

Business Plan

2021-22

Making Recruitment Safer



Disclosure &
Barring Service



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1. Chairman and Chief Executive's Foreword



Dr Gillian Fairfield, Chairman



Mr Eric Robinson, Chief Executive

In Summer 2019, the Disclosure and Barring Service (DBS) board co-created the new DBS strategy 2020-25 with our staff and partners through a series of 'Big Conversations'. This resulted in over 40,000 contributions, comments and ideas to develop the work of DBS. In 2020-21, the first step on our strategic journey and a year dominated by the COVID-19 pandemic, we delivered good operational performance and worked effectively with staff and partners to improve our services and start to transform our organisation.

We put detailed strategic plans in place for priority areas. We implemented a new senior leadership structure and transitioned to new service suppliers. We launched OneDBS as a new way of working, introduced our new

Strategy Hub for internal communications, and implemented legislative changes to filtering for disclosure products.

2021-22 will be another exciting year for DBS. Delivering this business plan will significantly improve the way our services are accessed through modernisation, improving the efficiency of our processes for customers. We will strive to achieve further performance improvements and move closer towards being an exemplar organisation and employer of choice, drawing on our learning from a collective sensemaking exercise on our COVID-19 response and from year one of strategy delivery. We are mindful that COVID-19 will be with us for some time, so have set an ambitious but realistic work plan for the next 12 months.



2. Introduction

The DBS business plan 2021-22 focuses on the actions we need to take over the next 12 months to deliver strong operational performance and the ambitions set out in our five-year strategy.

‘We provide an important service helping to safeguard and protect people in our society while ensuring proportionality and protecting the rights of individuals.’

Quality is at the heart of our work and everything we will do is designed to improve our services and our decision-making. Our intention is to modernise the services we provide, the way we work, and the way we interact with our stakeholders. The actions we will deliver this

year contribute to the objectives identified in our co-produced strategy and will make significant contributions to improving the quality of service, the technology we use, our profile and our work with our partners and our staff. Some of these deliverables form part of ‘business as usual’ activity

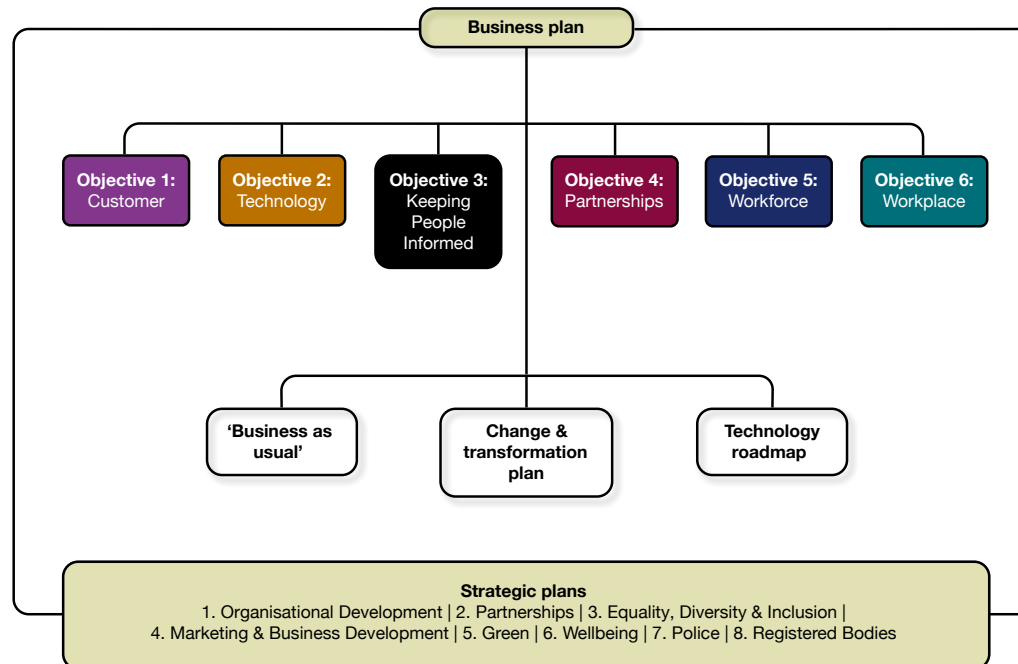
and are a high priority for us, while other priority deliverables are change and transformation focused.

