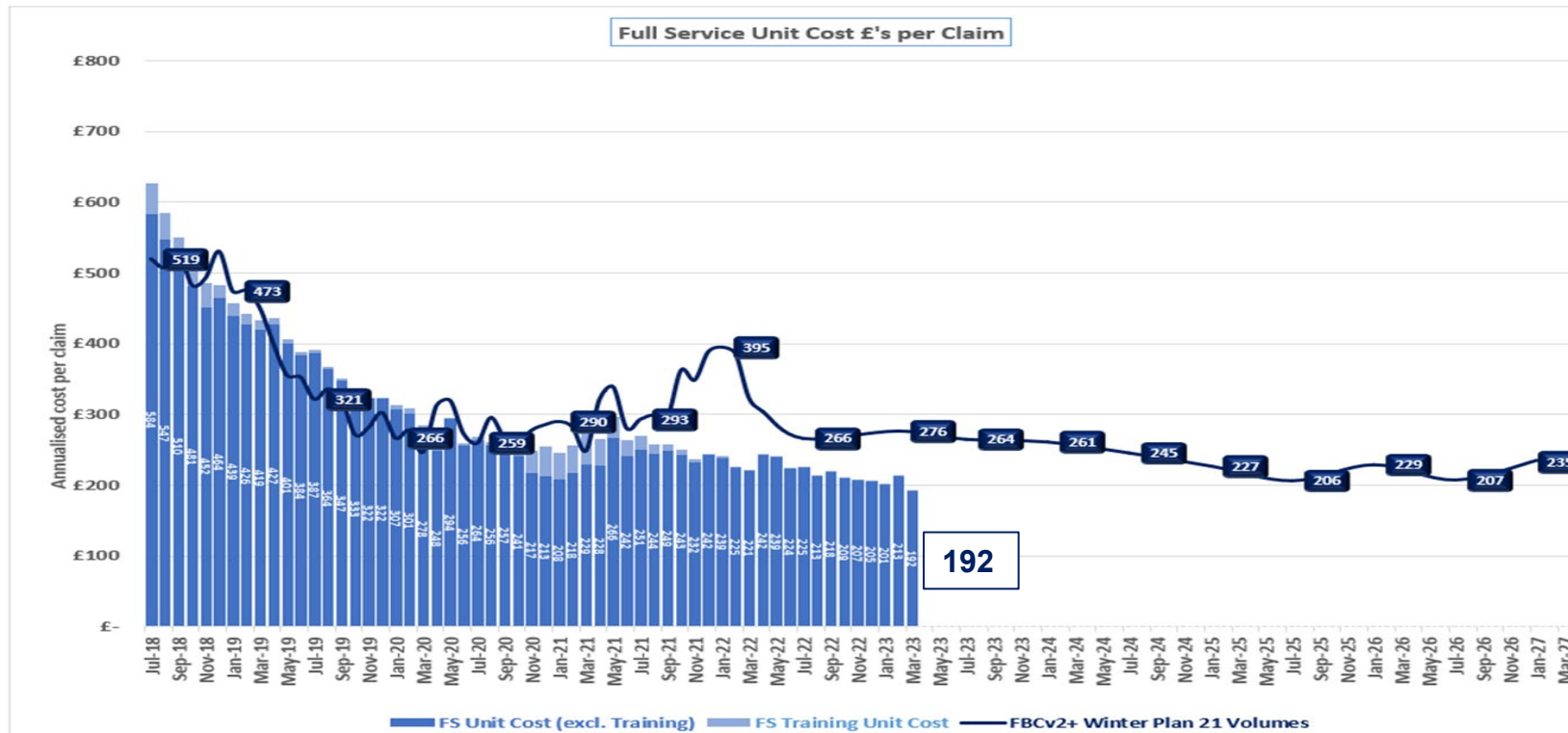
Completion - (From April 2024)		
Commence Completing Migration		01/04/24
Move to UC (2024/25) completed		31/03/25

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

Affordability	Service can be effectively delivered within agreed tolerance of funds	<ul style="list-style-type: none">Unit Costs forecast with Winter Plan 2021 SR Volumes (pre-April 2022 Winter Plan 2020 Volumes used) v Actual Caseload (Households)Actual for March is £192 against target of £239
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Unit Cost per Caseload (claims)

