



Defence Business Services
DBS Secretariat
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Ref: FOI2021/15416

DBSRES-Secretariat@mod.gov.uk

18 February 2022

Dear [REDACTED]

Thank you for your email of 06 August 2021 to the Ministry of Defence (MOD), seeking information about the Defence Business Services (DBS) Corporate Plan.

You requested the following information:

"... The first item under Role responsibilities - Business Delivery refers to the "DBS Corporate plan", which does not appear to be in the public domain. Without access to the DBS Corporate plan, it is not possible to understand the role responsibility, "Performance: Delivery of the 7 KPI's on AFCS, WPS and the VWS, as set out in the DBS Corporate plan".

- 1. On what date did the job description/Terms of Reference come into effect?*
- 2. Please direct me to/make publicly available the current DBS Corporate Plan?*
- 3. Please direct me to/make publicly available the previous DBS Corporate Plan?...."*

I am treating your correspondence as a request for information under the Freedom of Information Act 2000 (FOIA).

A search for the information has now been completed within the MOD and I can confirm all information in scope of your request is held.

As explained in our letter of 17 December 2021, the MOD holds information in scope of your request. However, as it potentially fell within the scope of the following qualified exemption: Section 43 (Commercial Interests), it was necessary for us to decide whether, in all the circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosure. In the process of weighing up the factors for and against releasing the information, the MOD has determined that it is in the public interest to release the information.

In answer to Q1, the Job description/Terms of Reference came into effect on 1 May 2021.

In answer to Q2 and Q3, a copy of the DBS Corporate plan which covers the years from 2020 – 2025 can be found at Annex A. This is the inaugural DBS Corporate plan and the Key performance indicators (KPI's) are for 2020. The current corporate plan KPI's can be found at Annex B. Annex C is the DBS Business Plan 2018 – 21 which was the departments business plan prior to the Corporate plan.

Please also note, Section 40(2) has been applied to some of the information in order to protect personal information as governed by the Data Protection Act 2018. Section 40 is an absolute exemption and there is therefore no requirement to consider the public interest in making a decision to withhold the information.

Under section 16 of the FOIA (Advice and Assistance) it may be helpful to explain that due to continually evolving scrutiny the Veterans UK KPIs have been updated and these can be seen in Annex B. In line with this the Corporate plan is being refreshed to reflect changes to KPI's, organisational structure and senior leadership.

If you have any queries regarding the content of this letter, please contact this office in the first instance.

If you wish to complain about the handling of your request, or the content of this response, you can request an independent internal review by contacting the Information Rights Compliance team, Ground Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail CIO-FOI-IR@mod.gov.uk). Please note that any request for an internal review should be made within 40 working days of the date of this response.

If you remain dissatisfied following an internal review, you may raise your complaint directly to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not normally investigate your case until the MOD internal review process has been completed. The Information Commissioner can be contacted at: Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website at <https://ico.org.uk/>.

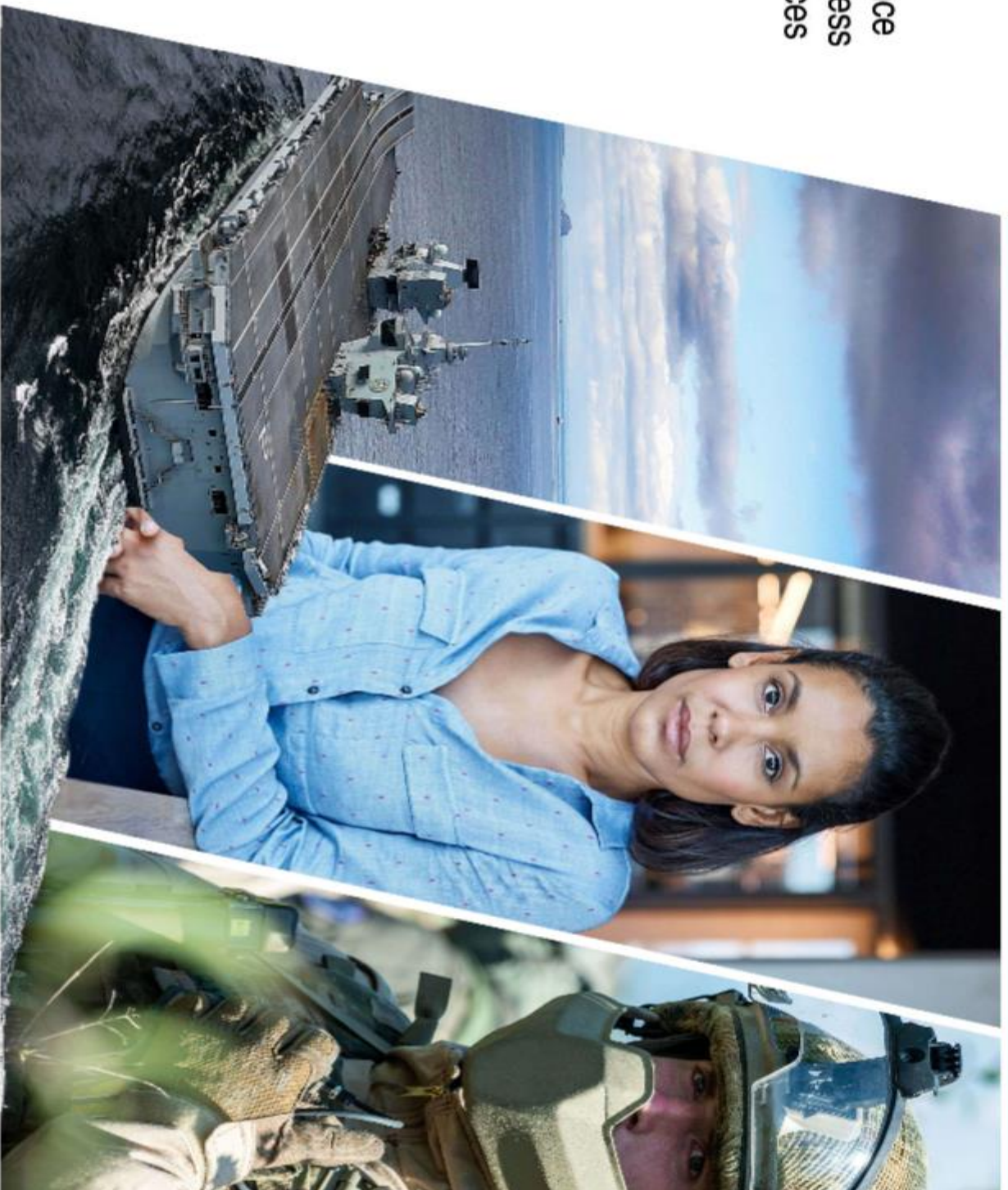
Yours sincerely

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Defence Business Services Secretariat

DBS Corporate plan


Defence
Business
Services



Corporate Plan 2020 – 2022

Contents

Page	Descriptor
3	CEO's Foreword
4	Introduction
5	DBS: In Defence for Defence
6	Section 1 - DBS Vision
7	DBS: How We Deliver Our Services
8	DBS Case for Change
9	DBS Benefits for Defence
10	The Link to Government Shared Services Strategy
11	Section 2 – About DBS
12	DBS Corporate Board
13	DBS Executive Leadership Team
14	Our Values and Commitments
15	DBS in Numbers
19	Governance Arrangements
20	Key Performance Indicators (KPIs)
21	Corporate Risks
23	Section 3 – Five Year Corporate Plan
24	2020 – 2025 Long Term Plan (Priorities)
25	2020 - 2025 Long Term Plan (Measures)

CEO's Foreword



The word 'unprecedented' has become synonymous with 2020 and certainly resonates with the changes and the challenges DBS has faced this year.

The impact of COVID-19 across the World has been immediate and overwhelming. It has challenged us all in our personal and our working lives and I am immensely proud of the way DBS has responded. The fact we kept so many of our services operable with very limited IT, whilst faced with massive uncertainty, has been outstanding and a testament to DBS's brilliant workforce. COVID-19 has forced us to change the way we work, and we have learned a great deal as a result. I have no doubt we will emerge from this crisis stronger, better and more resilient.

COVID-19 aside, DBS has achieved a great deal over the last year. Among other things, we appointed SSCL as our new delivery partner for Military Personnel and Veterans services; our UKSV colleagues made the transition to Cabinet Office; new governance arrangements have been agreed with the Functions; the digitisation of our Veterans service is underway and we have launched our Automation Garage, which is key to modernising our delivery.

In October 2020, Kathy Barnes retired as CEO after 4 years at the helm. During her time as our CEO Kathy managed the transition from the Serco Management Partner and developed DBS into a strong customer focused business with solid foundations to build on. In April, we will welcome Richard Cornish as our new CEO and enter a new chapter. Richard has endorsed this plan and its ambitions. It gives us clear direction but, as the COVID pandemic in 2020 has shown us, the environment we operate within can be unpredictable. We have therefore built in plans for a mid-term review in 2022/23.

Against this background, we are now looking forward. With a perspective adjusted by COVID-19, this Corporate Plan details our longer-term ambitions

and priorities for the next five years. By the time we reach 2025, DBS will be a very different organisation, although still committed to delivering outstanding service every time for our Armed Forces, Civil Servants and Veterans. The core difference will lie in the range of services we offer and the extent to which we will have embraced a more digitised, self-serve approach.

Working in close partnership with our Functional Stakeholders, we will have exploited opportunities to improve efficiency across Defence by consolidating areas of work best delivered through a shared service model. We will have reshaped our delivery in line with Functional Strategies; building on MyHR to radically improve the user experience for civilian colleagues, delivering end-to-end digitisation of services for our veterans, improving military MI and data services and being in a cloud ready position for to support Finance and Commercial Functions. Underpinning all of this we will have set the governance arrangements in place to start running DBS along more commercial lines. We will have clearer, costed service offerings; performance metrics embedded in SLAs that reflect our customers' priorities; and robust internal performance planning and assurance processes that drive continuous improvement and support proactive operational leadership.

The key to our continued success lies with our people and we want to continue to see year-on-year improvements in our staff engagement scores. Looking ahead, I'm keen that we in DBS create a culture of inclusion and continue to champion the MOD's Empowerment Agenda to realise everyone's full potential. It is our people who know what works well and who are best placed to spot where we are not effective. I want all my colleagues in DBS to join me in feeling they are empowered to change what isn't right or isn't good; to be proud of what they achieve and to provide the best service they can for our customers.

Tamsin Woodeson

DBS Acting CEO

Introduction

Welcome to the 2020/25 Corporate Plan for Defence Business Service (DBS) that sets out our refreshed ambition and outlines our longer-term priorities and strategies.

It links with the Defence Operating Model and the Government Shared Service Strategy to ensure we continue to deliver service efficiently, effectively and meet the future needs of our stakeholders, our customers and our people.



DBS: In Defence, for Defence

Defence Business Services provide Finance, Procurement, HR and other shared services to allow our military and civilian customers to focus on meeting their core objectives.

We are aligned to the Defence Operating Model (DOM) that was launched in January 2020 and also to the Government Shared Service Strategy (GSSS). The DOM framework outlines the principles for how Defence works, and DBS is identified as one of 12 Enabling Organisations.

Supporting both the DOM and the GSSS is our own DBS Target Operating Model that identifies our key areas of focus to ensure we deliver the right outcomes for Defence.

DBS Operating Model overview:

- **our customers** - DBS will provide services to the Defence community including Veterans, Arm's Length Bodies (ALBs) and external customers related to Defence.
- **our services** - DBS will provide enabling services to Defence. These are services which are not core to our customers' primary objective but are fundamental to the successful delivery of the Defence mission. We are the designated delivery arm of Defence Finance and People services.
- **our culture** - DBS will solidify our role by embedding a culture of continuous improvement focused on achieving improved customer outcomes, cost savings and optimised performance.
- **our people** - DBS will attract and retain an engaged, diverse and appropriately skilled workforce and embrace smart working methods. We will optimise management and people structures.
- **our service delivery** - DBS services will be responsive to the needs of our customers, easily accessible, and delivered in a manner appropriate to their nature (e.g. welfare will be delivered with compassion as the priority whereas pay will be timely, accurate and efficient).

- **our data and insights** - customers will derive value from the data and information we manage through the provision of accurate, insightful reporting to enable decision making.
- **our technology** - DBS services will be underpinned by a rationalised technology landscape hosted securely in the cloud, through 3rd party hosting and Software as a Service.

Working in partnership with Function leads, Top Level Budgets (TLBs) and other Enabling Organisations across Defence we aim to build a clear understanding of customers' needs and to assist Functional Leads in delivering their policies and processes for the Defence community. In addition, through the provision of slick, digital interfaces and improved working practices we will deliver more streamlined and effective corporate services.

Although much of DBS business is delivered directly by DBS people, we have several important partners who shape our customers' experience, most notably SSCL who deliver the Service Delivery Contract. DBS role within these relationships is to articulate requirements, monitor performance, assure quality, escalate issues and engage constructively with delivery partners to resolve concerns.

We already have a record of delivering several major change initiatives and have demonstrated we can be competitive, adaptable and innovative. Nevertheless, we need to continue to demonstrate that we can deliver quality services at a reduced cost and that we can play a pivotal role in supporting efficiencies and change across MOD.

Section 1:

DBS Vision

*'To support UK
Defence customers
with outstanding
service every time'*



DBS: How we deliver our services

For stakeholders

For MOD People

For DBS People

How this helps MOD

Our functional stakeholders will see DBS as a reliable, proactive partner, providing insight to inform functional policy and direction, services that adhere to agreed standards and compliance and controls that minimise risk to the Defence community. DBS will retain critical contributors to functional sub-operating models, including increased scope of shared services delivery.

Our services users will increasingly self-serve, at the time and place and channel of their choosing. They will execute digital transactions and get a rapid response to issues. They will be supported in dealing with more complex matters. Where appropriate personal, face-to-face services will be provided, especially for those in acute need of compassionate support. They will find the DBS listening, there to help and easy to do business with.

DBS Employees will feel empowered to make decisions, & solve customer problems. They will have better tools, technology, training and senior working options to do their job effectively and enjoyably. They will be excited by a varied, challenging and rewarding career and feel recognised for their contribution to Defence.

Our Vision is to support UK Defence Customers with outstanding service every time

What we are aiming for

A Value Adding Business

We will support the Functions in adding value to Defence and enabling MOD-wide efficiencies. We will become more agile and responsive with services that can be expanded or adapted according to Defence requirements and available funding.

Customer Centric

We will start our transactional services to become digital by default, at least 80% self-serve and reached at first point of contact 90% of the time. Where the events or the nature of the service requires it, we will design to personalised support that meets our customers' needs.

Continuously Improving

We will become a more professional, resilient organisation that can quickly adapt to a changing environment and uses the full potential of all our people to continually improve, learn and plan for the future.

What we deliver

To do this we will focus on:

1. Creating partnership relationships underpinned by strong mutual understanding between DBS, MOD Functions, our delivery partners and sponsors. Setting the right governance in place to ensure Functional priorities are aligned with available funding and driven out effectively and efficiently through the DBS business.
2. Developing stronger contract and project management arrangements to optimise the value delivered from all investments.
3. Expanding the scope and depth of the services we provide in support of Functional Strategies to support MOD wide efficiencies and priorities.

To do this we will focus on:

1. Understanding the end-to-end customer experience and seeking this at the heart of business as usual delivery and our work to improve and transform DBS service.
2. Simplifying and modernising our customer interface and communications.
3. Embedding and adopting modern technologies, new ideas and innovations to deliver better user experience, automation and data services.
4. Recognising capabilities as an opportunity to both transform the immediate experience of the customer involved and to improve future service delivery.

To do this we will focus on:

1. Developing increasingly robust enterprise-wide risk and performance management arrangements and assurance mechanisms.
2. Embedding an open culture of trust, transparency and continuous improvement across DBS, with a particular focus on environment, wellbeing and inclusion.
3. Describing a robust IT architecture and focusing our reliance on external assistance by growing our own in-house capabilities to underpin this.
4. Taking a strategic approach to services and workforce planning, investing in our people to nurture and grow the skills we need for the future and ensure effective leadership and change management.

Our ways of working



DBS Case for change

Defence is transforming to become a more agile organisation - prepared to meet today's national security threats and fit to respond to the emerging challenges of tomorrow.

Within DBS our mission is to proudly support Defence, continuously improving and delivering flexible, timely, sustainable and value for money services that underpin the whole force and enhance operational capability.

It is essential we keep pace with our Defence customers, embracing process and technological innovations and acquiring new skills to become more responsive, resilient and cost effective. As the delivery partner of key Departmental Functions (Finance, Commercial, People and IT), DBS must transform and be ready to implement emerging Functional Strategies and priorities.

In 2020, the strategic shock of COVID-19 sharpened our focus on operational delivery and has given us opportunities to work differently, most significantly:

- Decision-making in closer collaboration with our Functional partners
- More transparent communications with our end-users
- Enabling and empowering many of our staff to work more flexibly at home
- Digitising forms/processes at speed
- A more unified focus on operational performance to drive recovery.

At the same time, DBS also reduced significantly in size in April 2020 when UKSV transferred into the Cabinet Office. We must now challenge ourselves regarding the extent to which this too provides an opportunity for greater efficiency at the centre of DBS. The next five years will see further opportunities emerge through the new Service Delivery Contract with SSCL and the pivotal work underway on MyHR.

Since inception, DBS has significantly reduced its cost-to-serve and improved resilience and service quality through centralisation of activity, adoption of technology and embedding a culture of continuous improvement. We must now redouble our efforts in these areas to maintain the momentum generated by COVID-19 and to deliver the shared services that Defence deserves – delivering our vision to support UK Defence customers with outstanding service every time.

Our Ambition and our Strategic Objectives drive towards the modernisation of DBS to ensure we are increasingly well placed to fulfil our mission, providing flexible, timely, sustainable and value for money services that underpin the whole force and enhance the MOD operational capability.

DBS Benefits for Defence

As a key enabler to Defence, DBS Transformation is largely centred on building new capabilities that Functional Leadership can exploit to drive increased efficiency and improved customer experience. Benefits will be realisable across Defence.