Delivery of the DBS business plan 2021-22 is supported by the DBS change and transformation plan 2021-22, the DBS technology roadmap 2025, and eight strategic

plans for equality, diversity and inclusion, police, Registered Bodies, marketing and business development, partnerships, organisational development, wellbeing and green. We will also be undertaking phase 2 of redesigning our organisation to ensure we have the right capacity and capability to deliver this business plan.

Delivering the DBS strategy 2020-25

To support the delivery of our strategy, we have developed a number of plans. Our annual business plan sets out our key deliverables for the financial year.



Key

- **Business plan**
To support the delivery of our strategy, a business plan will be developed for each financial year documenting the actions we will take.
- **Strategic plans**
During the development of our strategy, we identified some key topics that we felt it was important to pay particular attention to, so have developed eight Strategic Plans to cover these pieces of work.
- **Business as usual**
Some of the improvements we make will form part of our 'business as usual'.
- **Change & transformation plan**
To manage the delivery of this work, we will launch three change and transformation programmes.
- **Technology roadmap**
We have developed a technology roadmap that provides a pathway to improvement of digital services through modernisation, technology transformation, managing supplier services, and maintaining the IT estate.

3. Who we are and what we do

DBS provides disclosure and barring functions on behalf of government. This includes DBS checks for England, Wales, Jersey, Guernsey, and the Isle of Man and barring functions for England, Wales, and Northern Ireland.

We carry out this work from bases in Darlington and Liverpool. DBS was created under the provisions of the Protection of Freedoms Act 2012. We are a non-departmental public body (NDPB) accountable to Parliament through the Secretary of State for the Home Office. We provide an important service helping to safeguard and protect people in our society while ensuring proportionality and protecting the rights of individuals. We do this by providing relevant information and, where necessary, making barring decisions to help employers make safer recruitment decisions.

DBS issues four levels of certificates of criminal records, known as DBS checks, and we operate a system of updating certificates through our Update Service. We also bar individuals from working or volunteering in certain circumstances. Our work is funded by the fees from our disclosure (DBS check) customers.

Basic DBS check

This is available for any position or purpose and

will contain details of convictions and conditional cautions that are considered to be unspent.

Standard DBS check

Standard certificates show relevant convictions and cautions held on the Police National Computer (PNC) and subject to filtering rules.

Enhanced DBS check (without Barred List(s) check)

An Enhanced DBS check is available to anyone involved in work with vulnerable groups, and other positions involving a high degree of trust. Enhanced certificates contain the same information as the Standard certificate, with the addition of relevant local police force information.

Enhanced DBS with Barred List(s) check

An Enhanced DBS with Barred List(s) certificate will contain the same information as the Enhanced DBS check but includes details of whether the individual is included in one or both of the lists of those barred from working with



children and vulnerable groups where the role is in regulated activity.

Barring

We make considered decisions about whether an individual should be barred from engaging in regulated activity with children and/or adults and maintain the Children's and Adults' Barred Lists. We make decisions as to whether it is appropriate to remove a person from a Barred List.

Enhanced DBS checks for healthcare professionals (fast track)

In support of the government's COVID-19 response, we are currently providing a temporary service for certain roles, such as nurses, midwives and social workers. When an application for an Enhanced DBS check comes in and has been identified as an application for particular roles for COVID-19, we will do a check of both Barred Lists within 24 hours. A full Enhanced DBS check is then progressed.