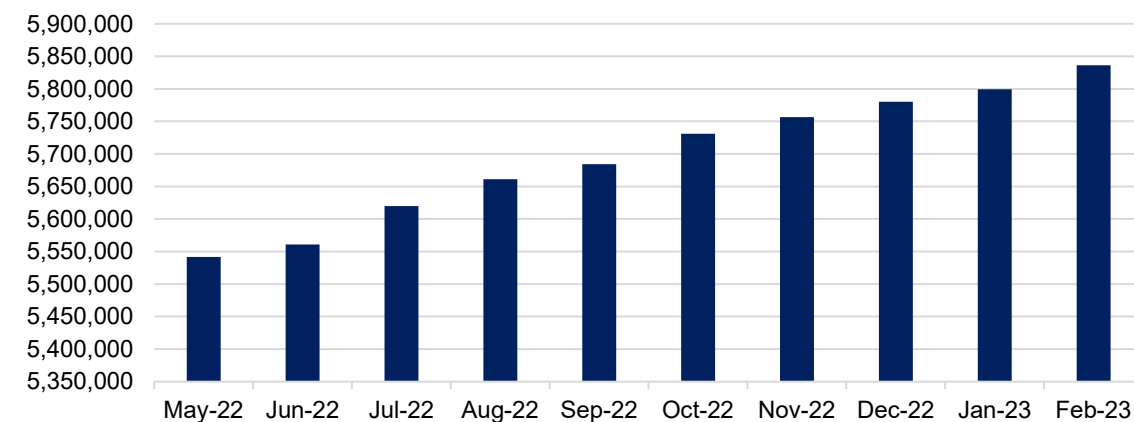
Actual (Training)
Actuals (Excluding Training)
Winter Plan 21 SR Forecast (pre-Apr 2022 - Winter Plan 2020 Forecast used)

**Forecast: Winter Plan 2021 SR Volumes (pre-April 2022 Winter Plan 2020 Volumes used)**

May 22	Jun 22	Jul 22	Aug 22	Sept 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23
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	4,956,545

Actual Caseload (Households)

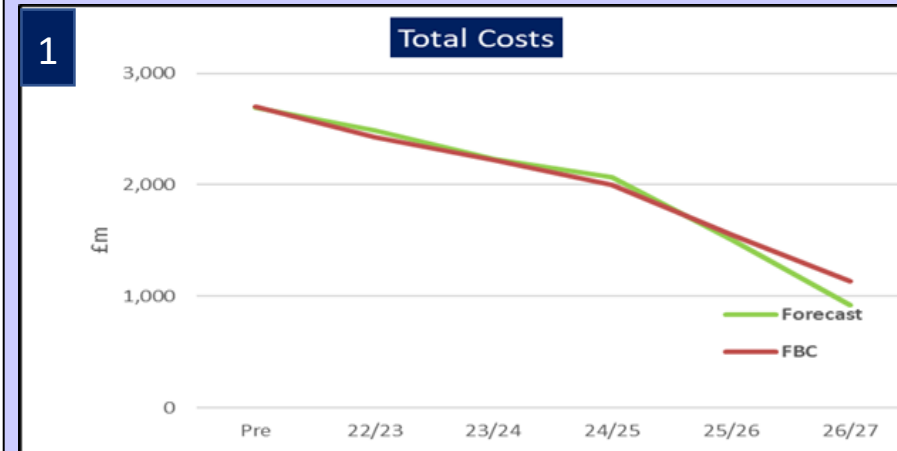
May 22	Jun 22	Jul 22	Aug 22	Sept 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23
4,764,950	4,799,599	4,827,791	4,877,687	4,904,658	4,931,937	4,957,526	4,976,924	5,004,202	5,030,653	5,049,008	5,085,928

