



Disclosure &
Barring Service

Business Plan 2019-20

Enhancing our service



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2019-20 Foreword by the Chair and Chief Executive

Chairman and Interim Chief Executive's Foreword

We are pleased to introduce the 2019/20 DBS Business Plan. Our vision is to make our services simpler, faster and more accessible for those that use them while ensuring that safeguarding is at the heart of everything we do.

This year's Business Plan sets out our priorities and how they will enable us to deliver the final year of our three-year strategy. Years one and two have focussed on transforming our services, and while we will continue this significant work our focus in year three will be to enhance our services further while driving up quality and performance.

2018/19 has been a challenging year during which we have experienced complex commercial, operational, performance and legislative issues. We have met five out of our eight published service standards but understand that during 2019/20 we must redouble our efforts and focus in order to further improve our performance across all of our service standards.

Following implementation of our modernised system (R1) for issuing Basic checks and in our Barring function, this year we made the decision to cease the planned roll out of R1 for Standard and Enhanced DBS checks. This was a significant decision and one not taken lightly. However, we were committed to evaluating the rollout of R1 and to taking action if we were not assured that we could continue to provide the excellent service that our customers should expect. This has meant that for Standard and Enhanced DBS checks, we have continued with our current system and are looking for alternative supply routes to fulfil our modernisation requirements. We remain absolutely committed to the overall goal of delivering a modernised system that will allow for a simpler, faster and more accessible DBS.

Our Barring Transformation Programme and our new Safeguarding, Strategy and Quality Directorate are

making a positive impact upon our organisation and our overarching safeguarding priorities. This year we will reassess our barring prioritisation and case allocation systems to ensure we effectively manage safeguarding risk. This will be a key priority as we continue to move the organisation forward.

In January 2019 The Supreme Court handed down its judgment on several challenges by individuals to the legislative rules which determine what information will appear on a DBS check. The Home Office (HO) is considering the judgment and jointly with DBS, will consider the implications of the judgment which may impact our business plan, measures and targets.

In December 2018 a new Chair, Dr Gillian Fairfield, was appointed to lead the DBS Board. 2019 will also see the appointment of several new non-executives Board members and a new Chief Executive following the retirement of our current Chief Executive, Adele Downey, in May this year. This offers further opportunities to continue to build on the significant work undertaken over the last few years and to tackle the current and emerging challenges we face.

In 2019/20 we will not only continue to modernise our business from the inside out but will renew our commitment to work with our stakeholders to understand our business from the outside in.

We therefore look forward to working both with our dedicated and committed staff and with our partners and stakeholders to ensure that 2019/20 will be a successful year and that we deliver our vision and commitments to all.



Dr Gillian Fairfield, Chairman



Paul Whiting, Acting Chief Executive



Introduction

Introduction

DBS was established under the Protection of Freedoms Act 2012 on 1 December 2012, operating from two sites, Liverpool and Darlington. We operate on behalf of government delivering Disclosure functions in England, Wales, Jersey, Guernsey and the Isle of Man, and Barring functions for England, Wales and Northern Ireland.

We operate in the complex world of safeguarding alongside our multi agency partners. Safeguarding means protecting people's health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect.

We provide a service that enables organisations in the public, private and voluntary sectors to make better informed, safer recruitment and other decisions. We do this by providing information to enable them to determine whether individuals are unsuitable or unable to undertake certain work, particularly with occupations involving regular contact with vulnerable groups, including children. The information provided by us should be used in conjunction with other recruitment tools to determine an individual's suitability for a certain position or post. We also determine whether an individual should be prevented from working in regulated activity with children or adults by making decisions about their inclusion in either or both Barred Lists.

Our Strategic Plan 2017 to 2020 outlined our vision and mission to make our services simpler, faster and more accessible whilst putting safeguarding at the heart of everything we do. In the first two years of this plan, our Business Plans focussed on Implementing (2017-19) and Transforming (2018-19) our services, working hard on modernising the way we worked across the organisation.

In 2019-20, we will continue to embed the changes enhancing our services aiming to provide more digitally, extending our products and services through development of our dynamic operating model, whilst working collaboratively with our partners to progress and improve the police operational model. To support this, we will be enhancing our ways of working, whilst developing our workforce's capability, capacity and back office infrastructure.