4. DBS priorities and strategic objectives

Our Purpose

Protecting the public by helping employers make safer recruitment decisions and by barring individuals who pose a risk to vulnerable groups from working and volunteering in certain roles.

Our Vision

Making Recruitment Safer: By being a visible, trusted and influential organisation, providing an outstanding quality of service to all our customers and partners, where our people understand the important safeguarding contributions they make and feel proud to work here.

Our strategic objectives

We have identified three strategic priorities that really matter to everyone - Quality, Profile and People. We have developed six strategic objectives within these priorities to help us deliver our vision of Making Recruitment Safer.

Quality - Objective 1

We will provide high quality, reliable, consistent, timely and accessible services for our customers.

Quality - Objective 2

We will embrace technology to drive improvements to the quality of our work.

Profile – Objective 3

We will raise awareness of DBS and the services we offer, keeping people informed through our communications, to increase public understanding and confidence in our organisation.

Profile – Objective 4

We will be a respected and trusted organisation, working with our partners to play an influential role in the environment in which we operate.

People – Objective 5

We will develop a talented and diverse workforce that understands how their contributions help to achieve our objectives.

People – Objective 6

We will build a flexible, vibrant and contemporary workplace where our staff will be able to do their jobs using modern ways of working that promote OneDBS.

‘Our Vision is to Make Recruitment Safer.’

5. Delivering our strategic objectives

To achieve our vision and deliver year two of our strategy we have identified the following deliverables to be completed this year in each quarter.

All deliverables will be tracked quarterly by the Strategic Leadership Team and assurance will be completed by Quality, Finance and Performance Committee. Those included within the change and transformation plan will also be tracked through Transformation

Steering Group and assured by Change Management Committee. As our delivery progresses, we will use our governance processes to make decisions to ensure our strategic approaches and milestones continue to be appropriate and valid for the life of this plan.

‘We have strong governance in place through our Board, Committees, and Strategic Leadership Team to ensure we focus attention on delivering the priorities in the plan.’

MAKING RECRUITMENT SAFER

2021 - 22

Q1 APR-JUN 21

Embed improvements to quality in Barring and Safeguarding

Q2 JUL-SEP 21

Improve use of insight and intelligence in decision making

Q3 OCT-DEC 21

Q4 JAN-MAR 22

Identify opportunities to improve products and services for customers

Deliver Year 1 of the Equality, Diversity & Inclusion Strategic Plan (Customer)

Implement legislative change

Complete required technology transformation

Maintain existing technology

Progress digital services modernisation

Improve customer access to our products, services, guidance and information

Deliver Year 1 of the Marketing and Business Development Strategic Plan

Deliver programme of events in support of partnership activity

Deliver year one of the Partnerships, RB, Police Strategic Plans

Deliver Year 1 of the EDI Strategic Plan (People)

Deliver Year 1 of the Wellbeing Strategic Plan

Deliver Year 1 of the Green Strategic Plan

Further develop approach to internal staff engagement

Continue to widen social media engagement activity

Improve stakeholder engagement at a regional and local level

Organisational restructure completed

Metis use embedded in business as usual

Transition to a new normal following Covid-19

Develop an improved approach to DBS Knowledge Management

Phase 1 of DBS Academy implementation completed

Deliver strategic improvements to the DBS workplace

New Recognition and Reward Scheme implemented

S01. CUSTOMER

S02. TECHNOLOGY

S03. KEEPING PEOPLE INFORMED

S04. PARTNERSHIPS

S05. WORKFORCE

S06. WORKPLACE

Strategic Objective One

We will provide high quality, reliable, consistent, timely and accessible services for our customers.

In year one of our strategy we started to develop a new vision for the customer journey and considered how our products and services might develop for the future. We implemented changes to ensure we were compliant with 'filtering' legislation enacted in November 2020 and progressed our barring portal to a prototype. We developed a new organisational design to put insight and intelligence at the heart of decision making, and developed our equality, diversity and inclusion strategic plan, to ensure our services meet the needs of our customers.