DBS continues to work with MOD Transformation and the Functions to build a benefits framework where outcomes enabled by DBS transformation can be formally articulated, measured and tracked.

DBS Transformation will enable significant savings across the Defence Community, contributing to the Defence Transformation Programme targeting savings of up to £10bn over the period of this plan. These will include, but are not limited to:

1. **Enterprise Strategic Outcomes** – these will be realised across Defence and be enabled by DBS but not directly attributable to it:
 - A. An improved controls environment – importantly more robust, transparent, predictive controls (which will also reduce the cost of compliance/internal audit).
 - B. Strengthened decision making – through the provision of more accurate, reliable information into budget, workforce and supply chain decision support processes.
 - C. Increased empowerment – through the provision of information that enables action to be taken at the appropriate level.
2. **Improved productivity for end-users** – this will be recognised by the end-users of services that DBS has a role in delivering, both Civilian and Military, across Commands and Enabling Organisations.
3. **Reduced cost and effort delivering Enabling Services** – This will be recognised in all parts of Defence where staff are involved in delivering enabling services (e.g. finance, HR, procurement). This may be in Front Line Commands & TLBs, Enabling Organisations, Head Office Functions as well as DBS.

The Link to Government Shared Services Strategy

The Shared Services Strategy for Government (GSSS), revised in 2020, underpins the DBS purpose and role in Defence. The three main objectives for GSSS – efficiency and value for money; better customer experience and standardised processes are valid principles and drivers for the DBS and are clearly mirrored in our own Strategic Objectives.

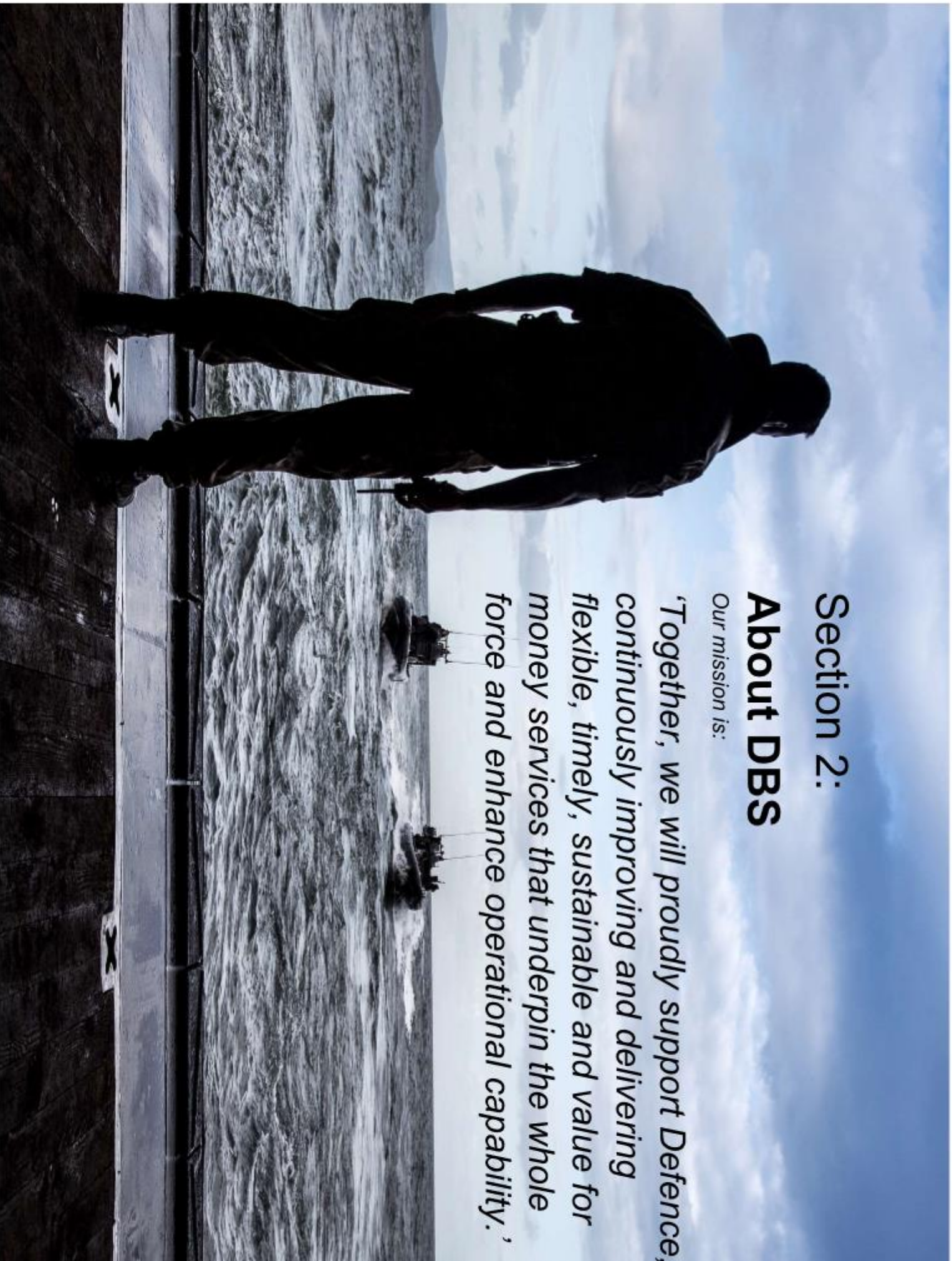
Government Shared Services Objectives	EFFICIENCY AND VALUE FOR MONEY - better systems and services which support productivity and seek to reduce costs.	BETTER EXPERIENCE FOR ALL USERS with systems that are intuitive, easy to use and mobile enabled.
	STANDARDISED PROCESSES AND DATA to support interoperability, making it easier to understand and compare corporate data.	
Underpinned by DBS Strategic Objectives	A VALUE-ADDING BUSINESS We will support the Functions in adding value to Defence and enabling MOD-wide efficiencies. We will become more agile and responsive with existing and new services that can be expanded or adapted according to Defence requirements and available funding.	CUSTOMER CENTRIC We will shift our transactional services to become digital by default; at least 80% self-serve and resolved at first point of contact 90% of the time. Where life events or the nature of the service requires it, we will design in personalised support that meets our customers' needs.
	CONTINUOUSLY IMPROVING We will become a more professional, resilient organisation that can quickly adapt to a changing environment and uses the full potential of all our people to continuously improve, learn and plan for the future.	
To deliver for Defence	Technologies improving interoperability, automation, data sharing and analytics. Reduced cost of ownership driven out through the Service Delivery Contract and improved focus on service costs and performance metrics. Supporting MOD-wide efficiency by increasing the scope/depth of services offered. Evergreened software and hardware management. Transactional tasks automated providing scalable on-demand services.	Modernised customer access arrangements and interface built around a strong understanding of user experience and drawing on industry best practice. Customers able to access DBS services through their channel of choice and receive a seamless low touch service for transactional services. Cross category data exploited to improve insight and enable customers to make informed decisions.

Section 2:

About DBS

Our mission is:

'Together, we will proudly support Defence, continuously improving and delivering flexible, timely, sustainable and value for money services that underpin the whole force and enhance operational capability.'



DBS Corporate Board

The Corporate Board provides strategic leadership and oversight for DBS by assessing performance against objectives and achievement of key deliverables. It provides challenge and insight to ensure DBS is ambitious in its goals and maintains focus on achieving its targets. It also provides important oversight to ensure an effective framework for corporate governance is in place within DBS.



Peter Shortt
Chair
Non-Executive
Director



Tamsin Woodeson
Acting DBS CEO



Andrew Stafford
Chief Operating Officer
& Acting Deputy CEO



Clare Finn
Head Resources &
Acting Chief
Customer Officer



Katherine Carr & Michelle Pester
NED & MOD Sponsor (Job Share)



Vivienne Bracken
Non-Executive
Director



Paul Smith
Non-Executive
Director



Ian Wilson
Non-Executive
Director (Observer)



DBS Executive Leadership Team (at 1st April 2021)

The ELT works with the CEO to provide direction and identify the key priorities for DBS. They ensure we maintain a clear focus on our ambition, strategic objectives and delivery against our key targets. They meet monthly at the DBS Management Board.

Head of Military Personnel: Brigadier Caroline Hull



DBS Mil Pers works with the Armed Forces and specific delivery partners, to provide a range of trusted and efficient services to both service personnel and veterans' communities.

Head of Finance and Procurement Services: Shirley Beard



F&PS provides expert information, advice and services to and on behalf of MOD business areas. It is responsible for payments to MOD suppliers valued at more than £27 billion a year, and for recovering approximately £1.2 billion of receipts in respect of MOD invoices. It also generates the associated debtors, and creditors in the departmental financial management system and accounts for MOD's Non-Current assets valued at approximately £102 billion.

Head of Civilian Personnel: Graeme Macaulay



DBS Civ Pers is responsible for providing HR shared services including, resourcing, pay, apprentice management and casework to MOD employees and some Trading Fund departments.

Head of Veterans UK: Andy Dowds



Vets UK supports the welfare of our veterans and their dependants worldwide by administering the Armed Forces Pension Schemes, compensation payments for those injured or bereaved through service, and providing a package of welfare support for veterans. It also manages a nursing home for Polish veterans and their families, JPPH.

Chief Operating Officer & Acting Deputy CEO: Andrew Stafford



Responsible for ensuring that DBS is delivering services against KPI/PI aligned to the SLA, managing and assuring the effective delivery of major projects & cultivating a culture of continuous improvement. Management of DBS estates, internal and external communications and customer services via IRT, Enquiry Centre and Document Management.

Chief Information Officer: Andy White



Responsible for management, support and delivery of the DBS IT systems, managing change programmes and the provision of accurate and timely MI to our customers.

Head of Resources & Acting Chief Customer Officer: Clare Finn



Responsible for overseeing the strategy, planning and core governance within DBS. Managing the DBS budget and commercial contracts; ensuring financial policies and assurances are in place. As Acting CCO, responsible for assuring the approach to engagement with our customers and ensuring DBS services meet Functional and end-user requirements.

Chief People Officer: Jon Parkin



Responsible for setting the strategy for effectively managing our people in DBS including workforce planning, training, wellbeing, diversity and inclusion. Leads on enabling a positive staff culture through the promotion of staff engagement, empowerment and the effective governance of people-related processes.

Our Values and Commitments

As part of the Defence Community, DBS subscribes to being a model employer and ensuring a fair and inclusive working environment and we place particular emphasis on the following commitments and values.

We are committed to upholding MOD values and empowering our people to deliver outstanding customer service every time. We will create an environment where:

- It is safe to offer constructive **challenge** to improve our ways of working.
- We are **curious** and encourage innovative thinking and experimentation.
- Our purpose is clear, we are **committed**, and we understand the boundaries of our authority.
Leaders are trusting, inclusive and foster **collaborative** working environments. We all take more ownership and personal accountability for the work we do.
Decision-making is delegated wherever possible and unnecessary bureaucracy removed.
- We maintain strong **customer focus** in everything we do and in all the decisions we take.

Diversity, Equality and Inclusion: Our leaders at all levels will help tackle racism and all forms of inequality. We will build inclusive teams across DBS where everyone can thrive and give their best. We will encourage all our staff to challenge bias and inequality wherever it persists, whether it is unconscious or deliberate.

We will not tolerate harassment, discrimination or bullying in any form within DBS or from customers or providers and will take immediate and appropriate action when cases come to light. We will make active use of our Diversity, Equality and Inclusion Network to assist us in all this and to help us by pointing out those times when we fall short of the standards, we believe in.

Wellbeing: DBS is a people organisation and, as such, the wellbeing of our staff is business critical. We will support action to maintain and promote both physical and mental health to allow all our staff to thrive and reach their full potential.

Climate and Sustainability: In line with wider MOD, we support the Government's Green agenda to reduce the environmental impact of Government activities. Departmental objectives have been set to reduce carbon emissions, improve waste management, reduce water use and buy greener products and services. We will endeavour to exceed these targets wherever possible.

All of these values and commitments are at the very heart of our business and we will ensure that they are fully reflected and agreed by our third-party providers and contractors. They will be a clear priority and requirement when letting contracts and identifying suppliers.

DBS in Numbers



DBS in Numbers

Resources:

The Control Total (CT) and Workforce Control Total (WCT) for the 2020/21 DBS Budget are set out below showing the allocations for the respective pillars. This is the baseline against which we will identify and measure any efficiency savings.

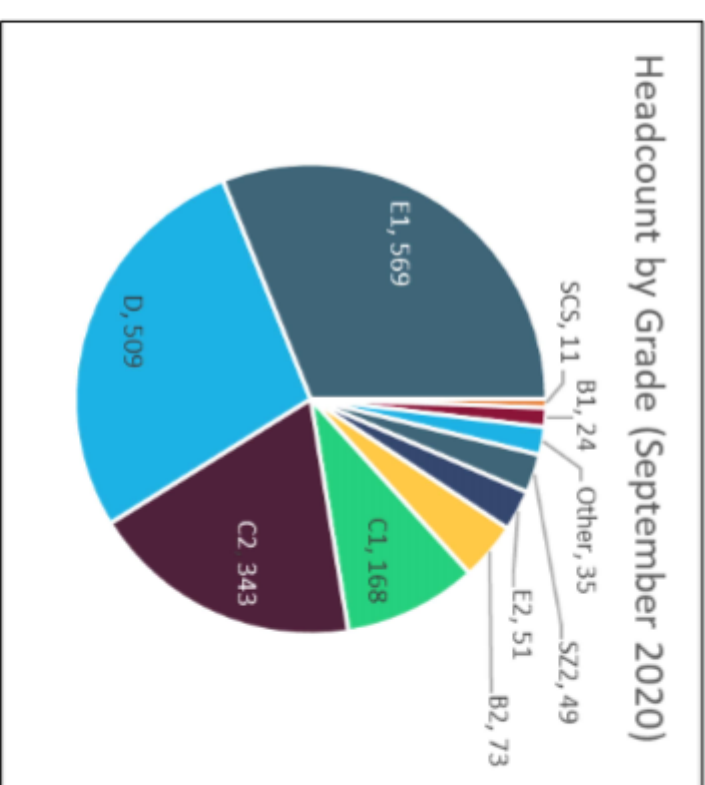
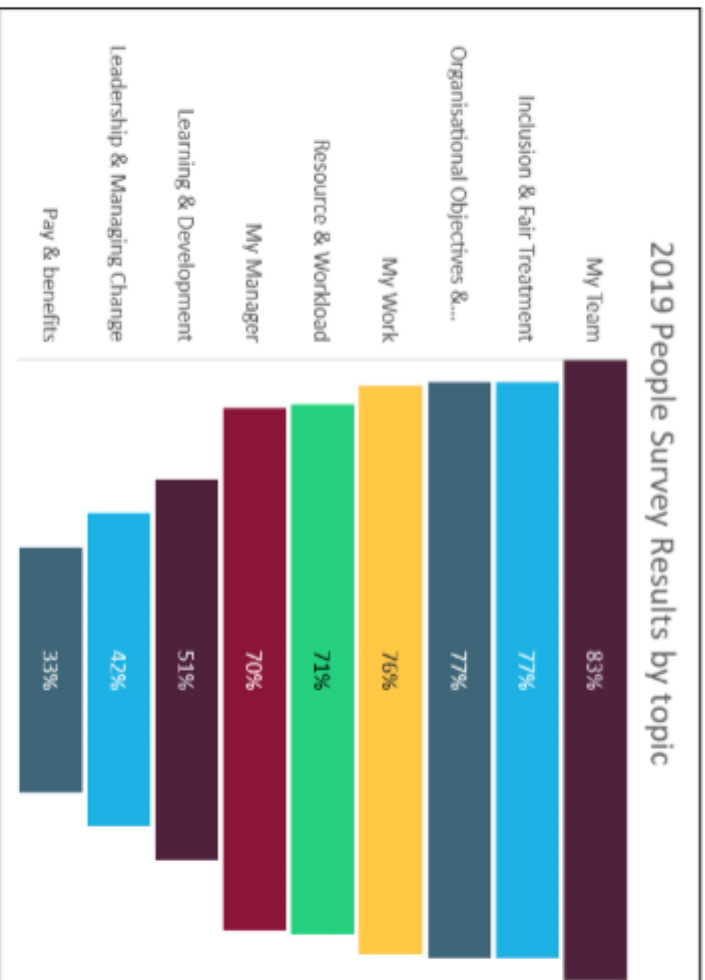
Pillar	20/21 CT £M	20/21 WCT*
MILITARY PERSONNEL	76.593	200.00
CIVILIAN PERSONNEL	14.064	318.00
RESOURCES	2.598	48.00
BUSINESS CHANGE TEAM	2.734	36.00
CHIEF INFORMATION OFFICER	45.649	380.00
CHIEF CUSTOMER OFFICER	1.557	26.00
CHIEF PEOPLE OFFICER	1.151	12.00
FIN AND PROC SERVICES	6.778	185.00
VETERANS UK	18.908	457.00
CENTRAL FUNDS	0.973	0.00
CHIEF OPERATING OFFICER	8.631	180.00
Corporate Risk	-11.327	
DBS TOTAL	168.310	1,841.00

*Workforce Control Total (WCT) expressed in FTE

DBS in Numbers

People:

Our people are key to our success. We are proud of our current engagement scores, but we want to see our benchmarks set in 2019 improved upon. Our workforce and capability plans are essential to ensure we build a future workforce with clear career paths which embraces diversity, equality and inclusivity.