This year our plan outlines how we will be:

Enhancing and improving safeguarding: firmly embedding safeguarding in everything we do through continuation of our Barring Transformation Programme, working with safeguarding partners, exploring benefits of process re-engineering, digital working and process automation, and implementation of our Quality Assurance Framework.

Driving good value for money: through continuing our efficiency programme and working towards unit cost reduction, realignment of our fees and passing on any savings to our customers. This year will also see us procure and transition to new supplier arrangements.

Meeting and exceeding customer needs: through developing our products and raising awareness of them, so employers can make safer recruitment decisions.

Developing a talented workforce: through development of our HR strategies and policies to ensure we attract, retain and develop the people needed to deliver our strategy.

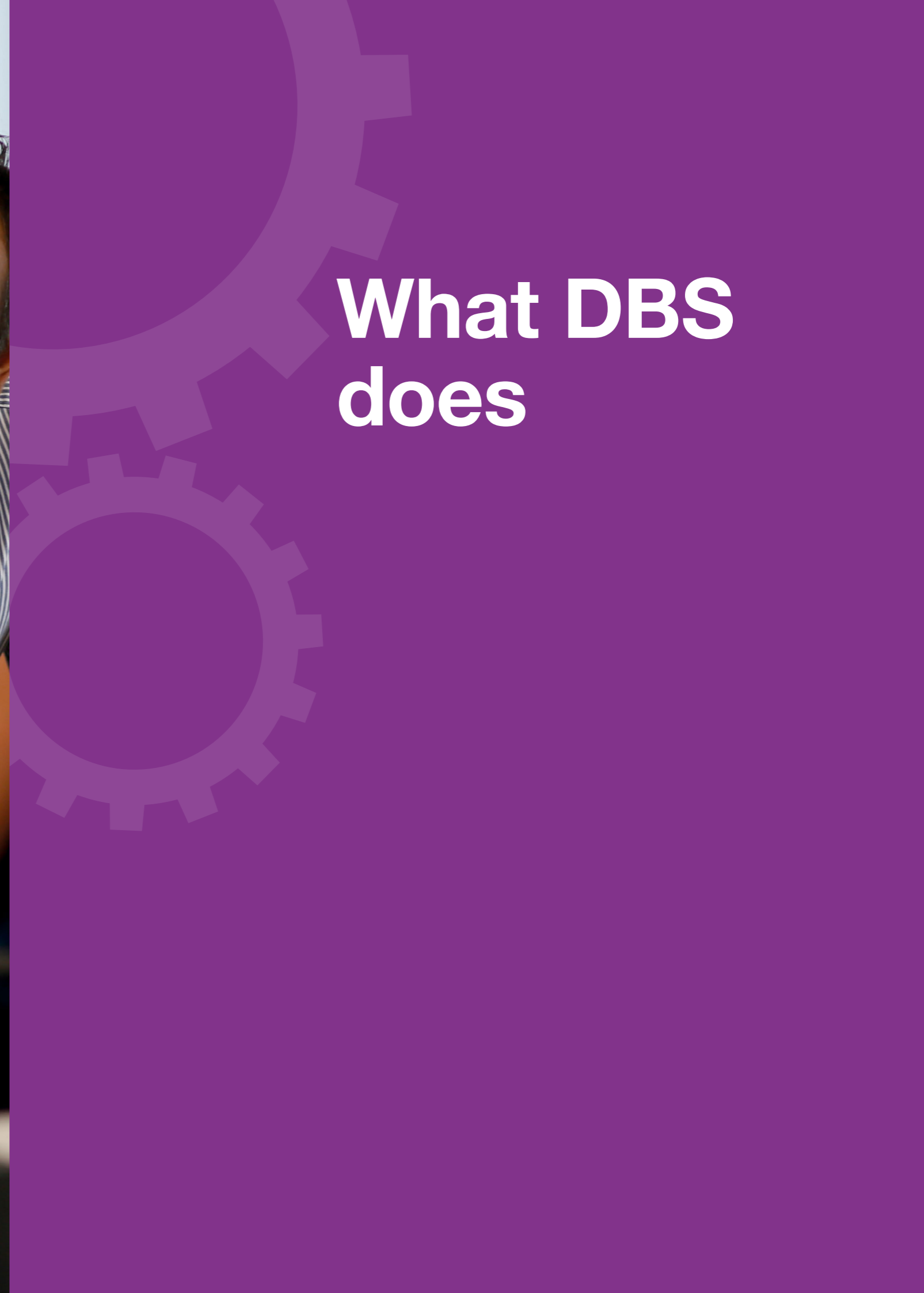
Delivering services to a standard expected of a highly valued public organisation: working with our key stakeholders, delivering our first National DBS Conference and increasing our satisfaction levels

Our vision is to make our services simpler, faster and more accessible.