In year two, we will continue our customer journey work, while also maintaining a focus on quality in our operational service delivery. When changes are being made, we will engage with customers and partners to ensure their voices are heard, and that barriers to accessing services are reduced or removed.

Deliverables	Supporting milestones	Desired outcomes
SO1.1 Identify opportunities to improve products and services for customers	<p>SO1.1a, Embed the 'product development' approach within DBS</p> <p>SO1.1b, Understand opportunities to achieve beneficial changes for customers, including work with board, the Home Office and other partners</p> <p>SO1.1c, Review the operating model for customer contact in Disclosure</p>	We will identify opportunities to improve the customer journey, working with partners to achieve benefits through continuous improvement and change activity as part of our change and transformation plan
SO1.2 Improve use of insight and intelligence in decision making	SO1.2a, Implement the new organisational design for the Strategy and Performance directorate	We will make better use of insight and intelligence in making decisions about the things that matter in achieving our objectives, improving our service delivery
SO1.3 Embed improvements to quality in Barring and Safeguarding	<p>SO1.3a, Embed a revised quality assurance framework to further raise standards</p> <p>SO1.3b, Embed the Barring and Safeguarding Excellence Model</p> <p>SO1.3c, Develop safeguarding learning resources for internal/external use</p>	We will continue to strive for quality improvements to ensure decisions are robust and timely and errors are minimised
SO1.4 Implement legislative change	<p>SO1.4a, Deliver IT and process changes required to ensure compliance with any new legislation</p> <p>SO1.4b, Deliver an automated filtering solution</p>	We will ensure we are compliant with all legislation
SO1.5 Deliver year one of the equality, diversity and inclusion strategic plan (Customer)	<p>SO1.5a, Review the DBS accessibility policy to fully support Public Sector Bodies Accessibility Regulations compliance, including consideration of our expectations of new suppliers and translation services</p> <p>SO1.5b, Prepare guidance to inform decision making in future technology projects about accessibility requirements</p> <p>SO1.5c, Work with suppliers to overcome system issues that present a barrier to accessibility</p>	We will reduce/remove barriers to accessing DBS services

Strategic Objective Two

We will embrace technology to drive improvements to the quality of our work.

In year one of our strategy, we completed the service transition to new suppliers for technology and our customer contact centre. We refreshed our disclosure IT platform to ensure reliable and efficient services to customers were maintained and developed our technology roadmap to improve digital services through modernisation, technology transformation, managing supplier services, and maintaining the IT estate.

In year two, we will prioritise delivery of the technology roadmap, managing this through the Technology Steering Group. We will improve our capacity and capability to provide digital services, and consider the best approaches to support technology delivery in future, including the balance of building our own vs. buying services from others.

Deliverables	Supporting milestones	Desired outcomes
<p>SO2.1 Progress digital services modernisation</p>	<p>SO2.1a, Develop a full business case and progress a prototype of a new DBS website, the 'DBS Front Door' SO2.1b, Progress the barring portal from prototype to live operation SO2.1c, Progress paperless DBS check applications through prototype stages SO2.1d, Progress digital certificates to prototype stage SO2.1e, Review and design an improved Update Service SO2.1f, Onboard a long-term digital partner SO2.1g, Enhanced digital capability in place</p>	<p>We will ensure the long-term website solution is implemented for access to DBS products and services is fit for purpose, futureproof, and meets customer needs</p> <p>We will make good progress in delivering digitised customer-facing services in line with the modernisation plan, improving the customer journey and the quality of barring referrals</p> <p>We will build capacity and capability to ensure the development of digital solutions that meet customer needs</p>
<p>SO2.2 Maintain existing technology</p>	<p>SO2.2a, Complete N-1 software upgrades SO2.2b, Complete non-discretionary technology changes required to the existing technology estate</p>	<p>We will improve the sustainability of our technology solutions for the future</p>
<p>SO2.3 Complete required technology transformation</p>	<p>SO2.3a, Complete future tooling IT projects to support new DBS teams SO2.3b, Achieve remote access to R0 system for Standard and Enhanced checks SO2.3c, Complete R0 infrastructure refresh (hardware) SO2.3d, Progress future infrastructure design to beta stage</p>	<p>We will ensure we have the systems we need to support the activities of teams across DBS; staff will be able to work effectively remotely</p> <p>We will have a clear path to transforming our future technology based on a good understanding of our requirements</p>