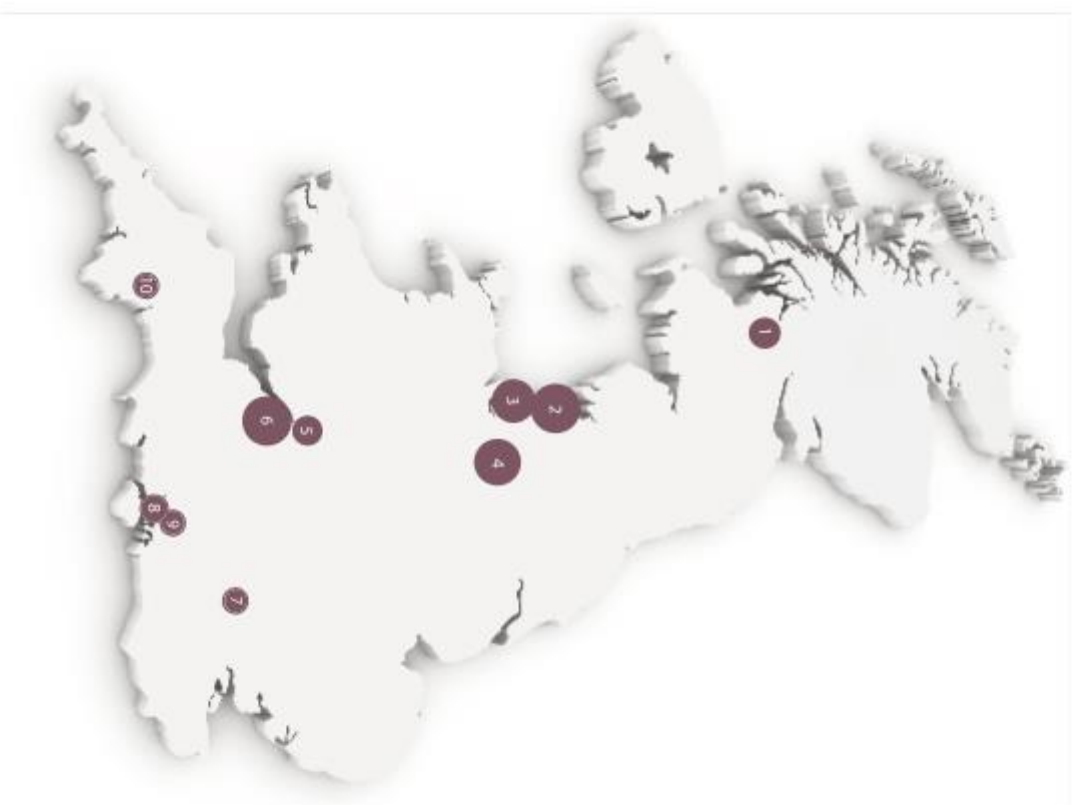


DBS in Numbers

DBS primarily works across 10 sites shown below. Our Work Place Programme and Smarter Working initiatives will define the future DBS footprint. (The dot sizes indicate the relative number of staff based at each site).

Main Locations

- 1** GLASGOW
Veterans UK
- 2** BLACKPOOL
Veterans UK
- 3** LIVERPOOL
Finance
- 4** MANCHESTER
Civilian Personnel
- 5** GLOUCESTER
JCCC and MOD Medal Office
- 6** BRISTOL
Civilian Personnel
Knowledge and Information Service
- 7** LONDON
Knowledge and Information Service
- 8** GOSPORT
Military Personnel
- 9** PORTSMOUTH
Records Management
- 10** NEWTON ABBOT
Ilford Park Polish Home



Governance Arrangements

Across DBS we have multiple stakeholders with whom we need to remain aligned.

The introduction of Functional Delivery Boards has given Functional stakeholders better governance levers to steer into DBS, but we continue to work with DSOP, our sponsors, to further refine arrangements. Primary governance includes:

- Performance and Risk Reviews (P&RRs) - holding to account review chaired by MOD Chief Operating Officer (COO), DBS Board Chair, DSOP and DBS Chief Executive Officer (CEO) held on a quarterly basis to discuss DBS performance at a strategic level.
- DBS Corporate Board - includes an independent chair and non-executive directors, CEO, COO, Head Resources and (MOD) NEDs. It provides strategic governance and leadership of DBS, monitoring and reviewing performance; it also offers guidance and direction as well as providing support to the CEO.
- Corporate Services Commissioning Board – chaired by DSOP and positioned above the Delivery Boards at 2nd level, this acts as an escalation point and creates space for cross-Functional, strategic debate.
- Delivery Boards - chaired by the Functional Leads, held with the DBS Pillar head and senior customer leads within DBS to ensure the efficient and effective delivery of current services.
- Other DBS Governance Forums - DBS has several key governance forums which span the entire breadth of the organisation: Executive Leadership Team Management Board (ELT MB), Operations Board, Change Approvals & Investments Board (CAIB), Transformation Board, People Strategy Board, Security Sub Committee; and Audit and Risk Committee (ARC). The latter two Committees are chaired by NEDs and report to the Corporate Board.
- DBS Transformation is a sub-portfolio within the Defence Transformation Portfolio subject to governance defined by Defence Transformation Board. DBS provides weekly status reports to inform a monthly steering group chaired by the Director of Transformation.

DBS is moving towards an Enterprise Risk Management approach and has many sources of assurance to provide the body of evidence required to support the continuous assessment of the effectiveness of the management of risk and internal control. DBS utilises the Defence Risk Assurance (DRA) Annual Assurance Report (AAR) for mapping and populates this with supporting information and monitors assurances throughout the year.

DBS engages within a framework of Key Performance Indicators, Performance Indicators and Service Level Agreement (SLA) commitments. Key tools in support of the Functional relationship are:

- Performance measures – we are working with the Functions to develop a more robust set of performance measures that accurately reflect DBS services to MOD and the Functions. The current set of key performance indicators (under review) are shown on the next page.
- Functional SLA's – under ongoing review as performance metrics develop.
- Service catalogue - comprehensive, detailed and agreed codification of services currently being delivered by DBS to its customers.
- Demand planning - a robust set of demand planning assumptions are under development to compliment the Service Catalogue, giving weight to annual delivery plans.

Key Performance Indicators (KPIs)

Description	Target	Description	Target
CIO KPI			
Availability of customer facing applications - Finance	97.50%	Clear claims for war pensions within average 127 working days	127 D
Availability of customer facing applications - HR	97.50%	98% Financial and Administration accuracy	98.0
To provide a compliance tracker of core/3rd Party managed DBS systems	90.00%	Clear claims for AFCS within ACT of 90 working days	90 D
Deliver scheduled reports and dashboards to the agreed customer deadlines	90.00%	98% Financial and Administration accuracy	98.0
Number of files catalogued, cleaned and prepared for Transfer to TNA	7,700	Make 99.3% of all service pension payments by due date	99.3
CIV PERS KPI			
All successful staff are offered a post within 5 working days from notification	84.00%	Make all service pension payments with 99% accuracy over 6 months	99.0
Customer satisfaction with HR Casework	84.00%	Recently bereaved widow(er)s visits achieved < 15 working days from the date of request	95.0
Civilian salary and pay-related payments to be paid on time	99.90%	FINANCE KPI	
Civilian salary and pay-related payments to be paid accurately	98.00%	Correctly presented invoices are paid accurately within 3 working days of receipt	92.0
OPS & CHANGE KPI			
Complete actions assigned under the DIA, DBS Audit Programme/ NAO & SHEF	90.00%	Outstanding UK debt breaching 30 days terms of business not to exceed 5%	5.0K
Resolution of customer complaints within 5 working days, excluding Mill Pers and Vets	95.00%	Provision of Funding for operations and exercises requests to be actioned < 72 hours	100.0
General enquiries for FPS, Civ Pers and UKSV resolved < 2 WDs excl Mill Pers and Vets	98.00%	Reconcile Cash Control Accounts monthly and provide Independent Assurance (IA)	100.0
DBS Enquiry Centre Total Call Abandonment Rate	17.00%	Reconcile 100% of Management Information (MI) as per finance timetable	100.0
Delivery of Requirements - Change Assessment	90.00%	Produce / Distribute supporting Assets in Industry reports to PTs < 4 WDs	100.0
Delivery of all Change (Level 1, 2, & 3) to time and cost	91.00%	Completion of the monthly close-down of the Non-Current Asset Registers	100.0
MILL PERS KPI			
Timely delivery of Service pay and allowances into all bank accounts	99.90%	Meet the Department's statutory obligations in relation to accurate VAT100 & VAT21	100.0
Delivery of accurate pay and allowances into all bank accounts	98.00%	Delivery of Change Quality without Category 1 incidents in the proving period.	90.0
Assess applications for medals, honours & awards and dispatch to entitled individuals	96.00%		
Through a 24/7/365 service to Defence, process casualty casework	98.00%		
Through a 24/7/365 service to Defence, process compassionate casework	91.00%		

Corporate Risks

Over the period covered by this Corporate Plan, DBS aims to develop and embed an Enterprise Risk Management culture to ensure DBS business objectives are achieved or exceeded through openness, joint understanding and management of risks.

We will embed active assurance of DBS through clear ownership and effective management of risk using an ERM framework. Within this framework we will bring together risk registers from different disciplines, allowing visibility, communication and central reporting, while maintaining distributed responsibility.

The following key principles apply to risk management in DBS:

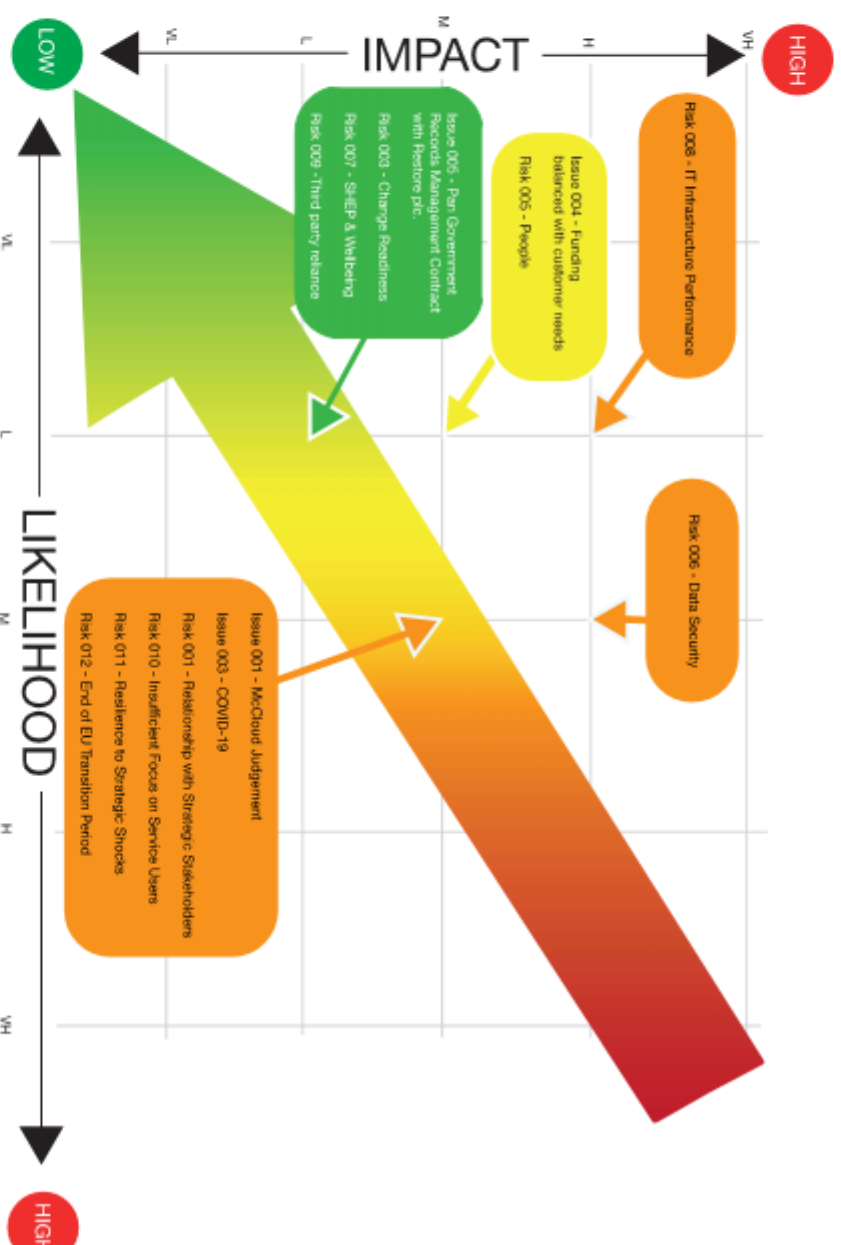
- All risks will have an identified Risk Owner – who has accepted clear responsibility for actively managing the risk.
- All staff have a duty to assist the Risk Owner with the implementation, maintenance and management of risk control actions.
- Risk management should be conducted at the lowest appropriate level and tracked at higher levels as required.
- Where risks cannot be managed at their current level, actively consider escalation.

- In addition to controlling the impact of risks, the root cause(s) should be identified and, if possible, addressed.
- When no further controls can be administered to a risk, and the risk likelihood and impact remain high, we will develop fallback/contingency plans.
- All relevant areas of responsibility/expertise to be involved in assessing risks.

Corporate Level Risks are those risks handled and tracked at the Corporate Governance level, within the DBS Corporate Board, the DBS Audit and Risk Sub-Committee and the Executive Leadership Team Management Board. This is the highest level of risk management within DBS and is subject to 12 reviews each year at the DBS Management Board. Any risk with wider MOD considerations will be escalated to the relevant Functional Lead and notified to DSOP, as would any particularly novel risk. The DBS ELT undertake a blank sheet risk review exercise every year and the Corporate Board agree DBS's risk appetite.

As at November 2020 the key corporate risks are as follows

DBS Corporate Issues Register - Forecast Likelihood/Impact Assessment



Section 3:

5 Year Corporate Plan

By 2025, DBS will be a very different organisation. We will be recognised for our excellent blend of accessible ML, digitised services and personalised support, designed to meet our customers' needs.



2020 - 2025 LONG TERM PLAN (Priorities)		
A VALUE ADDING BUSINESS	CUSTOMER CENTRIC	CONTINUOUSLY IMPROVING
<p>We will support the Functions in adding value to Defence and enabling MOD-wide efficiencies. We will become more agile and responsive with existing and new services that can be expanded or adapted according to Defence requirements and available funding.</p>	<p>We will shift our transactional services to become digital by default, at least 80% self-serve and resolved at first point of contact 90% of the time. Where life events or the nature of the service requires it, we will design in personalised support that meets our customers' needs.</p>	<p>We will become a more professional, resilient organisation that can quickly adapt to a changing environment and uses the full potential of all our people to continuously improve, learn and plan for the future.</p>
<ul style="list-style-type: none"> Strengthen our partnerships with Functions and DSOP to shape and prioritise ABC bids and service improvement plans Develop and maintain a robust suite of customer service management products: SLAs, Service Catalogue, new KPI/PIs, Demand Plans Set the right end-to-end arrangements in place to underpin KPIs/PIs and ensure effective measurement of quality, timeliness and cost. Deliver services in accordance with standards agreed in Functional SLAs Improve DBS operational efficiency Deliver our business within CT/WCT Strengthen our approach to contract management Deliver agreed Transformation benefits within budget Set in place a consistent, best practice methodology to transfer in new services and adapt existing services Import/grow services in accordance with funded Functional priorities Successfully implement McCloud Remedy within HMT prescribed timelines 	<p>PRIORITIES</p> <ul style="list-style-type: none"> Embed the use of customer Journey mapping and user testing in our approach to service improvement Use service data, complaints, customer feedback and DBS staff expertise to generate customer insights that drive service improvements Work with Functions to identify those services where Defence prioritises more personalised service delivery Develop and enhance our personalised 1-2-1 services as required Embed a strategic approach to customer communications Make use of "nudge" methodology to drive self-service and improve end-to-end service delivery Create intuitive customer access arrangements that meet the needs of our customers and promote a consistent DBS brand Move to a culture of digital by default providing quick, easy automated solutions Provide better and more accessible data/MI to customers to inform decision making Leverage the best practice in the technology market through Saas Move services towards cloud technology in accordance with Functional Strategies Empower and equip DBS staff to respond effectively to customer complaints and concerns in real time Implement recommendations from the DBS complaints review 	<ul style="list-style-type: none"> Introduce new operational planning/monitoring system linked with people data giving more active approach to operational assurance and resource management Move to an Enterprise Risk Management approach Implement a more effective and efficient DBS governance and structure Deliver against DBS Diversity, Equality and Inclusion Plan. Develop and maintain wellbeing initiatives to manage staff welfare Build on lessons learned from Covid-19 and embed continuous improvement framework to empower teams across DBS Ensure our systems are evergreen and we have full capability to support our customers. Build DBS IT capability and so reduce spend on external assistance Reduce physical files and move to electronic file storage Develop and implement a robust Strategic Workforce Plan Implement the smarter working action plan Complete assessment phase of Workplace Programme and implement agreed solution

2020 - 2025 LONG TERM PLAN (Measures)		
A VALUE ADDING BUSINESS	CUSTOMER CENTRIC	CONTINUOUSLY IMPROVING
MAJOR PROJECTS & INITIATIVES		
<ul style="list-style-type: none"> Service Development & Transition MyHR Service Delivery Contract Governance & Performance Metrics 	<ul style="list-style-type: none"> Customer Access Modernisation My HR Veterans Digitisation Automation Garage Service Delivery Contract 	<ul style="list-style-type: none"> Operational Planning, Organisational Design & Development Empowerment Smarter Working & WPP
BENCHMARK		
<ul style="list-style-type: none"> Costs and budget Service lines & KPI Contract costs & penalties Operation & Demand Planning 	<ul style="list-style-type: none"> CSE Accreditation CSAT Scores Customer Complaints Digital forms & access 	<ul style="list-style-type: none"> Risks and mitigations People survey scores Evergreen software and hardware services Workforce and capability plan
RECOGNISING SUCCESS IN 2025		
<ul style="list-style-type: none"> Major projects & initiatives delivered in time, on budget and with full benefits analysis Financial outturn to be within 1% of forecast year on year No contractual overruns or breaches Cost of delivering services is reduced against 2020 baseline. No customer service line KPIs/Pis to be breached for more than two consecutive months Reduce total cost of ownership by 20% through the successful implementation and management of the MP&V SDC 	<ul style="list-style-type: none"> Major projects & initiatives delivered in time, on budget and with full benefits analysis 80% of DBS services to be self-serve 90% service requests to be resolved at first point of contact Improved year on year CSAT scores Continued CSE Accreditation Year on year fall in complaints 	<ul style="list-style-type: none"> Major projects & initiatives delivered in time, on budget and with full benefits analysis Increased D&I declaration rates to 95% and above (97% for ethnicity) Increased proportion of staff from under-represented groups at all grades AWDL reduced to below 6.0 days Increased DBS Employee Engagement Index scores year on year Zero RIDDOR-reportable incidents Clear measure of productivity introduced