Our mission is to put safeguarding at the heart of everything we do.



What DBS does



What DBS does

Disclosure:

We keep and maintain a register of organisations approved by DBS which can submit applications for criminal records certificates. There are four levels of DBS check of criminal records and an Update Service (as described below):

Basic DBS check: This contains details of unspent convictions and conditional cautions. An applicant can apply for a Basic DBS check directly and use it for a wide variety of employment or other purposes, including insurance or certain licensing, such as street trading.

Standard DBS check: This is available to those working in activities specified in the Exceptions Order to the Rehabilitation of Offenders Act (ROA) 1974. A standard criminal record certificate contains information about all spent and unspent convictions, cautions, final warnings and reprimands recorded against an individual in central records, subject to the filtering rules. For this purpose, central records are those records held on the Police National Computer.

Enhanced DBS check: This is the highest level of check available to those involved in work with vulnerable groups, and other positions involving a high degree of trust, which are listed in the Police Act 1997 (Criminal Records) Regulations 2002. Enhanced checks contain the same information as the Standard checks as well as relevant police information.

Enhanced with Barred List check: This will contain the same information as the Enhanced check and where the activity is prescribed in legislation as regulated activity, it will include details of whether the individual is included in the Children's Barred List, Adults' Barred List or both.

Update Service: We also provide a subscription Update Service. Individuals subscribe on a voluntary basis which allows employers or voluntary organisations to check whether any new criminality information, such as a new conviction or information recorded that is deemed relevant to their employment sector.

Barring:

In Barring we reach considered decisions about whether an individual should be barred from engaging in regulated activity. We also manage, maintain and own the Children's and Adults' Barred Lists, which are used to prevent unsuitable individuals from working in regulated activity with children and vulnerable groups. Information is received from numerous sources including direct referrals. This information is used to make decisions on whether a referred person should be barred from engaging in regulated activity in one or both sectors and included on the Barred List(s).

We bar any individual who has accepted a caution for or been convicted of an Automatic Barring Offence. We also consider for barring any individual who has accepted a caution for or been convicted of an Automatic Inclusion Offence (i.e. an offence that does allow representations) or has been referred to DBS from, for example, an employer or regulatory body, subject to any representations submitted by the individual – provided DBS also has reason to believe that the person is or has been, or might in the future be, engaged in regulated activity with vulnerable groups including children

We also consider for barring individuals who have applied for an Enhanced DBS check where that certificate contains relevant criminality information or intelligence. We make decisions as to whether it is appropriate to remove an individual from a Barred List.

The DBS is committed to ensuring it makes fair, consistent and thorough barring decisions which provide a proportionate response to the behaviour that has occurred and the future risk of harm which is posed.

There is keen awareness of the impact a barring decision can have both on the person referred, and those with whom they may have already, or may in future come into contact. It is often necessary to make finely balanced decisions.

Strategic Objectives and Budget

Our Strategic Plan 2017-20 set out our vision and mission:

Our Vision is to make our services simpler, faster and more accessible.

Our Mission is to put safeguarding at the heart of everything we do.

To achieve this, we identified five Strategic Objectives (SO's) that unite our activities and provide focus for our work, these are:

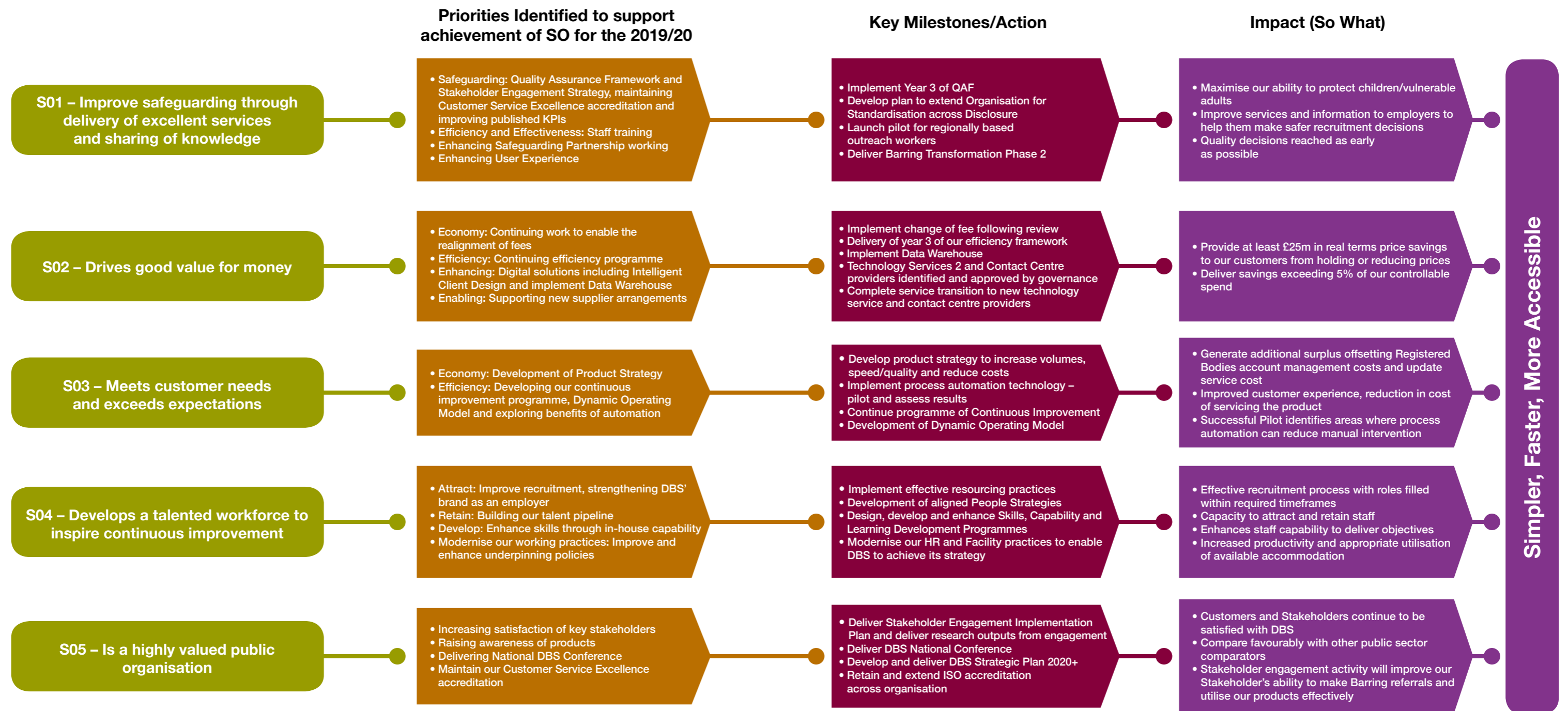
- SO1 - Improve safeguarding through delivery of excellent services and sharing of knowledge**
- SO2 - Drives good value for money**
- SO3 - Meets customer needs and exceeds expectations**
- SO4 - Develops a talented workforce to inspire continuous improvement**
- SO5 - Is a highly valued public organisation**

For each of these we have agreed priorities, specific actions and outcomes for the year ahead. Overleaf demonstrates what key activities and milestones we are planning for 2019-20, what the impact of these actions will be and how these support us in achieving our vision, whilst putting safeguarding at the heart of everything we do.

2019/20 Business Plan Map – From Strategic Objectives through Priorities and Actions delivering Impacts and achieving our Vision

To achieve our Vision and deliver year three of our Strategic Plan 2017-2020, we have identified, in our Business Plan for 2019/20, the following Priorities and Key Milestones to be completed this year. These will enable us to put Safeguarding at the heart of everything we do, whilst becoming **simpler, faster and more accessible**.

Mission: safeguarding at the heart of everything we do



Simpler, Faster, More Accessible

DBS Service Performance

The table below shows DBS' targets set in last year's Business Plan, as well as outlining the targets that have been set for 2019/20.