Strategic Objective Three

We will raise awareness of DBS and the services we offer, keeping people informed through our communications, to increase public understanding and confidence in our organisation.

In year one of our strategy, we focused strongly on internal engagement, developing 'Big Conversations' with staff, and introducing the Strategy Hub as our intranet to support delivery of our strategy and staff wellbeing. We also strengthened our brand identity with a series of external campaigns to raise awareness of products and services, and increased use of social media.

In year two of our strategy, our focus will be on growing the profile of DBS as a professional and trusted organisation, business development activity and marketing activity for our core products.

We will also begin transformation activity to develop a new website ('DBS Front Door') for customers to use to access our services and to provide guidance and other information in accessible formats. We will build on good work in year one to improve staff engagement.

Deliverables	Supporting milestones	Desired outcomes
SO3.1 Improve customer access to our products, services, guidance and information	SO3.1a, An equality, diversity and inclusion communications plan will be developed to ensure messaging to customers from across DBS is in line with our core values and is in plain English	Our guidance, information and products will become more accessible to all groups of customers using our services
SO3.2 Deliver year one of the marketing and business development strategic plan	SO3.2a, Develop our capability to deliver business development activities within Commercial directorate SO3.2b, Develop our insight capability to support marketing and business development activity for key audiences SO3.2c, Produce a refreshed brand for DBS SO3.2d, Develop a product strategy for DBS products for the future SO3.2e, Develop a marketing campaign to support barring referrals SO3.2f, Develop a marketing campaign to promote the Basic product to new customer groups to improve safeguarding opportunities	We will create a more competitive DBS which can adapt to customer needs and policy and legislative changes We will better understand our customers and their needs, improving products and services for the future We will raise awareness of DBS products and services to ensure safeguarding objectives are met
SO3.3 Further develop our approach to internal engagement	SO3.3a, Embed the 'Engage for Success' internal engagement model within DBS SO3.3b, Introduce the DBS Staff Engagement Forum	We will ensure staff are continuously involved in shaping the progress of DBS towards achieving our objectives
SO3.4 Continue to widen social media communications activity	SO3.4a, Introduce Facebook as a channel for DBS communications	We will ensure wider audiences are able to access DBS communications in support of achieving our objectives

Strategic Objective Four

We will be a respected and trusted organisation, working with our partners to play an influential role in the environment in which we operate.

In year one of our strategy we focused partnership activity on critical relationships with colleagues across government, policing, and Registered Bodies (RBs) and Responsible Organisations (ROs). We developed the partnerships strategic plan, which explains how we will work with partners to deliver our strategy, introduced Regional Safeguarding Outreach Officers following a successful pilot, and held our second annual conference in March 2021.

In year two of our strategy, we will focus on restructuring to deliver the partnerships strategic plan. We will continue to work closely with the police and RBs to deliver service improvements, and develop a programme of events to support partnership building.