2021-22 Key Performance Indicators

WPS Metrics

KPI Title	PI Title	Description	Target		
			Low Performer (Red)	Medium Performer (Amber)	High Performer (Green)
Vets-KPI1-WPS	Vets-WPS-PI1a	Average days to clear WPS claims	>180 days	127-180	<127 days
	Vets-WPS-PI1b	Average days to clear WPS appeals	>180 days	122-180	<122 days
	Vets-WPS-PI2a	Financial accuracy of WPS claim clearance	<98%	n/a	>=98%
	Vets-WPS-PI2b	Administration accuracy of WPS claim clearance	<98%	n/a	>=98%
	Vets-WPS-PI3	Customer satisfaction of Payment accuracy	tbc	tbc	tbc
	Vets-WPS-PI4	Number of Claims cleared per WPS employee	tbc	tbc	tbc

AFCS Metrics

KPI Title	PI Title	Description	Target		
			Low Performer (Red)	Medium Performer (Amber)	High Performer (Green)
Vets-KPI2-AFCS	Vets-AFCS-PI1a	Average days to clear AFCS Claims	>180 days	>90<=180	=<90 days
	Vets-AFCS-PI1b	Average days to clear AFCS appeals	>180 days	>150<=180	=<150 days
	Vets-AFCS-PI1c	Average days to clear AFCS reconsiderations	>180 days	>123<=180	=<123 days
	Vets-AFCS-PI2a	Financial accuracy of AFCS claim clearance	<98%	n/a	>=98%
	Vets-AFCS-PI2b	Administration accuracy of AFCS claim clearance	<98%	n/a	>=98%
	Vets-AFCS-PI3	AFCS Customer satisfaction survey	tbc	tbc	tbc
Vets-AFCS-PI4	Number of Claims cleared per AFCS employee	tbc	tbc	tbc	

AFPS Metrics

KPI Title	PI Title	Description	Target		
			Low Performer (Red)	Medium Performer (Amber)	High Performer (Green)
Vets-KPI3-AFPS	Vets-AFPS-P11	AFPS payments in month made by due date	<99.3%	n/a	>=99.3%
	Vets-AFPS-P12	AFPS Payment Accuracy	<99.0%	n/a	>=99.0%
	Vets-AFPS-P13	Average time to clear Discretionary Awards	>12 days	n/a	<=12 days
	Vets-AFPS-P14	Average time to clear Discretionary Award (or Appeal) Reviews	>50 days	n/a	<=50 days
	Vets-AFPS-P15	Average time to clear Internal Dispute Resolution Procedure (IDRP)	>60 days	n/a	<=60 days
	Vets-AFPS-P16	Average time to clear Children's Pensions	>28 days	n/a	<=28 days
	Vets-AFPS-P17	Average time to clear Widows cases	>10 days	n/a	<=10 days
	Vets-AFPS-P18	Average time to Clear Queries	>22 days	n/a	<=22 days
	Vets-AFPS-P19	AFPS Customer satisfaction survey	tbc	tbc	tbc
	Vets-AFPS-P110	AFPS payments per member	tbc	tbc	tbc

Welfare Metrics

KPI Title	PI Title	Description	Target		
			Low Performer (Red)	Medium Performer (Amber)	High Performer (Green)
Vets-KPI4-Welfare	Vets-Welfare-P11a	Visits to recently bereaved widow(er)s complete within 15 WDs	<90%	>90%<98%	>=98.
	Vets-Welfare-P11b	All other visits complete within 20 WDs	<90%	>90%<95%	>=95%
	Vets-Welfare-P11c	Mesothelioma visits complete within 5 WDs	<90%	>90%<98%	>=98%
	Vets-Welfare-P12	Welfare Cases completed accurately in accordance with process	tbc	tbc	tbc
	Vets-Welfare-P13	Customer satisfaction of 'all other' Welfare visits	tbc	tbc	tbc
	Vets-Welfare-P14	Number of client interactions per Welfare Manager and Advisor	tbc	tbc	tbc

DTS Metrics

KPI Title		PI Title	Description	Target		
				Low Performer (Red)	Medium Performer (Amber)	High Performer (Green)
Vets-KPI5-DTS		Vets-DTS-PI1a	Process adequately completed referrals within 2 WDs	<90%	>90.0%<95%	>=95%
		Vets-DTS-PI1b	Contact made with the referring authority and/or SL within 5 WDs	<90%	>90%<95%	>=95%
		Vets-DTS-PI2	DTS Cases completed accurately in accordance with process	tbc	tbc	tbc
		Vets-DTS-PI3	Customer satisfaction survey	tbc	tbc	tbc
		Vets-DTS-PI4	Number of client interactions per available client facing staff member	tbc	tbc	tbc

Annex C
-to
FOI 2021/15416

DBS Business Plan 2018 – 21



Ministry
of Defence

DEFENCE
BUSINESS
SERVICES

DBS Business Plan 2018 - 21





Table of Contents

Page

4		Foreword from Kathy Barnes CEO DBS
		Section A: BUSINESS OVERVIEW 2018-21
6	1.0	A reflection on 2017-18 An infographic giving an overview of the successes and achievements of DBS in the last 12 months.
8	2.0	The Modernising Defence Programme (MDP) The MDP is a key programme for MOD and this section describes how DBS could be impacted and how we can contribute to MDP.
11	3.0	The DBS Vision and bringing it to life An overview of the DBS Vision and Future Operating Model describing how DBS will evolve through transformation and focus on customers and people.
19	4.0	Business Delivery An overview of the DBS operations; how we work with business delivery partners and the IT infrastructure to support our delivery services including system security.
27	5.0	DBS CHANGE PROGRAMMES An outline of the major change programmes facing DBS and how we will better manage change for the future.
31	6.0	ENABLING An overview of the finance and governance that assist and supports DBS to deliver its services.
		Section B: BUSINESS PLAN DETAIL
34		Operational inputs and outputs The MCT and CT by pillar and the operational KPI. Details of enabling support.
38		Corporate Level Objectives Outlining key objectives across DBS for 2018/19.
39		2018/19 Action Plan A clear plan showing the key deliverables for the DBS for 2018/19.
44		SWOT analysis The breakdown of the SWOT Analysis for DBS for 2018 identifying areas to reinforce and those that require review.
		ANNEXES
47		Annex A Customer First Strategy.
48		Annex B 5 stages of continuous improvement.
49		Annex C List of contracts with suppliers.
52		Annex D One DBS way.

Foreword from Kathy Barnes CEO, DBS



Welcome to the DBS Corporate & Business Plan for 2018 – 2021.

I introduce this plan at a time of real optimism and opportunity within MOD. This plan positions DBS to support Defence and the wider security community. We are starting to have a clearer picture as to the central role we can play in the Modernising Defence Program (MDP) and to understand what that means for the future of DBS.

In February 2018, I met the MOD Executive Committee to set out the DBS vision for the future and to highlight how we could support colleagues across Defence in delivering core objectives, which are fundamental to national security. In that meeting, I laid out the strategy and aspirations that form the basis of the objectives and deliverables within this plan.

This business plan has been designed to be a living document that we will share online and update regularly. It sets out our core priorities for the next three years, laying the foundations for a shared service team with a robust security ethos at its heart and a clear understanding of the complex and often mission-critical needs of our Defence and Security customer base. It includes practical steps that will increase our flexibility, improve our commercial acumen, build stronger partnerships with customers and ensure capacity for growth. In this way, we will ensure that we can respond to the evolving requirements of our core customer base at a time of significant change and emerging defence and security challenges.

Over the coming three years it is important that we keep a firm focus on improving our services to our core customer group. External opportunities will only be pursued where they bring positive benefit to the Defence and Security Communities. This means our growth strategy will major on increasing the support we provide across Defence and on enabling the success of the Modernising Defence Programme.

I want to fully establish DBS as being in Defence and for Defence: with excellent levels of customer service, where staff are proud to work and that is recognised by all stakeholders as a key contributor because of the support we provide to those delivering Defence and Security for the UK.

The last two years have brought a number of financial, governance and delivery challenges and I have been immensely proud of how everybody in DBS has responded so positively. Our people's commitment and capability combined with the opportunities rooted in the MDP give real grounds for optimism. This next chapter promises to be an exciting one and I look forward to all that the future holds.

A handwritten signature in black ink that reads "Kathy Barnes". The signature is written in a cursive, slightly informal style.

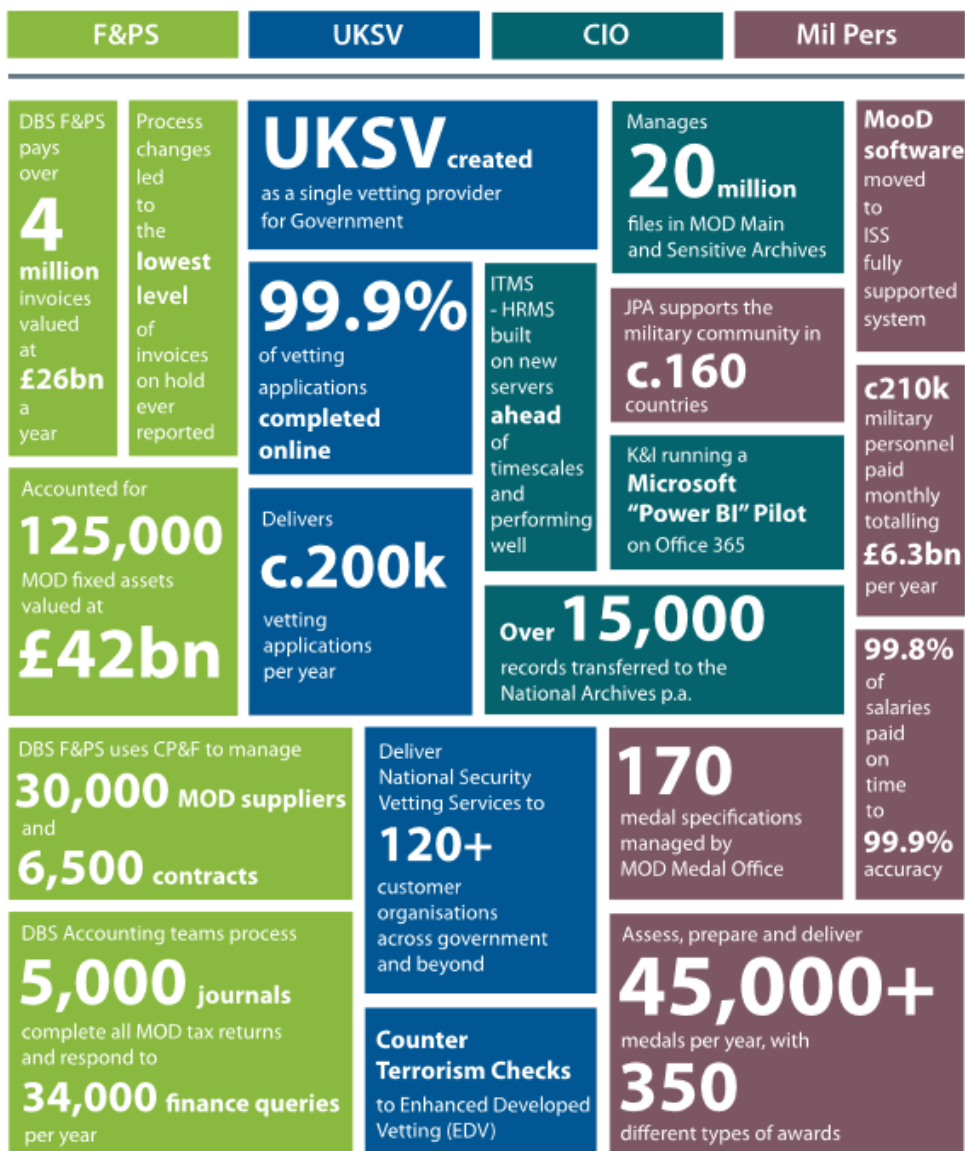
Kathy Barnes, DBS Chief Executive Officer



SECTION A: BUSINESS OVERVIEW 2018-21

1.0 – A REFLECTION ON 2017-18

Like most other organisations in our sector, our achievements over the last year have been made despite financial and resourcing challenges. These achievements demonstrate, however, that despite these challenges we have continued to deliver critical, high quality and timely services to our customers. This plan looks to the coming three years, but we cannot build for the future without an understanding of our starting point. The achievements outlined below are set within the context of financial austerity, where tight planning combined with the commitment and ingenuity of our people ensured DBS delivered within our finance control total (£158.9m, including the £2.9m allowable overspend). This serves to illustrate the capability within the organisation, which, more than anything, provides the foundations for the future of DBS.



What our DBS people say...

"There is an 'esprit de corps' within DBS where all staff (military, civilian and contractor) work closely together to deliver the best service we can to the customer."

Civ Pers	Vets UK	Enabling and Support	
<p>Payroll management for c.54,100 civil servants, with payments of over £1.1bn per year</p>	<p>Armed Forces Pension Scheme pay £403k per month and manage a liability of £145.2bn</p>	<p>CESO H&S audit positive score of 84%</p>	<p>Retained our Cabinet Office Customer Service Excellence (CSE) Accreditation</p>
<p>DSTL payroll fully integrated into DBS Civilian Personnel operations</p>	<p>In year Award fully utilised - allocated funds spent with double number of people receiving awards compared to previous year</p>	<p>DBS Secretariat answered 52 PQs 365 pieces of Ministerial Correspondence</p>	<p>6 Further 'Complaint Plus' CSE markings</p>
<p>OH Assist's contract successfully renewed</p>	<p>Veterans Welfare Service assists over 20,000 clients per year and provides one-to-one support for veterans in the home</p>	<p>297 Freedom of Information requests and 217 Treat Official letters, and met or exceeded Departmental targets in the majority of cases</p>	<p>Secured innovation funding for 5 digital transformation projects in 17/18</p>
<p>Recruitment services posted 9,700 successful applicants</p>	<p>New Post Office Card Account approach saves £125k per annum</p>	<p>Ilford Park Polish home "exceptional" CQC rating housing 98 veterans</p>	<p>Won the Government Communications Service (GCS) campaign of the month for 'Are you Pension Ready' campaign</p>
<p>DBS Reasonable Adjustment Service helps over 2,000 disabled employees obtain workplace adjustments</p>	<p>c.£75.2m per month paid to Veterans in Armed Forces Compensation and War Pensions</p>	<p>Our Enquiry Centre 'First point of Contact' activities have reduced hand-offs to the back office and resulted in more customers getting their query resolved first time</p>	<p>Continuous Improvement Sessions delivered to over 700 staff</p>

2.0 THE MODERNISING DEFENCE PROGRAMME

DBS provides the financial, HR and other shared services that underpin UK Defence and is responsible for security vetting across government. We work within Defence for Defence to free up our customers to focus on their core objectives rather than them having to invest time and energy in running enabling services. Our approach to security is shaped by our position in the Defence family and our commitment and professionalism in this area positions us as an exemplar in the shared services sector.

We work in partnership with Defence Authorities to build an effective understanding of our customers' needs and to shape policies and processes that make sense for Defence. The customer service and the support we provide to Defence is our passion in DBS. Our customer base is complex, prestigious and highly respected in the UK and beyond. They rightly have high expectations of us as their shared services provider; what we do really matters because what Defence does really matters. Although we understand our customers well, we continually strive to deepen our customer insight, anticipate their needs and build their confidence in our services and the support on offer.

The Modernising Defence Programme (MDP) was set up to look at how Defence works as well as what Defence – and the Armed Forces – need. It responds to the need to put Defence on an enduringly affordable footing while operating effectively in an environment shaped by rapidly evolving security threats. DBS has a critical role to play in the MDP. Not only do we ensure value for money in delivering our own services, we also have an important role in helping DAs and TLBs to achieve their own efficiency goals. By consolidating shared services into our expert operational delivery teams and providing slick, digital interfaces, we will streamline corporate interactions across Defence and ensure consistent, high quality service levels.

The four workstreams (as at April 2018) all have relevance for DBS:

1. MOD Operating Model

Aim: To deliver a stronger, more capable Head Office and stronger relationships across Defence, to enable better and faster decision-making and more efficient and effective delivery of Defence outputs.

For DBS, this will require work on our own operating model and to streamline our MOD-level governance to bring together decisions regarding funding with consideration of delivery priorities. The work on functional leadership, which sits within this workstream, will allow us to work with Defence Authorities to review our respective roles and responsibilities, potentially identifying opportunities for DBS to do more of the transactional heavy lifting to free up the TLBs to focus more on their core business.

DBS are also working with CDP and DCS to agree simplified policy and streamline the associated demand and supply governance model. In turn this will help to clarify and simplify the Head Office / Delivery interface and funding priorities.

2. Efficiency and Business Modernisation

Aim: To identify savings that we can reinvest in the front line, reduce bureaucracy and duplication to make staff more productive, and ensure the right mix of military, civilian and contractor staff are in the right jobs.

For DBS, this sets the context for our Transformation Programme, Continuous Improvement activity and renewal of key contracts. MOD is committed as part of this work stream to introduce modern business processes and embed wider and better use of modern digital technology. This workstream opens up the potential for upfront investment (e.g. in systems improvements) to achieve longer-term savings.

3. Commercial and Industrial Approach

Aim: To assess Defence's commercial capability and strategic supplier management, and build on improvements to performance.

Within DBS we manage a number of high value contracts and within the context of this workstream we will want to review our commercial challenges and approach to ensure we have the right capacity and capabilities. In particular, we will want to ensure that our contribution to the Future Service Delivery Contract (FSDC) is an exemplar of good practice. The ongoing evolution of our Finance and Procurement Services (FPS) Pillar will be a critical enabler for this workstream.

FSDC will disaggregate the current commercial construct that is held by DXC and by the end of the follow on contract, have brought more of the Intelligent Customer capability in house. In doing so this will enable the transfer of Key Supplier Engagement (KSE) and Intellectual Property Rights (IPR) back in to the Department, which in turn will allow a greater range of commercial options in the future and reinforce the Department's supplier management capability.