5.8m Claimants as of 14th February

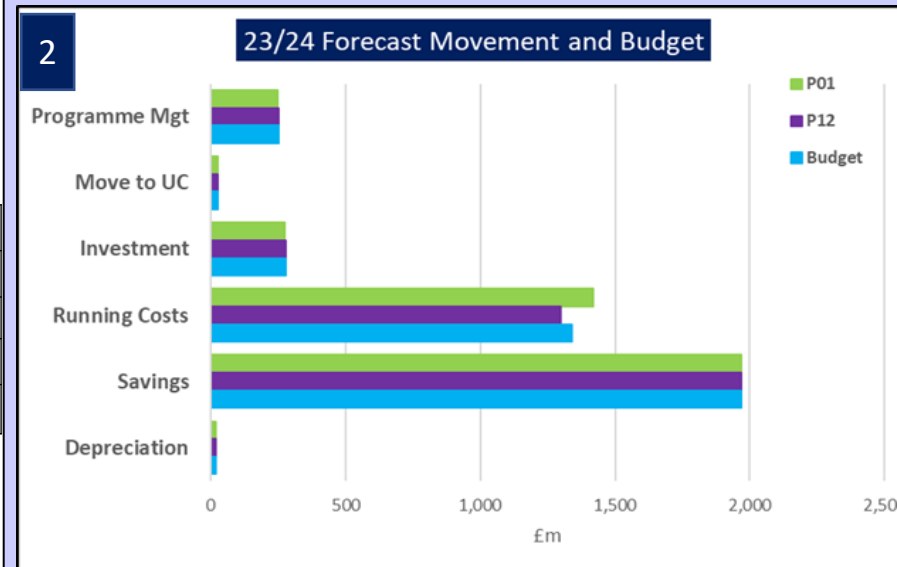
**38%
In employment
(February 2023)**

Next Statistics 11th May 2023**Programme Overall Finance Forecast Summary (P01)**

	Total Costs £m							Whole Life Movement
	Pre	22/23	23/24	24/25	25/26	26/27	Total	
Programme Mgt	1,841	117	249	434	89	51	2,782	(228)
Move to UC	152	7	27	77	1	0	264	179
Investment	1,993	124	276	511	90	51	3,046	(49)
Running Costs	5,536	1,288	1,420	1,827	2,040	2,074	14,186	122
Savings	(5,141)	(1,637)	(1,969)	(2,524)	(2,716)	(2,741)	16,728	140
Depreciation	307	17	20	22	25	24	416	3
Total	2,695	(208)	(254)	(163)	(561)	(591)	919	217

**1. Total Costs**

- Overall forecast costs are £217m lower than the FBC Refresh due to:
- 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
- Changes to the Employment Support Allowance migration timetable
- The adoption of a new Move to UC migration cost model
- Additional Autumn Statement 22 funding for the increased Targeted Case Review activity

**2. Forecast and Budget P12 23/24 v P01 23/24****Forecast**

- Total forecast increase this month of **£120.2m**, due to UC Operations increase of **£86.2m** for updated recruitment from the impact of M2UC and UCR along with additional Childcare funding **£34.8m**, offset by **£0.7m** updated workforce plans.
- Programme P01 position: Decrease of **£23.3m** due to TR2 transfer of **£22.6m** to HMRC for 95% of their implementation costs to deliver the UC Programme (net zero overall in total costs) and **£0.7m** decrease due to updated workforce plans and revised recharges (mentioned above).

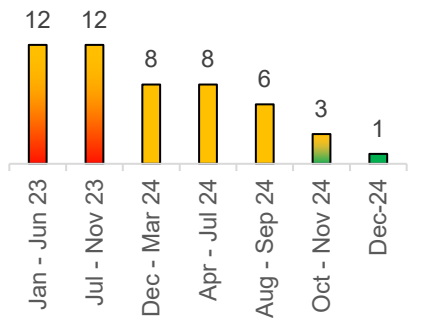
Budget

- There has been 1 budget movement in P01 which was the **£22.6m** TR2 transfer to HMRC for their forecasted implementation costs for the delivery of UC Programme.
- The 23/24 Budget is **£281.5m** including depreciation (£264.7m excluding depreciation).

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.

	Forecast 23/24			Budget 23/24	
	P01	P12	Var	Budget	Var
Programme Mgt	249	250	1	252	3
Move to UC	27	27	(0)	27	(0)
Investment	276	277	1	279	3
Running Costs	1,420	1,299	(121)	1,339	(81)
Savings	(1,969)	(1,969)	0	(1,969)	0
Depreciation	20	19	(0)	20	0
Total	(254)	(374)	(120)	(332)	(78)