Disclosure	Update Service (£13)	Basic (£25) 1.7m applications expected in 2019/20	Standard (£26) 370,000 applications expected in 2019/20	Enhanced (£44) 3.9m applications expected in 2019/20
	2018/19	Subscribers Target 1.5m	Issued in 14 days Target >90%	Standard & Enhanced Issued in 21 days Target >87%
2019/20	Subscribers Target 1.7m	Issued in 14 days Target >96%	Issued in 14 days Target >96%	Enhanced Issued in 14 days Target >77%
				Enhanced Issued in 42 days Target >96%

All Disclosures
2018/19 Quality Rate
Target > 99.98%

All Disclosures
2019/20 Quality Rate
Target > 99.98%

Barring	Autobar	All Barring	Quality
	2018/19	Autobar cases closed in 1 month Target 95%	All Barring cases closed in 3 months Target 72%
2019/20	Autobar cases closed in 1 month Target 95%	All Barring cases closed in 3 months Target 72%	Quality Rate Target >99.5%

Cases considered
 2018/19 Forecast 18,600
 2019/20 Forecast 16,800*



We employ over 1,000 people and our staff engagement index is at 61%



We receive circa £200m fee income and we aim to break even, but return any surpluses that arise to government

*During 2017/18 Barring transitioned to a new IT system (R1). In R1, the calculation of intake varies from the previous system (RO) in that all intake is added to the system; a proportion of cases are then removed (as they do not meet the legislative criteria). In RO, these cases would not have been added to the system at all. Forecasting for 2018/19 took place against a backdrop of limited data following transition. During the year, operational understanding of the system has increased and enabled the forecasting process.



SO1 – Improve safeguarding through delivery of excellent services and sharing of knowledge

Our role in safeguarding the most vulnerable in our society continues to be at the heart of our organisation. We will develop the quality of our services through continued data scrutiny, external review and support and through our function as a strong, learning organisation.

In year three of our strategy, our focus will be on:

Safeguarding:

- Evidence of change from the Quality Assurance Framework (QAF) and Stakeholder Engagement Strategy.
- Improve performance of published quality and timeliness measures for Barring.
- Exploration of extending information sharing with Safeguarding Partners.
- Demonstrable improvement in the quality of decision making as evidenced through Safeguarding Incident Management System (published and internal).
- Evidence that learning from Root Cause Analyses (RCAs) has been disseminated and embedded.

Efficiency and Effectiveness:

- Timely response to Supreme Court Judgment regarding changes in filtering some offences from disclosure certificates.

- Continued percentage uptake of staff completing Safeguarding Level 1 training.
- Actions and outputs from RCAs have been completed and evidenced.
- Demonstrable impact from implementation of Peer Review Scheme and Quality Advisory Service.

User Experience:

- Understand customer experience from responses including findings from growing research programme with beneficiaries and customers, enhanced outreach activity, pre and post event surveys, large scale Customer Satisfaction Survey, research of barring referrals to inform customer engagement and focus.
- Improved Registered Bodies compliance (90% fully compliant within 4 months of assessment).

Milestones for 2019/20	Indicators of success	Measures	Impact (the answer to the "so what?" question)
Implement year three of QAF.	Evidence of change resulting from implementation of QAF (ISO & Barring Transformation Plan).	<ul style="list-style-type: none"> • Overall expert resource opinion, 'Good' Care Quality Commission scale. • Number of director quality walkrounds completed (per quarter per director) 2 per quarter. 	<ul style="list-style-type: none"> • Maximise our ability to protect vulnerable groups including children. • Embed staff commitment to our mission (QAF).
Develop plan to extend ISO across Disclosure.		Widen the scope of the current certification to successfully include all areas of Operations (Disclosure).	Ensure high standards and consistent processes and best practices across the whole of Operations (Disclosure) which are designed to reduce processing errors, provide efficiencies and enhance customer satisfaction.
Launch pilot for regionally based outreach workers.	Evidence of change resulting from implementation of Stakeholder Engagement Strategy.	Customer Satisfaction in the United Kingdom Customer Service Index (UKCSI) rating of > 70%.	<ul style="list-style-type: none"> • Ensure alignment between research objectives and strategic objectives. • Improve information to employers to help them make safer recruitment decisions. • Improve the nature and quality of barring referrals.
Deliver Barring Transformation Phase 2.	Improved Barring performance	<ul style="list-style-type: none"> • Quality rate of Barring case closures. • Timeliness of Barring case closures. • Barring caseworker productivity. • Optimise Barring work in progress levels 	Minimise safeguarding risk by reaching high quality decisions as soon as possible.