4. Defence Policy, Outputs and Military Capability

Aim: Analysing the global security context and its implications for Defence policy, the roles and tasks that we prioritise, and the opportunities or imperatives for modernising our workforce, military capabilities and force generation processes.

For DBS, this presents the challenge of keeping up with a fast evolving set of customer requirements. One of our key strengths is our understanding of our complex customer base and it is essential that we keep track of their changing requirements. Work to modernise Defence policy and force structure provides real opportunity for DBS to contribute useful insight and help shape emerging thinking to ensure delivery options and constraints are considered at the most appropriate point.

"DBS can play a key role in enabling some of the change – lots of opportunities will impact you and you can impact them."

"I think the core business you are providing is really important to how we operate in the future and it is well recognised in Head Office."

*- David Goldstone,
MOD Chief Operating Officer*





3.0 THE DBS VISION AND BRINGING IT TO LIFE

Our vision in DBS is to be the best business services partner for UK Defence and Security communities. This means we must be clear that our market sector is 'Defence and Security'. Our key strengths as an organisation are our ability to understand this very complex customer base and deliver the services they need while maintaining a secure environment. It is the commitment and capability of our people that makes this possible. They are truly invested in our customers and their pride and passion makes them a force to be reckoned with.

Given the above, our growth strategy over 2018-21 is to focus on Defence and Security. Any opportunities to take on work outside this sector will only be considered if it brings measurable benefits to our core customer base. Our first priority will be to consolidate our presence in MOD. While we will explore different options for growth within the wider Defence and Security communities, our priority will be to actively support the Modernising Defence Programme and expand our shared services offering within MOD.

We are clear that simply adding new services on top of our existing ones won't be good enough. We must change how we deliver these services and use innovation and new IT to do that. We will prioritise securing investment to turn innovation into a reality. We will need to be more responsive and flexible and ensure DBS is always the strongest link in any Defence or Security delivery chain.

If we are to bring this Business Plan to life we must continue to recognise our people as the lifeblood of our organisation. We must not only be recognised for our customer service excellence and secure environment, but also as a model employer who engages with and respects its employees who, in turn, continually take pride in innovating and improving our business.

We must also consider how best to approach our future organisational design. Although the detailed modelling will take place during 2018-19, our delivery will comprise three distinct layers that span our services and break down our silos:

- **A Front Door.** We must ensure our customers can access DBS services in a way that makes sense for them. We will professionally manage all interaction at strategic, tactical and operational levels.
- **A Subject Matter Expert (SME) layer.** The complexity and specialist nature of our services requires a SME layer to make the decisions and provide our customers with the timely and accurate advice they need.
- **A Transactional Services layer.** The heart of our operation, this layer will deliver efficient processes in accordance with the policies we are asked to support.

Underpinning this will, of course, be a strong suite of enabling, assurance and commercial activity that adds real value to our service delivery.

DBS VISION

"To be the best business services partner for UK Defence and Security communities."

3.1 DBS TRANSFORMATION – BUILDING RESILIENCE AND DELIVERING NEW AND IMPROVED SERVICES FOR DEFENCE

Transformation is a key enabler for DBS and our customers. Delivering better services with less resource enables Defence to spend more money on frontline services. We will build an organisation that is both resilient and sufficiently flexible to adapt rapidly to changing customer needs. We need to work with emerging and established technologies, programmes and initiatives to improve services to our customers whilst becoming more efficient and effective. The advancements in technology across the globe are unprecedented. The channels people use to transact in their personal lives are changing at pace and DBS recognises that MOD customers' expectations are changing as a result.

During 2017-2018 DBS developed a Corporate Services Transformation Programme in collaboration with HOCS and our customers that will modernise our services, enable broader Defence efficiencies, simplify the user experience and align with the government's Shared Services strategy. This ambitious programme was endorsed by ExCo in February 2018. However, delivery of several initiatives had already commenced in 2017/18 as we were able to secure innovation funding to test some emerging technology, which provided proof of concept for the initiatives to modernise our contact centre and simplify and automate our processes.

The Corporate Services Transformation Programme will drive improvements in the way we deliver services to our customers, how we work together and how we engage with our customers. It will exploit opportunities to simplify operational delivery, enable standardisation process implementation and introduce more automation. Where we are replacing existing systems we will adopt off-the-shelf technologies so that we reduce cost of ownership by adopting "evergreen" technologies and service delivery by increasing self-service. Through this technology-enabled business transformation we will deliver efficiency savings, an enhanced user experience and improve access to business data and management information.

The DBS Transformation plan will set out how we will take these packages of work forward. Whilst some work is already underway across DBS, the detail of the programme is being refreshed to ensure that it remains aligned with other work in the Department to modernise how Defence operates. Most significantly, we are testing the fit with MDP Workstrand 2 on change and efficiency, which now provides the key context for our automation and business modernisation work, and with the functional leadership elements of MDP Workstrand 1 and the associated plans being developed by the functions that DBS serves.



3.2 OUR CUSTOMERS – DEFENCE AND SECURITY

Our Customer First Strategy (available on the Defence Intranet) provides the context for this three-year Business Plan and is summarised in the diagram at Annex A.

In October 2015, DBS was awarded Customer Service Excellence (CSE) accreditation. At each of the subsequent annual reviews, DBS was found to have improved and gained additional compliance plus scores. In 2018, we are required to undertake a full reassessment to maintain our CSE status and we are committed to doing so.

MOD has a clear role in defending the nation on many fronts, including Air, Land, Sea and Cyber. It is a complex department with many facets. As an enabling function, DBS delivers services to all of these, either as customers, end users or corporate stakeholders.

We currently segment our customers into five main groups, around which the Pillars are broadly organised:

- Civilian personnel
- Military personnel
- Veterans
- Suppliers
- Security

However, we need to take that segmentation further as within these groups there are a range of different needs and expectations. For example, some of our customers operate in locations with poor systems availability, making some digital solutions less accessible. There are many managers across MOD who have both military and civilian staff and therefore must work within two sets of HR rules and across different systems. Among our suppliers there are both the very large and very small companies, with the latter often having less administrative capacity to deal with our requirements.

DBS is also an atypical organisation:

- We have corporate customers, stakeholders and end users across the whole of defence, directly serving over 1 million end users every month.
- The only MOD organisation with veterans and families within the general public as a key audience/customer group.
- Services provided to over 120 external companies and organisations.
- Diverse Integral services supporting most MOD key functions, including financial management, HR, direct operations support (JCCC, Pay), compensation payments, pensions admin, medals and much more.
- Complexity of these services with thousands of elements to many functions.
- Scale of operations, managing billions of pounds and over a million end users.

During 2018-21 we will continue to evolve our customer insight to help us focus on where we need to improve the customer experience and define what needs to be done to simplify and standardise our processes. We will use customer journey mapping to support this.

What our DBS people say...

“Identifying and understanding the root cause of our customer complaints help us to target areas for improvement in order to better support our military and civilian staff and Defence overall.”

As at April 2018, each DBS ELT member has responsibility for maintaining the DBS relationship with specified TLB and Defence Authority senior managers. Two Customer Service Managers work with TLB teams to ensure DBS understands emerging challenges, has a good feel for likely demand and is well placed to respond to problems in a timely fashion. These relationships are underpinned by the new Corporate Services Commissioning Board and monthly meetings of the Planning and Performance Board, where the Defence Authorities represent the voice of DBS customers.

In 2017-18, we undertook a review of our customer service and communications arrangements.

This concluded that:

- We need to strengthen our strategic engagement and relationships with our corporate customers further to improve how we deliver this complex landscape.
- We will deepen our customer insight and use it more intelligently to identify cross-cutting opportunities that will realise benefits for MOD, using the governance outlined above.
- We will develop a more simplified customer-channels approach to effectively segment and target our different customer audience groups.

We will continue to build on the findings of this customer and communications review and the Communications Strategy with a view to improving our customer relationships and service offering.

What our DBS people say...

“The service we provide is life changing to our customers”

What our DBS people say...

“The key to DBS’s success lies in our people. We must therefore ensure they are engaged, motivated and they have the skills and knowledge to undertake their roles”

3.3 DBS PEOPLE

The key to DBS's success lies in our people. We must therefore ensure they are engaged and motivated, that they have the skills and knowledge to undertake their current roles, and that we prepare them for the transformational challenges facing the business. Sickness absence across the organisation remains a concern and there is still clear room for improvement. We recognise that we must be unwavering in our focus to ensure a positive and healthy working environment for all our People.

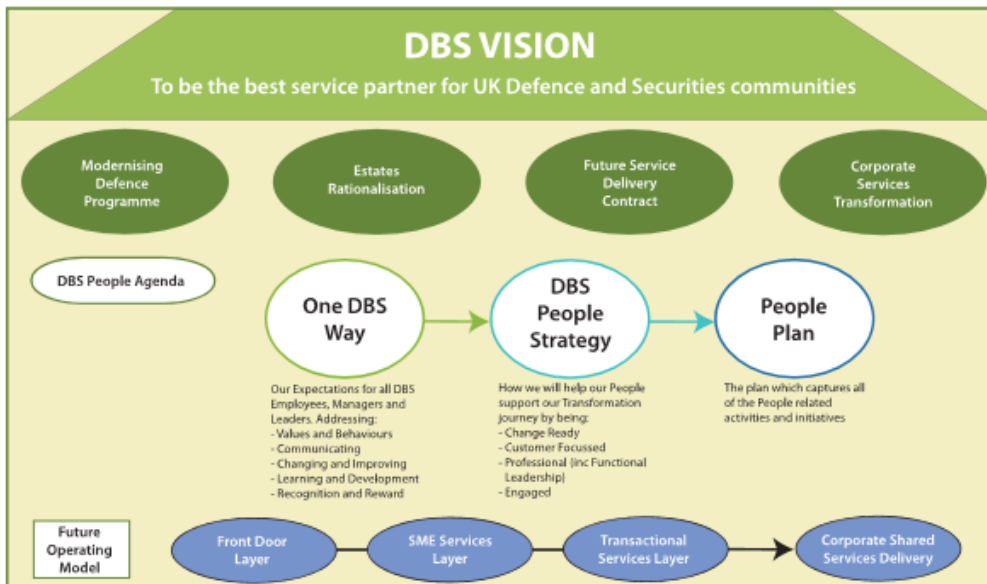
Within DBS our 2017 People Survey engagement score is relatively strong – 57% (survey response rate: 68%). However, our people have told us that we need to do more to improve learning and development, leadership and the way we manage change – this will be increasingly important as the pace of transformation increases. Our survey scores related to discrimination, bullying and harassment must be addressed – we have a zero tolerance policy in these areas, so even one case is one too many.

In 2017-18 significant effort was expended on helping our people to transition to the Department's new Performance Management and In Year Reward arrangements. We proactively managed our local in-year reward process, making sure that we spent our entire allocation and seeking to ensure efficacy and transparency of the approvals process. While we have made some progress, we need to make further efforts to ensure that robust supporting behaviours and cultures are embedded across DBS. Reward and recognition will continue to be a people priority within DBS, as we look to strengthen our local offer and make sure that we tap into other MOD and Civil Service schemes, which will help us to give our people the recognition that they deserve.

In 2017-18 we also made a significant investment in continuous improvement training for over 700 front line staff, delivered core training (i.e. better Excel and presentation skills) to over 300 staff and continued to reinforce our apprentice offering.

Overall, the DBS people environment is complex. However, we have a robust set of interlinked strategies and approaches - including the One DBS Way and the DBS People Strategy - which set out how we as an organisation will support our people through this period of unprecedented change.

This environment is set out in the following graphic:



What our DBS people say...

"A pleasant and supportive management culture"

We will particularly focus on the following areas over the coming three years:

- **Performance Management.** Further work to embed necessary cultural and behavioural changes.
- **Coaching and Mentoring.** Refresh and grow our current pool of coaches and mentors and make sure that all our people have access to this invaluable support.
- **Line Manager Training.** Ensure all our line managers have access to appropriate and timely training and fully understand the internal support available to them – including access to the bespoke line managers' training, delivered by ACAS, which was trialled in F&PS.
- **Apprenticeships.** Increase the number of apprenticeships we offer and help our people take full advantage of these.
- **Learning and Development.** Ensure a robust Learning and Development Programme which contributes to DBS business priorities. This will include further investment in the Operational Delivery Profession.
- **Leadership Training.** Develop a programme to ensure all our Band Bs have access to timely and relevant leadership training and education.
- **Engagement.** Ensure all people engagement activity is timely, relevant and appropriate and that we are well prepared for the 2018 People Survey. As part of this we will continue the successful programme of DBS CEO Roadshows.
- **Recognition.** Understand the opportunities available and make sure that DBS people are routinely nominated for relevant potential awards. Continuation of the successful DBS Positive Recognition Awards.
- **Band B Engagement.** On-going work will help us to understand how we can improve engagement within the DBS Leadership Team. Continuation of the biannual Leadership Team Events.
- **Health and Well-being.** Develop a clear well-being offering, which addresses known causes of absence and complements work already underway in Pillars.
- **Professionalism.** Develop a robust understanding of the professions 'as is' picture within DBS. This will enable us to contribute to the emerging Functional Leadership requirements, and to consider which professions DBS should invest in to prepare our people for the future.
- **Band C Engagement.** We will build on the experience of the Veterans UK pilot and roll out a standard engagement approach to all pillars, monitoring delivery and impact.
- **Volunteering.** We will increase the level of our volunteering, recognising it as a major tool in staff development and wellbeing.

Business change, driven by known programmes such as the Corporate Services Transformation Programme (CSTP), the Defence Estates Optimisation Programme (DEOP) and the Modernising Defence Programme (MDP), will all significantly impact on our People. Therefore, in conjunction with the DBS HRBP Team, we will continue to proactively engage with all this activity and make sure that the impact on our People is understood and effectively managed.

What our DBS people say...

"Our strength is our people at all levels - they relish performing well"

EMPLOYEE RELATIONS

Within DBS we recognise the importance of maintaining a constructive and open relationship with the Trade Union Side (TUS). While we may not always agree, we have a shared interest in the success of DBS and effective challenge is integral to that success. A programme of formal and informal meetings is designed to ensure there is always space for timely debate and consultation.

Effective TU Relationship

The Trade Union is a key stakeholder within the business and as such DBS actively supports members of staff to take an active part in their trade union in line with Employment Relations Framework agreement. It is recognised that the Trade Unions focus is to represent the staff and that they should be proactively engaged and consulted on changes impacting the business and the staff and their working lives. Early engagement with the TU on projects that impact on staff is strongly encouraged and in recent history this has included delivery of the FCOS merger with DBS Vetting (now UKSV); the introduction of CP&F within the FPC Pillar; review of working patterns within JCCC and other projects. Engagement, consultation and negotiation takes place through the formal and informal structures of the DBS Whitley Committee at all levels within DBS and includes a direct interaction with the ELT.

DBS has a commitment to ensuring that staff are treated fairly and equitably and appreciate the role of the TU in providing assurance and challenge if we are not meeting expectations. It is important that the views of staff are heard and the TUs are the Departmentally recognised body under the Information and Consultation of Employees (ICE) Regulations for all staff. The organisation is keen to have early engagement through informal channels with the TUS to ensure that the business is acting properly and that people change is enacted fairly and smoothly.





4.0 BUSINESS DELIVERY

4.1 DBS OPERATIONS

In the three years covered by this plan, DBS will be both transforming as an organisation and supporting the wider transformation of MOD. We can expect to be asked to take on additional work of the type we currently deliver and may be asked to develop new services in support of the Defence and Security communities. Public Finances will continue to be challenging. A shared services organisation such as DBS, with our strong understanding of our unique and complex customer group, can ensure efficient delivery of essential corporate services leaving our customers greater capacity to focus on the defence and security of the UK.

As transformation programmes progress across MOD, we can expect to see shifting work peaks and the need for new skills. We can also expect to be asked to contribute to wider efficiencies as public finances continue to come under pressure. We are confident in our ability to continuously improve our productivity but must ensure we work in effective partnership with our customers to ensure a strong evidence base underpins our delivery planning and forecasting. Three key factors must be kept in balance for any delivery plan to be realistic and so win the confidence of our customers and our people:

- Demand for services.
- Resources deployed to deliver those services.
- Productivity per FTE deployed.

The 2018-21 operations plan seeks to deliver improvement in all three areas. It is critically underpinned by investment in the delivery capabilities of our operational staff and leaders. In particular, we will ensure our team leaders and senior operational managers are skilled in resource planning and forecasting and recognise the importance of staff engagement.

Demand Management

A new Demand Management Programme was launched in 2017. While the DBS Transformation Programme will ultimately have a significant impact on increasing self-serve and so reducing demand, there is much we can do prior to those benefits being realised. Our ambition is to ensure a smooth flow of value-adding work into DBS and increase resolution at first point of contact. This work will continue throughout 2018-21. Using customer journey analysis, Enquiry Centre call analysis and input from both DBS staff and our customers, to drive forward work to reduce customer confusion and error, direct work to the correct teams and reduce hand-offs and rework within DBS.

What our DBS people say...

“getting our service right allows customers to focus on their jobs and the service they provide”

Demand Management Working Group

The Demand Management Working Group has been established with cross pillar participation to improve our management and delivery of services through effective management of demand. Under a series of OASIS (Objective, Audience, Strategy, Implementation, Scoring) workshops several work strands were identified. As part of the First Contact Resolution work-strand, the Enquiry Centre (EC) went live with a pilot of 4 transactional processes in March, with an aim to cut out the non-value internal hand-offs. Instead of the EC advising the customer to complete a form, then sending this to DBS to get processed within the pillar, the form is now completed at first point when the initial query is raised either via call or email within the EC. The 4 activities are as follows: Supporting Absence, Return to Work, Change in Personal Information, and Reporting of Absence. If the pilot is successful the intention is to increase this service across other products.