P90 Move to UC – Scope and Delivery by December 2024			P05 UC Java Developer Recruitment & Retention		
Risk	Risk Details	Mitigations Planned/Completed	Issue Details	Background	Planned Actions / Supporting information - Permanent
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	Planned: 1) Assessment of progress against Readiness Criteria for Scaling at MtUC Sub Group & PDE (monthly) 2) Transition to new MtUC operating Model (15/05/23) 3) Stocktake assessment (at PDE) of readiness to further increase volumetric scaling of Tax Credit only migration notices to ‘Operate at Scale’ (14/06/23) 4) Readiness to increase volumetric scaling of Tax Credit only migration notices to ‘Operate at Scale’ approved at PB (20/06/23) 5) Commence increased volumetric scaling (Jul 23) 6) Readiness Assessment (assured and agreed at PDE) confirms Q3 & Q4 (Jul-Dec 23) resources are in place as per supply plans (monthly) 7) Readiness assessment to move to Completion Phase confirmed (at PDE/PB) and volumes are on track to migrate TC Only claimants (Nov 23) 8) Readiness Assessment (assured and agreed at PDE) confirms Q1 (Jan-Mar 24) resources are in place as per supply plans (monthly) 9) MtUC Scaling Phase ends (end Dec 23) 10) Commence preparations for completion of UC Programme (Jan 24) 11) Commence 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 ‘Starting to Scale’ (Mar 23) k) Commence Scaling of TC only migration notices at increased volume (03/04/23) l) Roll-out Plan post Jul 23 agreed with Area Directors in Operations and PDE (26/04/23)	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.	1) Ongoing challenge in the hiring of permanent JDs continues, potentially leaving us in a vulnerable position should the contractor situation change quickly. Permanent G7 & SEO Java Dev recruitment campaigns currently live. These campaigns are “always on” but have not generated any offers to date. G7 advert extended by 1 month (to now close on 04/06/23) and a review of the SEO campaign will be taking place w/c 08/05/23. Newcastle has been included as a hub site to widen our search. Trialling a new approach to online candidate testing, which can be potentially rolled out wider. 2) Permanent G6 EOI campaigns for lead engineering positions have been successful with offers accepted for one Lead Software Engineer, one Lead Test Engineer and two Lead DevOps Engineers. These roles will play a key role in helping us build our capacity and capability in these areas moving forward. 3) Project work investigating various initiatives to help us build our permanent capacity. Includes review of Security Clearance requirements, widening reach into the external market, contractor conversion, “growing our own” (including Recruit Train & Deploy (RTD) models) and general assessment of candidates and subsequent salary offers. 4) UCWA have advertised 5 SEO JD roles in Leeds, trialling the new “TDD Skills Academy”. The advert has now closed and two candidates have made it through to final interview stage. Once the outcomes of these interviews are known, a review meeting will take place to consider next steps. 5) Discovery work is still ongoing around the hybrid working model and Hub locations to establish if this is a blocker in attracting talent in the current market. Data is currently being gathered from multiple sources to identify the scale / potential opportunity of tapping into JD talent outside of commutable distances to UC Hub sites. Internal data is also being gathered to demonstrate how working in a more flexible manner can be effective. 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
	Expected Flight Path		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: <ul style="list-style-type: none">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		
				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		
			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)		
			Planned Actions / Supporting Information – Contingent		
			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	FILLED	FILLED (TEMP)	T:
Software Engineer	5	6	18	62	91
Service Manager	7	0	67	3	77
Business Analyst	9	8	21	12	50
Test Engineer	4	2	11	29	46
DevOps Engineer	3	0	8	27	38
User Researcher	2	5	9	11	27
Product Manager	4	1	17	4	26
Agile Delivery Manager	0	5	10	10	25
Digital Project Manager	5	1	3	14	23
Content Designer	2	1	9	7	19
Security Fraud Risk Manager	3	1	6	8	18
Interaction Designer	0	1	5	11	17
Product Manager (Strategist)	0	0	9	3	12
Architect	1	3	2	3	9
Front End Dev	1	1	2	5	9
Service Design	1	2	1	5	9
Infrastructure Engineer	0	0	0	7	7
Data Scientist	1	0	0	2	3
Total Unique Issues:	48	37	198	223	506