Deliverables	Supporting milestones	Desired outcomes
SO4.1 Deliver year one of the partnerships strategic plan	SO4.1a, Procure and embed use of a Customer Relationship Management system SO4.1b, Increase awareness of our new approach to partnerships amongst staff and stakeholders SO4.1c, Deliver the partnerships delivery plan 2021-22	We will adopt the principles of effective partnerships across DBS to strengthen, build and establish strong and effective external partnerships
SO4.2 Improve stakeholder engagement at a regional and local level	SO4.2a, Complete phase 2 of regional outreach in the Strategy and Performance directorate SO4.2b, Complete phase 3 restructure of Barring and Safeguarding to achieve regional alignment	We will continue to build on early successes in regional relationship building to achieve wider awareness and support to our customers that contributes to achievement of safeguarding objectives
SO4.3 Deliver year one of the Registered Body strategic plan	SO4.3a, Deliver year one of the digital identity project SO4.3b, Continue with the rightsizing of the Registered Body network SO4.3c, Agree vision for future Registered Body model	We will offer secure digital identity verification to our customers
SO4.4 Deliver year one of the police strategic plan	SO4.4a, Implement PLX algorithm changes for Enhanced check referrals to forces SO4.4b, Introduce in-house capability to manage the PLX algorithm SO4.4c, Deliver year one of the police strategic plan	We will improve the efficiency with which we work with the police to deliver Enhanced checks and identify wider improvements that can be made in future to improve service to customers, balancing safeguarding considerations with the rights of individuals
SO4.5 Deliver a programme of events in support of partnership activity	SO4.5a, Develop an events programme to support partnership building, networking and knowledge exchange	We will actively work to share the knowledge and experience within the DBS community to achieve safeguarding objectives and improve our service delivery

Strategic Objective Five

We will develop a talented and diverse workforce that understands how their contributions help to achieve our objectives.

In year one of our strategy, we implemented a new HR and Finance system (Metis) and embedded a new senior management structure and directorates for Strategy and Performance and Technology and Innovation. We introduced OneDBS as a way of working to help deliver our strategy and developed a business case for a revised pay structure.

In year two of our strategy, our focus will be on continuing to develop our people to help them to do their jobs to the best of their ability and enabling them to be consistently and fairly rewarded. We will proceed with ambitious organisational redesign to support delivery of our strategy, implement phase one of the DBS Academy, and ensure best use is made of Metis to drive business decisions. We will prioritise improvements to increase diversity in our workforce.

Deliverables	Supporting milestones	Desired outcomes
SO5.1 Organisational restructure completed	SO5.1a, Leadership appointments made to senior manager posts in new organisational design SO5.1b, Reduced use of contingent labour in business as usual functions SO5.1c, Enhanced Human Resources and Organisational Development capability SO5.1d, Implementation of Business Transformation directorate completed SO5.1e, Enhanced Commercial and Business Development capability in place	We will enhance capacity and capability, and fill vacancies, enabling DBS strategic objectives to be achieved, and reducing reliance on contingent labour
SO5.2 Phase one of DBS Academy implementation completed	SO5.2a, Phase one of the DBS Academy design completed SO5.2b, Emerging talent space implemented SO5.2c, Apprenticeships approach enhanced and visible across the organisation	We will coordinate learning and development activity and will be effectively ensuring the continuous professional development of our staff
SO5.3 New Recognition and Reward Scheme implemented	SO5.3a, New reward and recognition policy implemented SO5.3b, Pay business case revisited	Work will continue to ensure staff are rewarded consistently and fairly and recognised for their achievements
SO5.4 Metis use embedded in business as usual	SO5.4a Line managers upskilled in Metis self-service SO5.4b Use of full reporting functionality in place	Metis functionality will support workforce and financial planning, and the development of staff; self-service approaches will improve the efficiency with which transactions are completed
SO5.5 Deliver year one of the equality, diversity and inclusion strategic plan (People)	SO5.5a Equality, diversity and inclusion prioritised within the development of the DBS Academy SO5.5b Improvements in recruitment achieved to increase diversity in the workforce at all staff grades	We will improve our diversity across the protected characteristics at all staff grades, becoming an organisation that is representative of the communities we serve We will improve our approaches to recruitment and selection, and the retention of talent

Strategic Objective Six

We will build a flexible, vibrant and contemporary workplace where our staff will be able to do their jobs using modern ways of working that are smart and which promote OneDBS.