Resource Deployment

Experience shows we must expect fluctuating peaks of work across DBS. While some of these are predictable and can be incorporated into annual planning cycles, others will emerge as a result of shifting policy priorities, system issues or historic problems coming to light. The commitment of our DBS people is second to none, but we need to give them the tools and skills to address such peaks effectively. We will increase our deployment options by ensuring that an appropriate number of staff are multi-skilled and able to quickly transfer between work areas. In addition, we will develop the concept of a central flexible resource team: a group of operational delivery experts who can be quickly deployed into any transactional work areas that sits out with the Future Service Delivery Contract. In order to support such shifting resource deployments and address any permanent increases in workload, we will also be reviewing our operational training modules and, where possible, reducing training lead times for new staff.

Productivity

In 2017 we launched the DBS Continuous Improvement (CI) Framework - see Annex B. This framework aims to engage all DBS people in understanding our customers and using their own knowledge and experience to actively improve the way we deliver our services. Throughout 2018-21 we will continue to develop our operational approach in line with our CI framework. As part of this, we will develop a range of "off the shelf" tools that our teams can use to assist them in improving productivity and reducing rework by streamlining and standardising processes, effective real-time monitoring and actively managing quality. Underpinning this will be a suite of real-time management information, enabling managers to make timely deployment decisions based on current resourcing and demand.

Operational Delivery Profession

The Operational Delivery Profession (ODP) is the largest profession across government and focusses on those staff and managers who are delivering a service to customers. There is a synergy between the ODP and those who are delivering transactional services across DBS. In addition, we are committed in DBS to the professionalisation of our workforce. Building this profession across the DBS will be a key priority as it will enhance the service to customers but also recognise, reward and develop our staff who currently do not have a career anchor or formally recognised skill but deliver a valuable service each and every day.



4.2 – OUR DELIVERY PARTNERS

Although much of our business is delivered directly by DBS people, we have a number of important delivery partners who shape our customers' experience. Our role within these relationships is to articulate requirements, monitor performance, assure quality, escalate issues and engage constructively with delivery partners to resolve concerns. Our key delivery partners are given below and list of all our suppliers is given at Annex C to the plan.

DXC

As at April 2018, Armed Forces pay, pension, medal and operational support services are delivered through a mixture of in-house and outsourced provision with the latter delivered under a variety of commercial Service Delivery agreements. Indeed, some 80 per cent of Mil Pers and Veterans UK outputs are currently outsourced. Contractors are under remit to DBS to deliver accurate and timely user-focussed delivery of secure, reliable and efficient services that meet the current and future needs of current and future Serving Personnel and Veteran communities.

The Authority role in the relationship with our contractors is that of the Intelligent Customer. This responsibility is a contracted liability on the Authority to ensure that the input to the contractors from the Armed Forces and Chief of Defence Policy areas is accurate and timely, and that a range of conditions are in place to enable the contractors to do their jobs effectively. The Authority also takes on the more complex areas of delivery such as the Joint Casualty and Compassionate Centre and the Personnel Administration and Casework Cell, where Crown Servants must make decisions on behalf of Defence. In addition, there is an overall responsibility on the Authority to manage and monitor the contractor's outputs to ensure that they are fit for purpose and meet the ever-changing needs of our largely military end users. This Intelligent Customer Capability requires DBS to maintain the capability to fully understand both customer needs and the commercial provider business.

Mil Pers and Veterans UK outsourced outputs have been independently judged to be in the highest quartile of UK benchmarked companies. Mil Pers and Veterans UK have won a variety of awards including most recently the Min DP award for the best delivered project.

The next contract (FSDC) will be much more transformational. It will be a more collaborative / open partnership, with associated flexibility in the change process, together with a range of user enhancements and enhanced reporting capabilities. The current service will be disaggregated, enabling business modernisation, further savings opportunities, increased supplier choice and therefore overall reductions in total cost of ownership.

Restore PLC/PGRMC

Restore PLC deliver records management services through the Pan Government Records Management Contract (PGRMC). This includes storage, retrievals, destructions, digitisation and search services. DBS both provide a managed service for the MOD and 16 Other Government Departments, and are customers of the contract in support of a range of Military and Civilian Personnel services.

Working in partnership with the previous contractor, TNT UK Ltd, DBS have delivered significant efficiency and effectiveness gains to the MOD and pan-government customer base, providing alternative storage solutions, agreeing revised pricing for bulk activities, additions to the service portfolio and incremental gains in service quality. Current examples include; the introduction of a File Tracking and Data Storage Service (for the Home Office and DBS) and a bulk destruction project and reverse charging capability for the MOD.

Cambridge Information Ltd

We have a four year enabling framework contract with Cambridge Information Ltd (due to expire in 2018) for the provision of access to online databases and publications with hardcopy facility. Online databases are commercially produced online repositories of licensed information such as databases of legal, scientific or academic material. News aggregator services, journal article databases, Jane's databases and databases of market research would also be covered. Digital media refers to portable data repositories such as DVDs requiring a license for use. (Note: This company is not Cambridge Analytica UK Ltd)

What our DBS people say...

"The strength of team work between civil servants, the military and our contractors is a great achievement"

The contract is overseen by a MOD Single Point of Contact within DBS who liaises with Cambridge Information Ltd and allows authorised individuals from across government to purchase from the framework.

Within the framework there is no financial liability and MOD is not committed to any expenditure, as individual business units are responsible for budgeting for any purchases. Designated officers are responsible for supplier liaison, contract supervision and individual budgetary spend.

OH Assist

OH Assist deliver Occupational Health advice in managing absence and attendance, working directly with MOD civilians on often difficult personal and work-life issues. As a result, OH Assist can have a direct impact on the reputation of DBS. OH deliver both medical Health and Safety tests to our work force in respect of things such as working in confined spaces or working with dangerous substances, as well as both telephone based and face-to-face Health Referrals.

DBS manage this contract through regular meetings to discuss management information, future initiatives and specific case work as well as ad hoc workshops to review practice or address contract amendments and joint recovery planning to address any delivery dips eg. Following the introduction of the new OH Portal.

CARTUS

CARTUS support the delivery of the current MOD Relocation Policy and, like OH Assist, have direct access to our MOD Civilians at key and sometimes highly pressured points in their working lives. This contract covers services for moves of home (e.g. Home Sale, legal services, removals, estate agents, marketing of properties, partner career support etc.) and temporary transfers (provision of introductory rental services). The current contract with CARTUS is now due to end in June 2018. Their services include the offer of a Guaranteed Sale Price for the old home, protection against market losses and help with buying the new home. The relocation contract also offers support with ancillary services such as valuers, solicitors, removals, estate agents, surveyors and partner career assistance.

Working closely with the CARTUS account management team the Civilian Personnel Relocations team monitor service delivery. Over the course of the contract they have identified a wide range of issues such as VAT inconsistencies, approval delays and reimbursement issues and worked in partnership to remedy these.

My CSP

MyCSP administer the Civil Service Pensions arrangements and provide pensions to over 1.5 million people. They are set up to provide in-depth knowledge and expertise in the administration of defined benefit pension schemes (both 'Final Salary' and 'Career Average') and deliver tailored services to over 340 employers. Also, through the MyCSP Training and Employee Engagement Service, they offer training on a wide range of pension related topics and legislative change.

MyCSP is a mutual joint venture partnership between Employee Partners who own 25 per cent of the company; Central Government who own 24 per cent and Equiniti who own 51 per cent. MyCSP has a strong heritage as the provider of a broad portfolio of administration services.

They also estimate, calculate and pay compensation for redundancy programmes, and administer pay and validate occupational injury benefit schemes for Government employers.

Medals Contract

Although this contractor does not engage directly with our customers, this area warrants a mention given its particular reputational importance to DBS and to MOD. The MODMO Stock Medals Contract will come on line from June 2018 and will deliver a cost effective, seamless and enduring arrangement for medallic procurement and recognition going forward. Much work has been undertaken to deliver this positive outcome, which will reinforce the outstanding reputation that the MOD Medals Office has in supporting over a million personnel, including Regulars, Reserves and Veterans.

4.3 IT SYSTEMS

IT INNOVATION

DBS delivery is underpinned by a range of core MOD systems, the majority of which we support and maintain on behalf of Defence Authority owners. Although we are not responsible for MODNet and other systems (e.g. Police National Computer), which are outside the scope of DBS, they are critical elements of the architecture within which all others operate and we must ensure interface issues are properly managed. Other cross-government systems, such as CS Jobs, are also key to our delivery and we work hard to ensure our requirements are clearly understood and any concerns properly escalated to the system owners.

DBS is increasingly adopting Agile development methodologies and making good use of apprenticeships to increase our capabilities and eliminate any over-reliance on contractors. We will continue down this path through 2018-21, by aiming to recruit a further six apprentices. We already have ten in the scheme and one graduate, with a further four graduating this year.

Finance and Commercial Systems (Formerly CP&F)

Oracle E-Business Suite Finance & Commercial - Release 2 - is now stable and the Defence Infrastructure Organisation interface has been delivered. Release 3 will go live in early May providing predominantly commercial capabilities such as contract management. Remediation work has started on some of the ageing ancillary and back-end infrastructures. Planning, Budgeting and Finance (PB&F) has just had a tech refresh (TM1) which also increases user capabilities. As the Finance and Procurement systems grow we continue to monitor capacity and implement enhancements as required. Knowledge transfer is constrained but the DBS CIO is taking steps to increase in-house resource to remove reliance on external assistance for support.

Civilian Personnel (HR, Payroll and Expenses)

The current Civilian Personnel platform serves HRMS, Payroll and a variety of associated applications and has mostly been out of support for over five years. At the end of 2017-18 CIO Group implemented a replacement hardware platform, which enabled significantly reduced support costs, increased information assurance and improved resilience to guard against end of year system failures such as those that occurred in April 2017. Payroll will be transferred to the new platform in July 2018.

A programme to replace HRMS and Payroll known as Future HR Solution (FHRS) has down-selected to a cloud-hosted SaaS solution and this is planned to deliver by 2020. Projects to replace Remedy and Expenses are underway alongside remediation activities of ancillary and admin-level infrastructure. The CIO team are also working to digitise many of the forms used in civilian personnel transactions and these will be delivered in an incremental, agile fashion throughout 2018 and, if beneficial, beyond. A design and prototype for a new portal is underway and this will enable all users of HRMS to customise their portal to improve user experience.

What our DBS people say...

“The parts everyone takes for granted - the accuracy and reliability of the pay allowances paid to the customer and the availability of JPA. This takes a lot of hard work by many within DBS and our commercial partners, working together to provide a product that just works for the customer”



UKSV

National Security Vetting System was delivered as an upgrade to Cerberus in 2016. This includes the secure MOD and Internet facing portals. The system exchanges data with a variety of government and commercial suppliers to improve resilience and reduce error rates. Despite some initial interface issues, this work has proved successful and was an enabler to significant performance improvements. Further performance improvements are being planned but must be carefully managed to eliminate any adverse impacts on UKSV performance while it remains in recovery. A full replacement of NSVS, known as Future Vetting Solution (FVS), is underway and will deliver a significantly different requirement. As at April 2018, the Discovery Phase was complete and a business case seeking funds to implement the solution is expected to be approved in 2018.

Military Personnel and UK Veterans

The Military Personnel systems, including Joint Personnel Administration and Payroll, were refreshed in 2017, which has assured the ongoing and seamless support to operational capability and the UK's 175k Service Personnel. This ensures that the platform is in support beyond the current contract life (November 2019) and provides some stability for the replacement programme – Future Service Delivery Contract. In the meantime, further releases will continue to be delivered and support provided to systems such as the military recruitment programme (RPP).

Enquiry Centre (EC)

Mainly this is the support of the Automatic Call Distributor (ACD) and we rely on BT for this managed service. Fujitsu have taken on the data network contract and some issues have been experienced this year as a result of the transfer of that infrastructure across to them. We have rolled out the ACD technology, workforce planning and real time solutions to other areas of the DBS business to optimise efficiencies and enhance the return on our investment. We will be upgrading the ACD during 2019-20, which will give more stability.

MODNET/DII

MODNet and DII provides the MOD desktop and mobile devices, email, office products and access to file storage. DBS does not provide these services but ensures integration with existing systems and has supported the site roll-outs.



4.4 SYSTEM SECURITY

Given the particular needs of our customer base, data security is at the top of our priority list. As illustrated above, DBS is responsible for millions of personal data records across Security Vetting, Finance & Commercial, Civilian and Military HR, Payroll, Expenses, Pensions and Claims. DBS takes its role to support Defence and the wider security community seriously and has led from the top in embedding a culture of information assurance awareness. The creation of an Integrated Assurance Team brings together a diverse portfolio of activities covering information assurance, system accreditation, information and records management, Subject Access Requests, breaches, audits and data protection. The team provides security and legal compliance across systems and a rich source of risk management, lessons learned and training/awareness. The team manages the people aspect of assurance through regular Information Asset Owner Steering Groups, Privacy Impact Assessments, a bi-monthly newsletter "Assurity" and several in-house developed products such as Insider Threat Brief, Cyber Management/Response Plans and provides HOCS with annual assurance against the Information Assurance Maturity Model (IAMM). The DBS Security Sub-Committee, chaired by a non-executive director, tracks DBS assurance and informs or escalates issues to the DBS Corporate Board.



Data Protection - GDPR

The General Data Protection Regulation (GDPR) comes into force on 25 May 2018, superseding national data protection laws including the UK's Data Protection Act 1998. A new Data Protection Bill is progressing through Parliament, and is still on course to be enacted before May 25th. Once enacted, it will implement the GDPR into UK law and set out those provisions where the GDPR allows Member States to formally derogate.

ISS is leading on GDPR Readiness and tracking progress on behalf of MOD SIROs. As at April 2018 DBS was singled out as being in a very good place thanks to the guidance and efforts of the DBS Data Protection Officer (DPO) and her team. This followed on from a DIA readiness audit which gave DBS substantial assurance that the design of the DBS control framework will enable compliance. The DPO attends the MoD Data Protection Steering Group and is actively involved in working groups covering National Security and Defence exemptions, Subject Access Request Handling, Staff/employment, Training and Data Protection Impact Assessments. A clearer picture of the approach and best practice framework in which MoD will operate will soon be provided. While we wait for Governmental policy to complement the GDPR, DBS has been proactive in creating a GDPR Plan, recruiting commensurately to handle the revised timescales of Subject Access Requests (SARs) and appointed a project manager to ensure consistency of approach.



5.0 – MANAGING CHANGE

5.1 KEY CHANGE PROGRAMMES

DBS has many change programs running at any one time. Managing change within DBS/MOD and government overall is not, according to our People Survey Results, done as well as we would like. A review of our change process is therefore needed to be undertaken and is an area where we have identified a need to improve. A change review project is currently underway and expects to deliver recommendations in early 2018.

Identifying all the change projects within DBS is managed within the CIO pillar and there is a regular change approvals board that reviews these projects and their costs. The key projects for the Business Plan and which will have impact on DBS over the next three years are:

- **Future Services Delivery Contract (FSDC)** – The current contract with DXC is due to end in November 2019. A project team is currently taking the contract to market through a formal tender process and Main Gate Submission in late 2018. The follow on FSDC will be transformational and enable a broad range of significant benefits for Defence and a reduction in costs with increased value for money.
- **Future HR Solution** – It has been identified for some time that there is a requirement to replace the existing HRMS and Payroll systems. Over the last 12 months there has been progress in this direction and it is a major project for the DBS that is intrinsic to delivering improved services.
- **CP&F Release 3** – Building on the roll out of CP&F over the last 12 months there are further enhancements being delivered under release 3 and beyond.
- **Future Vetting Service** – Following the formation of UKSV last year the work progresses to transform UKSV and to provide a single vetting provider across government.

These are priority projects for DBS that will make the organisation fit for the future. Each has key impact on the deliverables and service that is provided through the organisation.

5.2 FSDC

The FSDC will potentially drive civilian efficiencies within DBS, enabling a reduction in total cost of ownership of DBS Mil Pers and Veterans UK Services. Modernisation will include more agile change and, in line with revised and simplified policies from CDP, services will be more individually focused with a range of channels to encourage greater self-service and use of Gov.UK. There will be portable device capability for Service Personnel and Veterans, which will reduce reliance on front line HR and so enable associated reductions in FTE. Disaggregation of the current Prime and ERP system and service architecture will allow more cost effective and flexible response to ever changing requirements. Alongside this, improved and whole force management information will enable greater scope for end user analytics in support of rapidly changing operational environments.

Our approach to the FSDC will ensure we sustain the high standard of accurate and timely delivery of Military Personnel support, pay, pensions and compensation services past November 2019. The FSDC will also deliver and enable The Armed Forces People Programme to enhance and sustain recruitment and retention of military personnel.

Alongside this DBS will integrate the Joint Casualty and Compassionate Centre with UK National Infrastructure and Police Forces and an improved medallic procurement process will more flexibly support operational awards and recognition demands on DBS.

What our DBS people say...

“We need to find the strength and courage to admit there is too much bureaucracy and reduce it”

5.3 UKSV

UKSV continues to progress the range of strategic objectives that were established through SDSR15. Work to date includes: Establishing the Unified Organisation; launching the Single Database; delivering the Unified Product List, Portable Vetting and Standardised Costs via the new Product Catalogue. There is still work to do to complete the SDSR15 commitment, this centres on Greater Speed and being a Trusted Provider, the strengthening of UKSV during the next 12 months will enable the organisation to deliver these remaining objectives.

Throughout this DBS Business Planning cycle UKSV faces significant change, which in turn brings risk and challenge. To improve the leadership and management of this change, UKSV is implementing a strategic management framework with a policy and focus on Enterprise Risk Management. This will ensure strategic objectives and imperatives are central in the decision-making processes, which will include the completion of SDSR Objectives and ensure all our staff have a clear understanding of our objectives.

In June 2018 it was announced that UKSV were to move across to Cabinet Office "no earlier than April 2020". DBS will set in place a small programme team to work with the Cabinet Office leads to ensure a smooth and structured transition that meets the need of the Cabinet Office, UKSV customers, DBS People and Defence. The UKSV Senior Team will concentrate on making sure UKSV is 'match fit' in preparation for the move: sustaining improvements delivered in CTC/SC, completing the DV recovery and managing the introduction of FVS (see 4.3).

5.4 ENABLING INITIATIVES – BUILDING FUTURE DBS

To make DBS resilient, flexible and robust for the future we need to ensure our operating framework is robust and fit for purpose. In particular we must develop our location strategy, look at our funding model, introduce a more structured approach to change management and take practical steps to revise our operating model.