Risks directly associated with this objective in 2019/20

Key Areas of Risk	Context
Safeguarding	Ensuring we make high quality and timely decisions that safeguard the public, by assuring quality and managing our work effectively.
Data Protection	Ensuring our data is managed appropriately and safely through adherence to relevant legislation and secure data protection management systems.
Cyber security	Ensuring that our data and systems are protected through use of appropriate cyber security measures.

SO2 – Drives good value for money

We recognise that delivering good value for money services is important for our customers, many of which are in the public sector. We plan to lower the overall cost of the Disclosures regime on the public and private sectors, by progressively reducing the cost of criminal record certificates. We will continue to improve the efficiencies and effectiveness of our products and services over the course of our strategy with the goal of reducing the cost of these.

In year three of our strategy, our focus will be on:

- **Economy:** continue working towards unit cost reduction and realigning our fees to reduce prices for customers wherever possible.
- **Efficiency:** continuing our efficiency programme, including benchmarking our services to identify opportunities to improve.
- **Enhance:** implement a data warehouse that will provide a single platform that enables faster and more accessible management information. This will support future work to introduce new performance reporting tools and processes and make these more efficient.
- **Enable:** support the introduction of new supplier arrangements through procuring contact centre and IT application management providers, with the goal of completing transition by Quarter 4 of 2019/20.

Milestones for 2019/20	Indicators of success	Measures	Impact (the answer to the “so what?” question)
Implement change of fee following the completion of a fee review.	The overall cost of the disclosure regime progressively reduces.	Value of real terms price reductions provided to customers.	Provide at least £25m in real terms price savings to our customers from holding or reducing prices below those if CPI had applied each year.
Implement a Data Warehouse to deliver further efficiencies.	Improving efficiency, through taking steps including an efficiency framework, introducing a data warehouse enabling faster and more accessible management information, and Financial and HR systems implementation and optimisation.	Efficiencies delivered as a percentage of total spend.	Deliver savings exceeding 5% of our controllable spend.
Technology Services 2 and Contact Centre providers identified and approved by governance.			
Complete service transition to new technology service and contact centre providers.			
Intelligent Client Design - function to lead and manage strategic change in a multi-supplier environment.			
Deliver year three of our efficiency framework.			

Risks directly associated with this objective in 2019/20

Key Areas of Risk	Context
Service Transition	Ensuring transition to our new service providers is effective and timely, to minimise the impact on the performance of our services.
Fees	Ensuring we set fees at appropriate levels to fund our service and in alignment with managing public money principles.
Capital availability	We need to ensure there is sufficient capital available to invest in the maintenance and development of our services.
Contract Management	Ensuring we manage our contracts appropriately, in a way that minimises costs to DBS.

SO3 – Meets customer needs and exceeds expectations

Our customers tell us their number one priority is a speedy service that they can rely upon. They also want to be able to interact digitally with us across our range of services.

In year three of our strategy, our focus will be on:

- **Economy:** development of Dynamic Operating Model and Product Strategy to focus change activities around achieving specific objectives for each of the existing DBS products and services. The priority will be to apply the successful product development principles used in Basics to the Update Service, with the remaining DBS products and services following in quick succession.
- **Efficiency:** continue our efficiency programme, developing our continuous improvement programme and exploring benefits of automation to increase speed and benefits to customers, with particular focus on initial discovery work on Basic and Update Services.

Milestones carried forward from 2018/19	Description
Work collaboratively with National Police Chiefs Council and Home Office to agree approach to police operating model with supporting business case to inform future operating model.	We continue to work with external agencies and partners to make progress in developing police operating model. It is believed that this milestone will be achieved in 2019/20.
Develop a Product Delivery Strategy.	Due to the complexity of this milestone and reliance on external suppliers to be able to achieve it, this milestone has been re-developed and incorporated into 2019/20 milestones as shown below.