In year one of our strategy, we focused on flexibility, developing the tools to allow our staff work remotely and productively, reviewed our estates plan and consulted with staff on how we could improve their experience of working with DBS, focused on their workplace, wellbeing and sustainability. This resulted in the production of the wellbeing strategic plan and green strategic plan.

In year two, our focus will be on making agreed improvements to the workplace, transitioning to a new normal following COVID-19, embedding OneDBS in our culture (including how we manage our knowledge), and delivering year one of the wellbeing and green strategic plans.

Deliverables	Supporting milestones	Desired outcomes
SO6.1 Deliver strategic improvements to the DBS workplace	SO6.1a, Evaluate the benefits of onboarding with GPA and implement if appropriate SO6.1b, Complete Darlington phase 2 redesign SO6.1c, Complete Liverpool redesign	We will have a flexible, vibrant and contemporary workplace where staff work smartly as OneDBS to achieve business objectives
SO6.2 Transition to a new normal following COVID-19	SO6.2a, Produce a roadmap for exit from COVID-19 and into new working arrangements SO6.2b, Deliver year two of OneDBS	We will learn from the collective sensemaking during the COVID-19 response to improve ways of working for staff and improve operational performance We will continue to embed the principles of OneDBS in the way we work
SO6.3 Deliver year one of the wellbeing strategic plan	SO6.3a, Deliver the physical wellbeing workstream SO6.3b, Deliver the emotional wellbeing workstream SO6.3c, Deliver the social wellbeing workstream SO6.3d, Deliver the financial wellbeing workstream SO6.3e, Deliver the accessible and connected workstream	We will have a best in class wellbeing offering for our staff; a holistic programme covering all factors of wellbeing, fully embedded across the organisation - this will lead to a working environment where individuals can thrive
SO6.4 Develop an improved approach to DBS Knowledge Management	SO6.4a, Implement the Policy and Knowledge Management function in the Strategy and Performance directorate SO6.4b, Implement an improved document management system for DBS	We will have the systems and structures in place to ensure effective use of knowledge in decision making, enabling staff to work as OneDBS and successful collaboration with external partners
SO6.5 Deliver year one of the green strategic plan	SO6.5a, Establish green champions across DBS SO6.5b, Encourage staff to use their volunteer days to support their local communities	We will embrace sustainability, regarding it as a high priority, and see it as one of our core values

6. Measuring success against the plan - Key Performance Indicators

We measure our progress using a set of Key Performance Indicators (KPIs), which collectively provide an indication of our progress towards our priorities. These have a strong focus on the quality and timeliness of our products and services, as these are the issues that customers tell us are important to them.

In 2020-21, our ability to achieve all our performance targets was affected by COVID-19, although we continued to provide a high quality of service in priority areas and were praised for our overall operational response. We will continue to strive to achieve all our performance targets in 2021-22 as we transition to a post-COVID-19 'new normal', and in some cases have stretched our targets where we feel we are able to do better.

Following careful consideration, we have modified two of our ambitious performance indicators for timeliness. For Basic applications,

we will now measure the percentage applications despatched within two days instead of one day. For Standard applications, we will now measure the percentage of applications despatched within five days instead of four days. We believe these are stretching but more achievable indicators as we continue to manage resourcing pressures and increased demand due to COVID-19 into 2021-22. We will be introducing a new technical solution to help us achieve these targets this year, secure remote access for staff to our R0 IT system.

As part of our Performance Management Framework (PMF), progress towards KPI targets is reviewed on a monthly basis by our Strategic Leadership Team and board, with the Quality, Finance and Performance Committee providing assurance that performance is being managed appropriately. KPIs are supplemented by a range of other measures which operate at a corporate, directorate, service, and team level.