Future Estates Strategy

New services and modernised ways of working may need a different approach to accommodation. Our DBS Estates Strategy Programme is up and running and the Executive Leadership Team has agreed the following principles:

- **A Comprehensive Review.** The Estates Programme will undertake a root and branch review of our future accommodation requirements.
- **No compromise on physical and data security.** It is essential that our security requirements are met at all of our locations. Any potential new location, including Government Hubs, will need to meet these requirements.
- **Aim For Consolidation.** Collaborative working and flexible deployment would be best served by some consolidation of our current sites, although practicality and people issues will need careful consideration.
- **Minimum Two sites.** Whatever the outcome of the programme, the need for robust service contingency means DBS will have no fewer than two core sites with a working assumption of one in the North and one in the South of the UK.
- **North West First.** Given the wider government work in the region, the programme's initial focus will be on accommodation needs in the 'North West triangle' – Norcross, Liverpool, Cheadle Hulme.
- **Links to wider Government.** The programme will align to wider Government approaches such as the 'hubs' programme and Defence Estates strategies but will always ensure the particular security needs of our customer base are met.

Managing Change

The nature of the DBS Shared Service offering means that the majority of personnel and finance changes implemented across MOD have an impact on us – both as a service provider and as MOD staff. As has already been flagged, we are key enablers for the Modernising Defence Programme, we have a great deal of IT change on the horizon, UKSV continues to evolve and our own Transformation Programme is a comprehensive and challenging one. As a result there is a real risk that we will not manage important change activity in the most effective way. It is therefore essential that we set in place a robust change management framework supported by effective horizon scanning arrangements. This Framework will ensure we have arrangements in place to “contract for change” with our customers, prioritise change activity, deploy the right people to the right change, protect ongoing service delivery and ensure we give business readiness issues sufficient weight. As a first step in 2018-19 we will launch a new Enterprise Programme Management Office to lead on this work.

DBS Funding Arrangements

The funding arrangements for DBS leading up to 2018-19 have proved to be challenging. While demand and priorities are determined by the Defence Authorities, financial allocations flow through HOCS. Although allocations are informed by the demand picture, the ability to negotiate and decide spending priorities are severely curtailed by this arrangement. The situation is further complicated by UKSV, who receive a significant proportion of their funding from other government departments with pricing determined on a cost recovery basis. In February 2018 a new Corporate Services Commissioning Board was established to help address this issue, but although it will undoubtedly be useful it is unlikely to provide a comprehensive solution.

A priority for the three years covered by this Business Plan is to develop a more sustainable funding model for DBS in line with the governance arrangements being shaped by the Modernising Defence Programme. UKSV funding for MOD clearances may need to be a separate piece of work and will need to be cleared through the appropriate cross-government governance.

Single Source of the Truth

The DBS Knowledge and Information function has access to a wealth of Defence data and every month provides a large number of standard and bespoke reports to ExCo, Defence Authorities and TLB customers. However, it is clear that the current arrangements are not meeting all our customers’ needs and there is an obvious opportunity to support ExCo in their quest for improved, single source management data. This is an integral element of the DBS Transformation Programme but some aspects of this work, such as the managers’ dashboard, will support the wider work in DBS and are a priority for 2018-19.

Future systems development and governance

The need to provide effective support for the key MOD IT systems that DBS supports and our vital role in ensuring data security is an area that requires some strategic thought over the coming year. It is important that we ensure we deploy the right mix of contractors and in-house staff to deliver a secure, resilient and responsive service and that we fully exploit all our systems infrastructure to provide best value for MOD.





6.0 ENABLING

6.1 FINANCE

Austerity has impacted public finances over recent years and the resources available to DBS have therefore been limited. Historically, DBS has delivered significant efficiencies, but the successive years of input based financial restriction, without corresponding output or service level reductions, has necessarily focused our efforts on minimising spend and prioritising those areas required to keep the organisation 'safe' - be that people, systems or processes.

MOD have introduced a number of measures to ensure proper control of spend and these impact across DBS. The measures have restricted the levels of delegations for all business areas and approval of expenditure was only given where it fitted with the top priorities of the Department. Moving forward it is anticipated that, whilst proper control of spend will still be needed, some of these restrictions will be eased to allow business areas more freedom to make the financial decisions that impact their business.

However, resources remain tight and DBS will make use of the new Corporate Services Commissioning Board and underpinning governance groups to properly balance delivery priorities with available funding. The Planning and Performance Board should provide an opportunity for shared problem solving in such circumstances, allowing us to work with Defence Authorities to build a joint understanding of the scale and nature of the challenge and review the options available to us.

Effective budget management is essential for any business, particularly one the size of DBS. We have recognised that financial forecasting skills are not as strong as they need to be among our management cadre and in past years the central team has made adjustments to compensate. However, this is now a priority for MOD overall and we are keen that DBS is seen to be a model for Defence and will give focus to this by introducing a RAG measure for forecasting accuracy and delivering a programme of coaching and upskilling to address this issue and ensure robust financial management at every level.

Moving forward there is increased optimism about the future opportunities for the organisation. The financial relief provided in the coming year will enable us to increase our resilience and recover the underlying performance issues within the organisation. This alongside the investment the department is making in transforming Corporate Services, with us at the heart, provides us with a real opportunity to begin the transformation journey and improve the service we provide to our Customers. It will require clear prioritisation of our funding and people, but presents a real opportunity for change.



6.2 GOVERNANCE AND ASSURANCE

Good corporate governance is fundamental to any effective and well-managed organisation and is the hallmark of any corporate entity that is run accountably and with the long-term public interest clearly in mind. Within the MDP, Workstrand 1 aims to deliver a stronger, more capable Head Office and stronger relationships across Defence. The intent is to enable better and faster decision-making and more efficient and effective delivery of Defence outputs and the governance of DBS is clearly within scope.

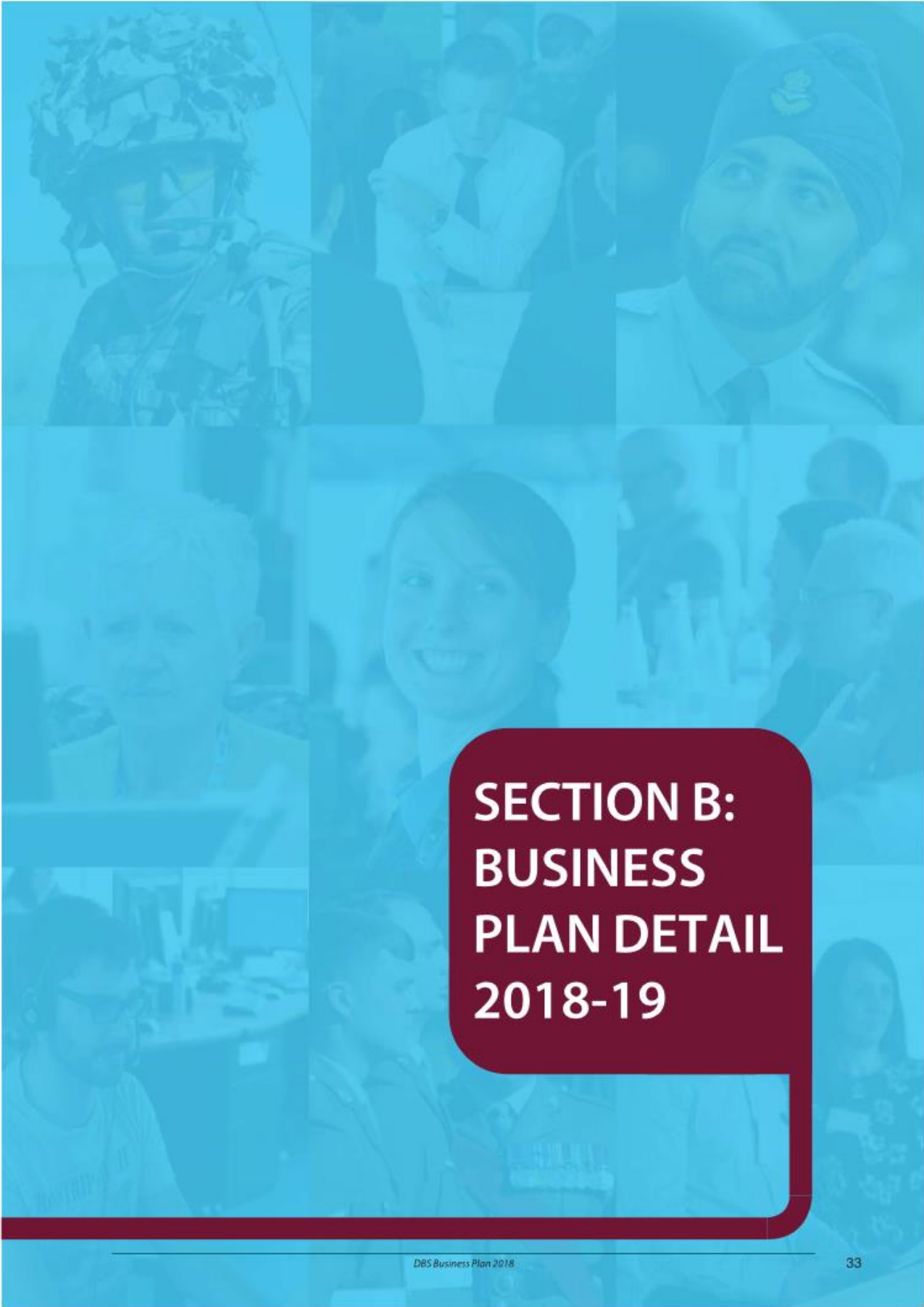
DBS already has a well-established governance structure in place, but there is an enduring task to ensure the existing structure is fit for purpose against the HMT governance principles. Within the DBS boundary, the key governance forums are: DBS Corporate Board; Executive Leadership Team (ELT); Operations Board; Change Board; Security Sub Committee; and Audit and Risk Committee.

As expectations of DBS increase and available resources become more restricted, so do the constraints under which it can operate and the risks faced. Effective and efficient assurance gives sufficient, continuous and reliable assurance on organisational stewardship and the management of the major risks to organisational success and delivery of improved, cost effective services.

DBS has many sources of assurance to provide the body of evidence required to support the continuous assessment of the effectiveness of the management of risk and internal control. Instead of a formalised bespoke framework, DBS utilises the Defence Audit and Risk Assurance (DARA) Annual Assurance Return (AAR) for mapping, populating this with supporting information and monitoring assurances throughout the year. However, there is room for improvement in this area and priorities for the coming year include work on frontline quality assurance and establishing a small DBS assurance programme to focus on delivery risks and report to the COO.

Outside the DBS boundary, and subject to review under the MDP Workstrand 1, the key governance forums are the 1* level DBS Performance and Prioritisation Board (PPB), and sitting above that at 2* level the newly instigated Corporate Services Commissioning Board (CSCB). Sitting above all these at 3* level is the MOD Executive Committee (ExCo). DBS engages at these levels within a framework of key performance indicators (KPIs), performance indicators (PIs) and Service Level Agreement (SLA) commitments. However, many of these measures were developed with an external contractor in mind, who was unwilling to sign up to measures that required shared delivery responsibility with the MOD. As a result, our suite of measures do not always reflect customer priorities or experience and we see improvements here as being a critical part of our transformation going forward.





**SECTION B:
BUSINESS
PLAN DETAIL
2018-19**

Business Plan: Operational inputs and outputs

Our annual operational challenges are set out in detail within our DBS Service Level Agreement (SLA). The SLA is a living document and as such is subject to change.

The table below summarises the SLA challenge in respect of the KPIs, along with the allocated FTE headcount and budget for each area.

DBS Business as Usual			
£M	18/19	19/20	20/21
Resource DEL	142.6	142.1	152.9
Capital DEL	2.8	0.8	2.0

UKSV			
£M	18/19	19/20	20/21
Resource DEL	24.1	14.8	15.1

DBS Business as Usual			
MCT	18/19	19/20	20/21
Civ	1734	1734	1734
Mil	25	25	25

UKSV			
MCT	18/19	19/20	20/21
Civ	594	519	519

COO	
MCT Control Total	160
Resource Control Total	£11.0M
Key Performance Indicator (KPI)	
OPS-KPI 1	Complete actions assigned under the Defence Internal Audit (DIA), DBS Audit Programme/National Audit Office (NAO) Schedule & Safety Health Environment and Fire (SHEF), within the agreed timescales
OPS-KPI 2	Resolution of Customer Complaints within 5 working days, excluding Mil Pers and Veterans
OPS-KPI 3	General Enquiries for Finance & Procurement Services, Civ Pers and UKSV resolved within 2 working days excluding Mil Pers and Veterans
OPS-KPI 4	DBS Enquiry Centre Total Call Abandonment Rate

CIO	
MCT Control Total	345
Resource Control Total	£30.3M
Key Performance Indicator (KPI)	
Change-KPI 1	Delivery of Requirements – Change Assessment: Respond to Change Requests within 5 working days. Assess Change Requests within 20 working days
Change-KPI 2	Delivery of all Change (Level 1, 2, & 3) to time and cost. All Project Deliverables are delivered on time i.e. to the agreed Live Implementation Date (LID) and planned costs
Change-KPI 3	Delivery of Requirements – Quality Projects (including project bundles/releases) delivered to quality i.e. without category 1 incidents within the proving period

ITMS	
MCT Control Total	Included within CIO total
Resource Control Total	Included within CIO total
Key Performance Indicator (KPI)	
ITMS-KPI 1a	Availability of customer facing applications Finance
ITMS-KPI 1b	Availability of customer facing applications HR
ITMS-KPI 2	To provide a compliance tracker of core/3rd Party managed DBS systems including cyber security to highlight issues and secure funding to address any compliance gaps
ITMS-KPI 3	Availability of Defence Intranet and E-library Services
ITMS-KPI 4	CP&F Approvals Hierarchy is maintained and up-to-date so that users have the appropriate level of authority/approval to operate the system

K&I	
MCT Control Total	Included within CIO total
Resource Control Total	Included within CIO total
Key Performance Indicator (KPI)	
K&I-KPI 1	Deliver personnel scheduled reports and dashboards to the agreed customer deadlines each month
K&I-KPI 2	Number of files catalogued, cleaned and prepared for transfer to The National Archives agreed at 10,000 files annually

Finance & Procurement Services	
MCT Control Total	202
Resource Control Total	£6.6M
Key Performance Indicator (KPI)	
F-KPI 2a	Correctly presented invoices are paid accurately within 3 working days or receipt in DBS to meet Government Prompt Payment targets
F-KPI 3	Outstanding UK debt breaching 30 days' terms of business not to exceed 5% of the value of total UK debt (excludes PI debt)
F-KPI 4	Outstanding foreign debt breaching 30 day terms of business not exceed 15% of the value of total foreign debt (excludes PI debt)
F-KPI 5	Provision of Funding for operations and exercises requests to be actioned within 72 hours of receipt, funds to be provided per the requesters date

Mil Pers	
MCT Control Total	169
Resource Control Total	£56.3M
Key Performance Indicator (KPI)	
Mil-PayT-KPI 1	Timely delivery of Service pay and allowances into all bank accounts as detailed in the service specification.
Mil-PayA-KPI 2	Delivery of accurate pay and allowances into all bank accounts as detailed in the service specification
Mil-Medals-KPI 1	Assess applications for medals, honours and awards and dispatch them to entitled individuals to the agreed quality criteria as detailed in the service specification with 0 medals returned each month as a result of a MODMO error.
Mil-JCCC-CAS-KPI 1	Through a 24/7/365 service to Defence, process casualty casework within agreed timescales, set out in the relevant performance indicators, of 98%
Mil-JCCC-COM-KPI 2	Through a 24/7/365 service to Defence, process compassionate casework within agreed timescales, set out in the relevant performance indicators, of 91%

Veterans UK	
MCT Control Total	415
Resource Control Total	£16.7M
Key Performance Indicator (KPI)	
Vets-WPS-KPI 1	Clear claims for war pensions within average 127 working days
Vets-WPS-KPI 2	98% Financial and administration accuracy
Vets-AFCS-KPI 1	Clear Claims for AFCS within ACT 90 working days
Vets-AFCS-KPI 2	98% Financial and administration accuracy
Vets-AFPS-KPI 1	Make 99.3% of all service pension payments by due date
Vets-AFPS-KPI 2	Make all service pension payments with 99% accuracy over 6 months
Vets-Welfare-KPI 2	Recently bereaved widow(er)s visits achieved within 15 working days from the date of request.
Vets-Welfare-KPI 3	The percentage of all other (non-recently bereaved widow(er)s) visits achieved within 20 working days from the date of request

Civ Pers	
MCT Control Total	305
Resource Control Total	£10.3M
Key Performance Indicator (KPI)	
Civ-KPI 1	All successful staff are offered a post within 5 working days from notification of interview results.
CivSurveyCasework-KPI 2	Customer satisfaction with HR Casework
Civ-KPI 3	Civilian salary and pay-related payments to be paid on time. Submissions to be in accordance with published cut-off dates
Civ-KPI 5	Civilian salary and pay-related payments to be paid accurately

UKSV	
MCT Control Total	594
Resource Control Total	£24.2M
Key Performance Indicator (KPI)	
UKSV-KPI 1	Routine MOD CTC and SC cases completed within 25 calendar days (net)
UKSV-KPI 2	Routine MOD DV cases completed within 95 calendar days (net)

DBS Enabling Teams

Our operational delivery staff are supported by our Enabling Teams. DBS is very aware of the balance between enabling investment, and delivery investment and aims to keep the enabling: delivery FTE ratio as low as possible. However, this did create some undesirable limitations in areas such as customer relationship management, performance management and communications and cannot be sustained indefinitely.

Enabling Function	FTE	Control Total (£M)
Corporate & Pensions Finance & Secretariat	58	2.8
People & Training	12	1.1
Customer Relationship Management & Communications (Internal & External)	20	0.9
Estates Management	20	7
Performance Management, Risk & Supplier Management	11	0.7
Transformation, Service Delivery & Continuous Improvement	19	1.3

Corporate Level Objectives for 2018-19

The following objectives apply across DBS, within both Pillars and Enabling Teams. While ELT leads have been identified, all areas are responsible for delivery.