Milestones for 2019/20	Indicators of success	Measures	Impact (the answer to the “so what?” question)
Develop a product strategy for Basics, including increasing volumes by >100,000 per annum.	Annualised increase +100,000 in Basic checks issued. Increase of Basic information issued in 24 hours.	<ul style="list-style-type: none"> • Annualised total budgeted forecast volume increases from 1.7m to 1.8m. • Performance in 2019/20 increases on 2018/19 baseline performance of 60% in 24 hours. 	<ul style="list-style-type: none"> • Generate additional £2.5m operating surplus offsetting Registered Bodies account management costs and update service cost of servicing. • Increase speed of delivery for customers.
Develop Product Delivery Strategy to increase speed/quality, reduce costs of servicing products. (Q1 to Q4).	Plan in place to develop Update Service.	Milestone completion resulting in a clear road map in place by quarter 3 of steps to improve product proposition.	<ul style="list-style-type: none"> • Increase speed of delivery for customers. • Improved customer experience and reduction in cost of servicing the product.
Initiate proof of concept to assess business benefits resulting from implementing process automation technology.	Pilot successful in determining if process automation is beneficial to DBS, and if so, can help to develop a business case and roadmap to utilise process automation across DBS.	Reduced manual intervention and increased speed and quality of function within the pilot area.	Successful pilot identifies areas where process automation can reduce manual intervention, increase speed, reduce costs and maintain or improve quality.
Develop Continuous Improvement to realise annualised benefits across Barring and Disclosure operations which delivers business efficiencies.	Improvement in business performance and identifying efficiencies and improved quality.	<ul style="list-style-type: none"> • Percentage of efficiency savings identified. • Improved quality and speed of products and services. 	A customer focussed business environment ready to adapt to change and continuously improve.
Develop Dynamic Operating Model that supports Product Strategy and organisational development.	Clear road map of steps to improve product proposition in place by Quarter 3.		Organisational structures in place that fully support delivery of all products.

Risks directly associated with this objective in 2019/20

Key Areas of Risk	Context
Business continuity/disaster recovery	Ensuring DBS maintains appropriate plans that enable it to respond effectively to a business continuity/disaster recovery event.
Supply chain	Ensuring our suppliers enable us to meet our desired performance levels.
Systems performance	Ensuring our systems are stable and enable us to operate our service.

SO4 – Develop a talented workforce to inspire continuous improvement

Develop the right blend of resource, skills, talent and expertise to ensure DBS meets its current and future staffing needs within a value driven, inclusive culture that reflects our principle of placing safeguarding at the heart of everything we do.

In year three of our strategy, our focus will be on:

- **Attract:** Improve recruitment processes to meet required calibre of staff, in line with agreed levels and timescales, and development of an employer brand.
- **Retain:** Build our talent pipeline, further developing and embedding frameworks for pay, performance, engagement and wellbeing to foster a culture of openness and inclusivity.
- **Develop:** Embedding professional and technical development, core management skills and effective leadership development to equip the workforce with necessary skills to deliver DBS strategy.
- **Modernise:** our working practices underpinning policies and ways of working that enable the provision of modern, flexible working practices and accommodation that complies with relevant legislation and meet the needs of employees.

Milestones for 2019/20	Indicators of success	Measures	Impact (the answer to the “so what?” question)
Implement effective resourcing practices that deliver capacity to enable DBS to delivery its strategies.	Effective resourcing practices that deliver required skills.	<ul style="list-style-type: none"> • Time to fill posts to under 45 days. • Percentage of employees who leave within 12 months of appointment (Baseline to be set). • Vacancy factor ≤ 7%. • Percentage of employee base of Black, Asian and minority ethnic (BAME) background > 2.5%. 	<ul style="list-style-type: none"> • Roles filled within required timeframes. • Effectiveness of recruitment process.
Development of aligned People Strategies.	Determination of a pay and remuneration framework.	<ul style="list-style-type: none"> • Three year pay strategy. • Engagement survey (reward) increase. • Compliance with Public Sector Equality Duty to 100%. • Attrition to be less than 5% (baseline to be set across organisation). • Absence measure < 8.75 average working days lost. 	<ul style="list-style-type: none"> • Enhancing capacity to attract and retain staff. • Cost of absence reduction and increased productivity.
Skills, capability and learning development.	Enhanced skills, capability and learning development throughout DBS.	<ul style="list-style-type: none"> • ≤ 1.5% of our pay budget is spent on training. • Maintain 2.3% apprenticeship target against levy. • 5% vacancies filled internally. 	<ul style="list-style-type: none"> • Enhancing capability to deliver objectives. • Retaining staff. • Engaged workforce.
Modernising our HR and facility practices to enable DBS to achieve its strategies.	Modern ways of working that enable DBS to achieve its strategies.	<ul style="list-style-type: none"> • Employee relations – reduction in timescales for resolution of employee issues (disciplinary/grievances). • Desk density – set and improve on baseline. • Reducing facility time to 50%. 	<ul style="list-style-type: none"> • Effective employee relations with Public and Commercial Services Union. • Increased productivity. • Utilisation of available accommodation.