Reference	Key Performance Indicator	Target (2021-22)
<i>Quality - Improving the effectiveness of our service delivery</i>		
BP 1	Barring quality rate of closures (monthly) ¹	≥ 99.5%
BP 2	Customer rating of experience of DBS within previous 3 months (index measure) (annually)	≥ 72%
<i>Timeliness - Improving the timeliness of our services to customers</i>		
BP 3	Percentage of Basic applications despatched within 2 days (monthly)	≥ 80%
BP 4	Percentage of Standard applications despatched within 5 days (monthly)	≥ 80%
BP 5	Percentage of Enhanced applications despatched within 14 days (monthly)	≥ 80%
BP 6	Percentage of all Barring cases to be closed within 3 months (monthly)	≥ 72%
BP 7	Percentage of Autobar cases to be closed within 1 month (monthly)	≥ 95%
<i>Efficiency - Improving the efficiency with which we deliver our functions</i>		
BP 8	Percentage efficiencies delivered as % of total spend excluding ticket price, police costs, portfolio costs and depreciation (quarterly)	≥ 3%
<i>People - Moving towards becoming an employer of choice and an exemplar organisation for diversity and inclusion</i>		
BP 9	Staff engagement index (annually)	≥ 64%
BP 10	Percentage of employees from ethnic minorities as a % of the total DBS workforce (quarterly)	≥ 5% (7% by 2022/23)

¹ Measure uses correct barring outcomes

7. Strategic risks to delivery of the plan

We identify, monitor and mitigate risk through the DBS risk management process. Risks are reviewed on a monthly basis by our Strategic Leadership Team and board, with the Audit and Risk Committee providing assurance that risk is being managed

appropriately. Risks are held at strategic, corporate and directorate level. The table shows risks that, if they materialised, would impact on delivery of business plan strategic objectives. Our new organisational design is a critical mitigation for eight of our ten strategic risks.

Strategic Risk	Context	SO1	SO2	SO3	SO4	SO5	SO6
		Quality		Profile		People	
Cyber Attack Risk 199	Ensuring data and systems are protected through use of cyber security measures	●	●				
Failure to Safeguard Risk 393	Ensuring we make high quality and timely decision that safeguard the public by assuring quality and managing work effectively	●		●	●	●	
Capacity and Capability Risk 456	Ensuring we can attract, retain and develop staff who produce quality work in support of our strategic objectives	●	●	●	●	●	●
Business Continuity and Disaster Recovery Risk 530	Maintaining appropriate plans to ensure we can respond effectively to a business continuity/disaster recovery event	●	●			●	●
Legacy System Failure Risk 637	Ensuring legacy systems are stable and enable us to operate our services	●	●				●
Failure to Transform Risk 667	Ensuring we are able to change and transform our business	●	●	●	●	●	●

Strategic Risk	Context	SO1	SO2	SO3	SO4	SO5	SO6
		Quality		Profile		People	
Performance and Commercial Relationship Risk 668	Ensuring our suppliers enable us to meet our desired performance levels	●	●		●	●	●
Compliance Risk 669	Ensuring data is managed appropriately and safely through adherence to relevant legislation	●	●	●	●	●	●
Failure to Manage Financial Resources Risk 670	Ensuring we make effective use of our budget in accordance with Managing Public Money	●	●	●	●	●	●
Failure to Improve DBS Profile Risk 671	Engaging effectively with our partners to ensure we have a reputation as a highly valued public organisation that has the confidence of stakeholders and customers	●	●	●	●		

8. Budget - Delivery of the plan

The budget sets out our estimated costs to provide our services and priorities this year, reflecting estimates of service demand, efficiency and risk. Our goal is to achieve a balanced budget containing a risk and opportunity provision.

Revenue	2021-22 - £000s
Income	185,542
3rd Party	
Supplier Costs	13,508
Police Costs	45,685
Other Direct Costs	
Pay Costs	51,074
Accommodation	4,217
IT	51,091
Depreciation	7,118
Other Costs	12,280
Capital	
Cost of Capital	568

Find out more about DBS

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