Backlog – un-advertised / non-urgent roles,

Advertised – roles currently advertised & actively recruiting,

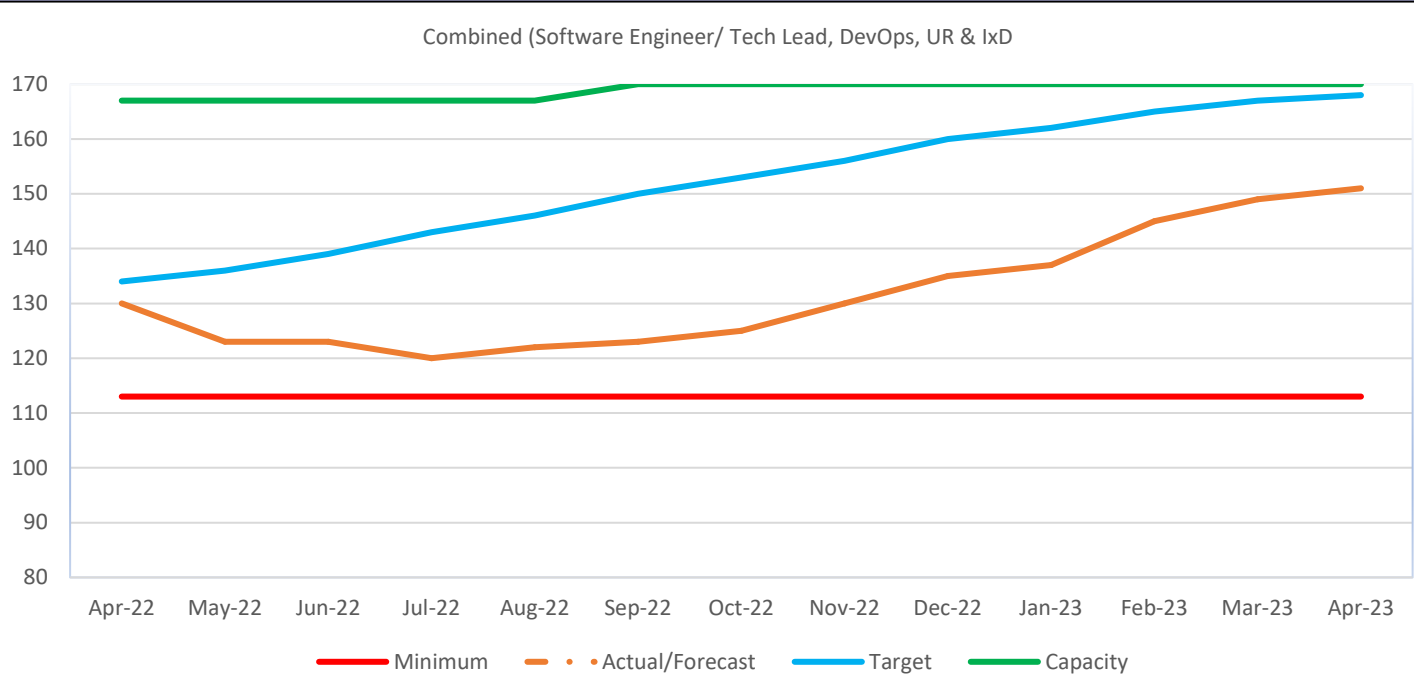
Onboarding – role with a new joiner confirmed,

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



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**
- Whilst our Java Developer numbers are now stable with the positive hiring of contractors - our ongoing challenge in the hiring of perm developers continues, meaning 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 perm G7 & SEO Java Dev campaigns currently live, where we have added Newcastle as a hub site to widen our search and are also trailing a new online testing approach, which can be potentially rolled out to the wider practice. Both campaigns are “always on” and have not generated any offers to date. Following a mid-campaign review – we have extended the G7 advert by 1 month (to now close on 04/06) and a similar review of the SEO campaign will be taking place next week.
- Project work has begun to investigate various initiatives, which we hope will help us build our perm capacity moving forward – this includes review of SC clearance requirements, widening our reach in the external market, contractor conversion, “growing our own” (including Recruit Train & Deploy (RTD) models) and our general assessment of candidates and subsequent salary offers. Further information will be shared as this project work matures.
- UCWA have recently advertised 5 SEO Java Developer roles in Leeds, which will trial the new “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. The advert has now closed and 2 candidates have made it through to final interview stage. Once the outcomes of these are known, a review meeting will take place to consider next steps.
- Discovery work is ongoing around our hybrid working model and hub locations, to establish if this is a real blocker in us attracting talent in the current market. We are currently gathering data from multiple sources to identify the scale / potential opportunity of tapping into Java talent outside of commutable distances to UC hub sites, as well as internal data to support that we could work effectively in a more flexible manner.
- Perm G6 EOI campaigns for lead engineering positions have been successful with offers accepted for 1 x Lead Software Engineer, 1 x Lead Test Engineer and 2 x Lead DevOps Engineers. 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, our DSP Lot 2 supplier, have made a promising start in filling our Business Analyst & User Researcher requirements, however one of their URs has now been released due to the role not suiting them. We continue to work closely with them to fulfil the remaining BA (x1) and UR (x2) roles.
- Changes from last month in these key areas;**
 - Java Developers +1
 - DevOps Engineers +1
 - Interaction Designer +1
- We continue to pursue all available options available to us to bolster our numbers, including;**
- DSP LOT1 Digital Specialists and Programmes - CCS (crowncommercial.gov.uk) – We have no requirements at this stage under this framework but situation under constant review
- DSP LOT2 – CGI have made a 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 – the RTD option via PSR has now been approved by our commercial and legal team and UC have volunteered to take part in a test and learn – we’ll find out if this has been accepted within the next 4 weeks.