Risks directly associated with this objective in 2019/20

Key Areas of Risk	Context
Capacity and capability	Ensuring we attract, retain and develop the right skills and people to deliver our services.

SO5 – Is a highly valued public organisation

We will continue to work with stakeholders to understand their needs and how we can improve our service to them. We will do this by being connected to the multi-agency safeguarding decision making organisations so as to enhance the protection of children and vulnerable people.

In year three of our strategy, our focus will be on:

- Increasing satisfaction with key stakeholders.
- Raising awareness of our products.
- Delivering a National DBS Conference.
- Maintaining our Customer Service Excellence accreditation.

These activities are about ensuring DBS products and services are fully understood and highly valued by our stakeholders, in a way that supports our safeguarding role.

Milestones for 2019/20	Indicators of success	Measures	Impact (the answer to the “so what?” question)
Deliver DBS National Conference.	<ul style="list-style-type: none"> • Satisfaction of our key stakeholder groups. • Enhanced understanding among key stakeholder groups of the value that DBS products and services play in safeguarding throughout the employment lifecycle. 	Satisfaction levels of key stakeholder groups, as determined by a stakeholder engagement survey.	Our stakeholders are more satisfied.
Deliver year 3 of the stakeholder engagement implementation plan.			
Retain ISO accreditations.	Maintain customer satisfaction.	Percentage of customers satisfied with the service they receive from DBS (measured through UKCSI Stakeholder Survey).	Our customers continue to be satisfied and DBS continues to compare favourably with other public-sector comparators.
2020+ Strategy approved by Board.			
Explore governance process to facilitate the publication of DBS research findings.	Evidence of the impact of stakeholder engagement activity to support our strategic objectives. Adoption of stakeholder engagement and customer insight/research findings.	Percentage of research recommendations accepted by ELT, ≥ 75%.	Our stakeholder engagement activity will improve our stakeholder’s ability to make Barring referrals and utilise our products effectively.
Produce a series of customer insight/research outputs to answer the question ‘Is DBS an effective safeguarding organisation?’.			

Risks directly associated with this objective in 2019/20

Key Areas of Risk	Context
Reputation	Engaging effectively with our stakeholders to ensure that we have a reputation as a highly valued public organisation.



Budget

Delivery of this plan – Budget information 2019/20

Revenue	2019/20 £'000's
Income	192,636
Third Party	
Supplier costs	56,075
Police costs	37,901
Other Direct Costs	
Pay costs	42,431
Accommodation	5,315
IT	34,178
Depreciation	6,430
Other costs*	9,689
Cost of capital	617

* Other costs include travel and subsistence, contingent labour, training, audit, commercial and legal costs, telecoms, publications and Home Office sponsorship costs.

The budget sets out our estimated costs to deliver our services and priorities this year, reflecting estimates of service demand, efficiency, service transition timeframes and risk.

2019/20 is a significant year of change for DBS as we seek to transition our services away from our incumbent supplier and begin a disaggregated approach, moving away from reliance on a single provider. Additionally, following several years of unchanged fees due to continuing uncertainty and delays in the modernisation programme, we are seeking to reduce our fees where possible and pass savings back to customers as we work towards a mid-year fee reduction.

In line with good financial practice and HM Treasury “Managing Public Money”, we conducted a detailed review of the costs to deliver our products and services, and as such plan to align our fees to full cost recovery for each product eliminating cross subsidies, planning to reduce fees for Enhanced, Standard and Basic DBS checks from October 2019 (the earliest possible opportunity).

Additionally, we target the delivery of circa £5m efficiency savings over the year. These efficiencies will allow us to continue to deliver services and products that represent value for money to meet Home Office and customer expectations over the remainder of our strategy.