Sector	Target	ELT Lead	Status
Operations	Achieve at least 90% of our monthly KPI targets and 85% of our monthly PI targets	COO	
Operations	All Pillars to continue to build CI culture and be at minimum of Level 3 against Continuous improvement model and working towards level 4.	COO	
Operations	Improve our CSAT scores on the 2018 baseline	COO	
Operations	Number of physical security incidents maintained at the 2017/18 baseline. No breaches of data security.	COO	
People	Increase our People Survey response rate and engagement index score by 5% from 2017 baseline	CPO	
People	Increase the number of DBS people undertaking apprenticeships and professional qualifications, with 100 new apprenticeship/qualification starts by March 2019	CPO	
People	Maintain mandatory training levels each month at 94% or above	CPO	
People	To reduce current sick absence to reach MOD AWDL target of 7.3 days by March 2019	CPO	
Resources	Delivery within the allocated DBS budget and headcount.	Hd Resources	
Resources	All secretariat correspondence handled in accordance with parliamentary deadlines and are of a high quality: 98% of PQs on time; 95% of Ministerial Correspondence and FOIs on time; 95% of Treat Official Correspondence on time; no more than 2% of Ministerial Correspondence drafts are returned from Ministers' offices for redrafting	Hd Resources	

2018-19 Action Plan

Ref	Objective	Original Deadline	ELT Lead	A	M	J	J	A	S	O	N	D	J	F	M		
1. Governance	1.1	Complete a full review of KPIs and Pls to ensure they properly represent our customers' priorities and expectations and are realistic within the funding envelope.	Feb 19	COO	○	›	›	›	›	›	›	›	›	›	●		
	1.2	Develop proposal for new DBS funding model, for discussion at Corporate Services Commission Board.	Nov 18	Hd Res			○	›	›	›	›	●					
	1.3	Develop proposal for new DBS Operating model	Oct 18	CIO		○	›	›	›	›	●						
	1.4	Reshape TOR and approach to PPB to better support the new Corporate Services Commissioning Board (with CSTT)	Sept 18	COO	›	›	›	›	›	›	●						
	1.5	Introduce new approach for upskilling managers and monitoring success of financial forecasting	Sept 18	Hd Res		○	›	›	›	›	●						
	1.6	Set up internal assurance approach to examine operational issues and identify/ share good practice	Oct 18	COO				○	›	›	›	●					
	1.7	Implement agreed EPPO structure and approach	Oct 18	Hd Change				○	›	›	›	●					
	1.8	Agree appropriate long term governance model for UKSV and develop implementation plan	Oct 18	MD UKSV	○	›	›	›	›	›	›	›	›	›	›		
2. Customer	2.1	Refresh customer engagement model	Dec 18	COO		○	›	›	›	›	›	›	›	›	›	●	
	2.2	Refresh MOD customer portal	Sept 18	COO			○	›	›	›	›	›	›	›	›	●	
	2.3	Introduce manager's dashboard	Jan 19	CIO	›	›	›	›	›	›	›	›	›	›	›	›	●
	2.4	Develop structured plan for evolving customer segmentation and insight	Mar 19	COO									○	›	›	›	●
	2.5	Develop a cross-site programme of events to raise awareness of customer needs/ issues	Oct 18	CPO				○	›	›	›	›	›	›	›	›	●
	2.6	Achieve CSE Re-accreditation	Nov 18	COO	○	›	›	›	›	›	›	›	›	›	›	›	●

Key

- Work Programme initiated with plan signed off by ELT or delegated Governance Board
- › Work ongoing
- Objective complete and signed off by ELT or delegated Governance Board

2018-19 Action Plan

Ref	Objective	Original Deadline	ELT Lead	A	M	J	J	A	S	O	N	D	J	F	M
3.1	Develop proposal to pilot a new cross-DBS Flexible Deployment Team for transactional work	Oct 18	COO		○	>	>	>	>	●					
3.2	Initiate Flex Team Pilot	May 19	COO							○	>	>	>	>	>
3.3	Deliver Demand Management Programme Phase 1	Mar 19	COO	○	>	>	>	>	>	>	>	>	>	>	●
3.4	Develop the role of the CI Network and introduce a senior CI Partner role	Aug 18	COO		○	>	>	●							
3.5	Develop off-the-shelf CI packages for monitoring/improving operational quality	Jan 19	COO					○	>	>	>	>	●		
3.6	Review operational training modules with a view to reducing lead times in high volume areas	Dec 18	PHs				○	>	>	>	>	●			
3.7	Develop and launch cross-DBS approach to frontline quality control	Feb 19	COO						○	>	>	>	>	●	
3.8	Develop a structured plan to support the MOD shift to Functional Leadership in Finance and Commercial	Oct 18	Hd FPS			○	>	>	>	●					
3.9	Establish a new 'Source to Pay' team	Jun 18	Hd FPS	>	>	●									
3.10	Introduce a reengineered process for non-core procurement items	Mar 19	Hd FPS	○	>	>	>	>	>	>	>	>	>	>	●
3.11	Set up an Internet Banking Cell in F&PS as part of the Cash and Banking Modernisation Programme	Mar 19	Hd FPS									○	>	>	●
3.12	Develop a structured plan for multi-skilling staff in key operational teams to improve deployment flexibility	Jan 19	CPO					○	>	>	>	>	●		
3.13	Develop proposals for end-to-end process change in support of FHRS	Apr 19	Hd CivPers					○	>	>	>	>	>	>	>
3.14	Revise the end-to-end recruitment process to maximise the benefits of CS Jobs 3, including a 'standard' and 'enhanced' product offer	Nov 18	Hd CivPers			○	>	>	>	>	●				
3.15	Complete the government-wide Pensions Data Cleanse Programme	Oct 19	Hd CivPers	○	>	>	>	>	>	>	>	>	>	>	>
3.16	Develop proposals for a flexible HR investigative service to meet civilian and Service requirements	Mar 19	Hd CivPers					○	>	>	>	>	>	>	●
3.17	Develop a centre of excellence in developing real time data tools to support operations	Mar 19	COO	○	>	>	>	>	>	>	>	>	>	>	●
3.18	Deliver the reconciliation elements of the Guaranteed Minimum Pension Project to meet HMT and HMRC deadlines	Nov 18	Hd Vets UK	>	>	>	>	>	>	>	●				

2018-19 Action Plan

Ref	Objective	Original Deadline	ELT Lead	A	M	J	J	A	S	O	N	D	J	F	M	
3. Operations	3.19	Resolve the identified data errors in the Armed Forces Pension Scheme through the Membership Data Improvement Project	Dec 20	Hd Vets UK	○	›	›	›	›	›	›	›	›	›	›	›
	3.20	Create a single virtual centre for voice to voice communications in the Veterans Welfare Service	Jul 18	Hd Vets UK	›	›	›	●								
	3.21	Integrate the Northern Ireland Aftercare Service into DBS, creating an improved welfare offer to all British veterans in the island of Ireland	Mar 19	Hd Vets UK	○	›	›	›	›	›	›	›	›	›	›	●
	3.22	Ramp up to full capacity (595 FTE) and implementation of new target operational model within UKSV	Mar 19	UKSV MD	○	›	›	›	›	›	›	›	›	›	›	●
	3.23	Deliver those elements of the Transforming Government Security Programme laid to UKSV, together with consequential improvement opportunities	Mar 19	UKSV MD									○	›	›	●
	3.24	Develop business systems change proposals to support the implementation of the Future Vetting System	Jan 20	UKSV MD	○	›	›	›	›	›	›	›	›	›	›	›
4. People	4.1	Develop a robust Workforce and Skills Plan to underpin the DBS Transformation Programme	Sept 18	CPO		○	›	›	›	●						
	4.2	Plan and deliver an 'Operational Delivery Profession' training month in June	Jun 18	COO	›	›	●									
	4.3	Refresh DBS Staff Channel to improve communication within DBS and enhance cross-business interaction	Sept 18	COO	○	›	›	›	›	●						
	4.4	Develop an enhanced Health and Wellbeing offer for DBS People	Sept 18	CPO	○	›	›	›	›	●						
	4.5	Create and publish the DBS Learning and Development offer for 2018/19	Jun 18	CPO	›	›	●									
	4.6	Draw up a plan to maximise the benefits of the new MOD performance management framework	Jul 18	CPO	○	›	›	●								
	4.7	Roll out a new Band C engagement approach across DBS	Nov 18	CPO			○	›	›	›	›	●				
	4.8	Develop a plan for improving Band B engagement across DBS	Aug 18	CPO	›	›	›	›	●							
	4.9	Develop, pilot and introduce a robust DBS change readiness approach	Mar 19	Hd Change							○	›	›	›	›	●

Key

- Work Programme initiated with plan signed off by ELT or delegated Governance Board
- › Work ongoing
- Objective complete and signed off by ELT or delegated Governance Board

2018-19 Action Plan

Ref	Objective	Original Deadline	ELT Lead	A	M	J	J	A	S	O	N	D	J	F	M
5. Systems	5.1 Deliver CP&F Release 3	May 18	CIO	•											
	5.2 Develop viable proposals for the upgrade of Remedy	Nov 18	CIO			○	○	○	○	○	○				
	5.3 Deliver feasibility study on the upgrade of the expenses system	Nov 18	CIO			○	○	○	○	○	○				
	5.4 Develop proposals to provide a more strategic ACD solution into the EC environment	Mar 19	CIO									○	○	○	○
	5.5 Review the skills and capacity of ITMS and make proposals to move to a more sustainable model	Nov 18	CIO						○	○	○				
	5.6 Ensure successful business readiness for GDPR	May 18	CIO	•											
	5.7 Deliver CS Jobs 3 into DBS/MOD	Nov 18	CIO			○	○	○	○	○	○				

		Original Deadline	ELT Lead	A	M	J	J	A	S	O	N	D	J	F	M
6. Contract Management	6.1 Deliver effective renewal of the contract currently delivered by Cambridge Information Ltd	May 18	CIO	•											
	6.2 Deliver effective renewal of the contract currently delivered by Cartus/ Agility Logic	Jun 18	Hd CivPers		•										
	6.3 Deliver effective renewal of the contract currently delivered by Blackwell	Feb 19	CIO	○	○	○	○	○	○	○	○	○	○	○	○
	6.4 Develop clear MOD/Defence user requirement to feed into the Civilian Pensions contract renewal process (My CSP)	Sept 18	Hd CivPers						○						
	6.5 Deliver effective renewal of the Medals Stock Project Contract to enable efficiencies in stock procurement	Jun 18	Hd MilPers		•										
	6.6 Deliver effective renewal of the contract currently delivered by Charities Trust	Nov 18	Hd MilPers	○	○	○	○	○	○	○	○				
	6.7 Deliver effective renewal of the contract currently delivered by National Association for Memorial Masons	Jul 18	Hd MilPers			•									
	6.8 Develop new approach to managing commercial relationships within DBS	Sept 18	Hd Res						○						

2018-19 Action Plan

Ref	Objective	Original Deadline	ELT Lead	A	M	J	J	A	S	O	N	D	J	F	M
7. Transformation	7.1 Deliver the FSDC (transformational service delivery contract)	Nov 19	Hd Mil Pers	›	›	›	›	›	›	›	›	›	›	›	›
	7.2 Develop user requirement for FHRS	Aug 19	Hd CivPers	○	›	›	›	•							
	7.3 Develop Future DBS Estates Strategy	Jul 18	Hd Change	›	›	›	•								
	7.4 Submit initial gate business case regarding the DBS estate in the North west	Sept 18	Hd Change			○	›	›	•						
	7.5 Automation garage capability IOC go live	Dec 18	Hd Change				○	›	›	›	›	›	•		
	7.6 Implement the Armed Forces People Programme	Apr 19	Hd Mil Pers	›	›	›	›	›	›	›	›	›	›	›	›

Key

- Work Programme initiated with plan signed off by ELT or delegated Governance Board
- › Work ongoing
- Objective complete and signed off by ELT or delegated Governance Board



2018-19 SWOT Analysis

DBS as a business recognises the need to develop, overcome challenges and build on its strengths and make the most of future opportunities. The Business Plan therefore needs to build on an understanding of DBS strengths, weaknesses, opportunities and threats (SWOT). Each year, a group of volunteers from across grades and pillars will undertake a SWOT analysis to track these issues and provide assurance that we are either covering them in our planning or taking a conscious decision to set them to one side and carry any associated risk. The DBS SWOT conclusions will be discussed with customers who can then add in their own perspectives.

The key themes emerging from the 2018 session are shown in the diagram below:



PERCEPTION IS REALITY

The SWOT analysis shown in the diagram above was discussed and validated at the DBS Leadership Team Event in May 2018. Given below is the outline of the feedback from that event and delegates were asked 'how' we should improve strengths and opportunities and address our weaknesses and threats.





ANNEX A

Our Mission is to provide critical business services to UK Defence and security communities, which enable our customers to focus on strategic Defence priorities and maintain national security.

This means we are... In Defence, for Defence

AND TO DO OUR BEST FOR OUR CUSTOMERS WE WILL:



CONNECT AND COLLABORATE



BUILD INSIGHT AND UNDERSTANDING



EMBRACE INNOVATION

Develop our people • Build strong and productive partnerships across defence • Working as a team • Improve accuracy and timeliness
Learning and development opportunities • Deeper understanding of our customer needs • Reward and Recognition • Value add • Be the
Partner for UK defence and security • Put our Customers
Positive customer experience • Improve satisfaction scores
Make use of our digital and self-service transaction options
Invest in deepening our understanding of our customer
challenges • Improve the customer experience • Identify pro
ing to deliver improved services • Better communication
sure customer understanding sits at the heart of our conti
Demand reduction to improve delivery and customer se
ify priorities for transformation and investment • Be the b
urneys to improve end users experience • use nudge te
d user behaviour • Understand our customers' needs so th
Identify opportunities to increase automation, self-serv
is • Modernise our ways of working • Respect the change
ology • professional training and qualifications • deliv
Proactive in driving innovation and continuous improve
exploit MODNet and other digital tools identify priorities fo
vestment • Keep an open mind • Take Part • Be Proactive in
Identify policies, procedures and processes that hinder our ability to deliver a programme of simplification • Think through implications • Ch

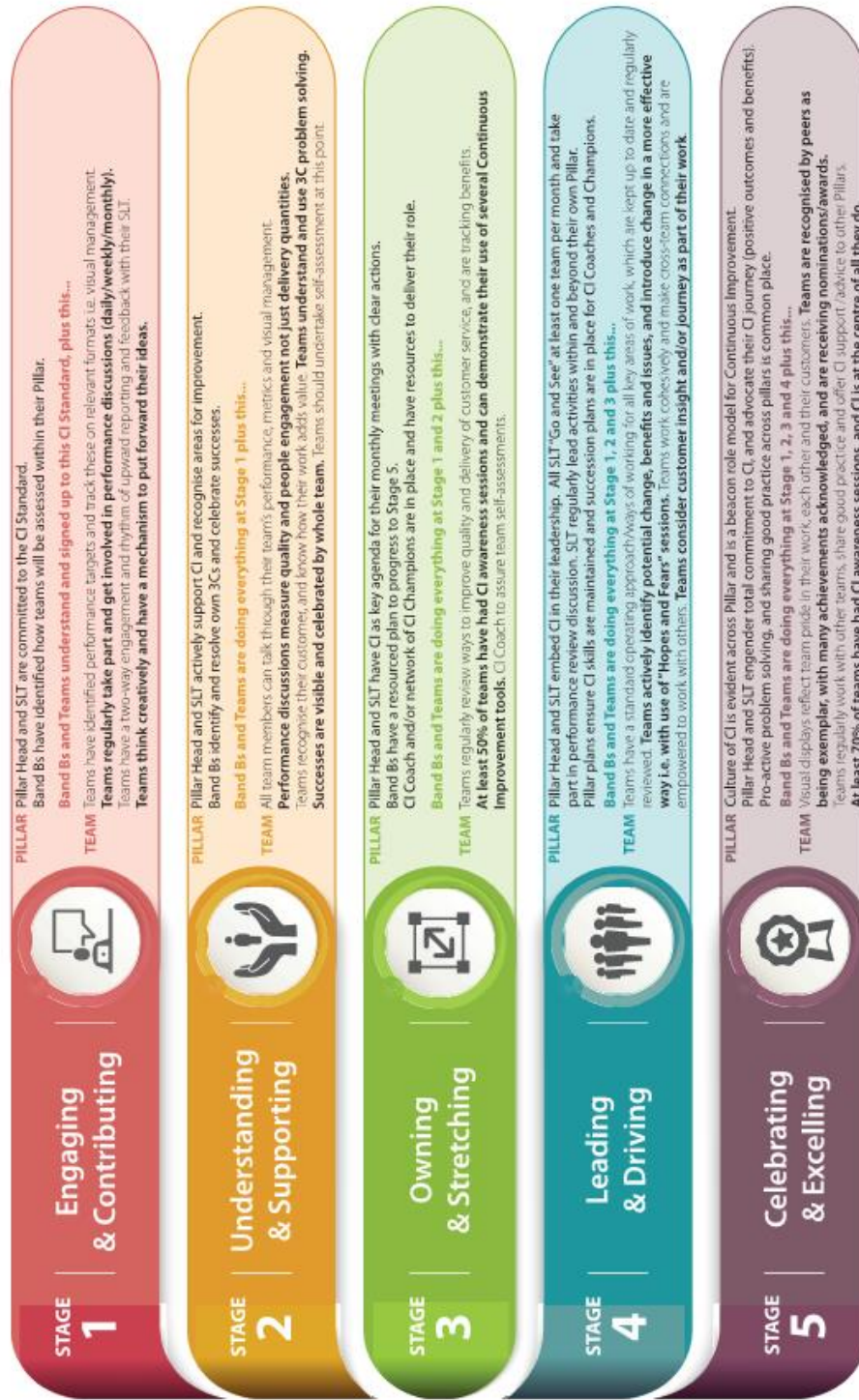
**Our
People
are key
to this**

**PROFESSIONAL
CHANGE-READY**



**CUSTOMER FOCUSED
ENGAGED**

5 Stages of Continuous Improvement

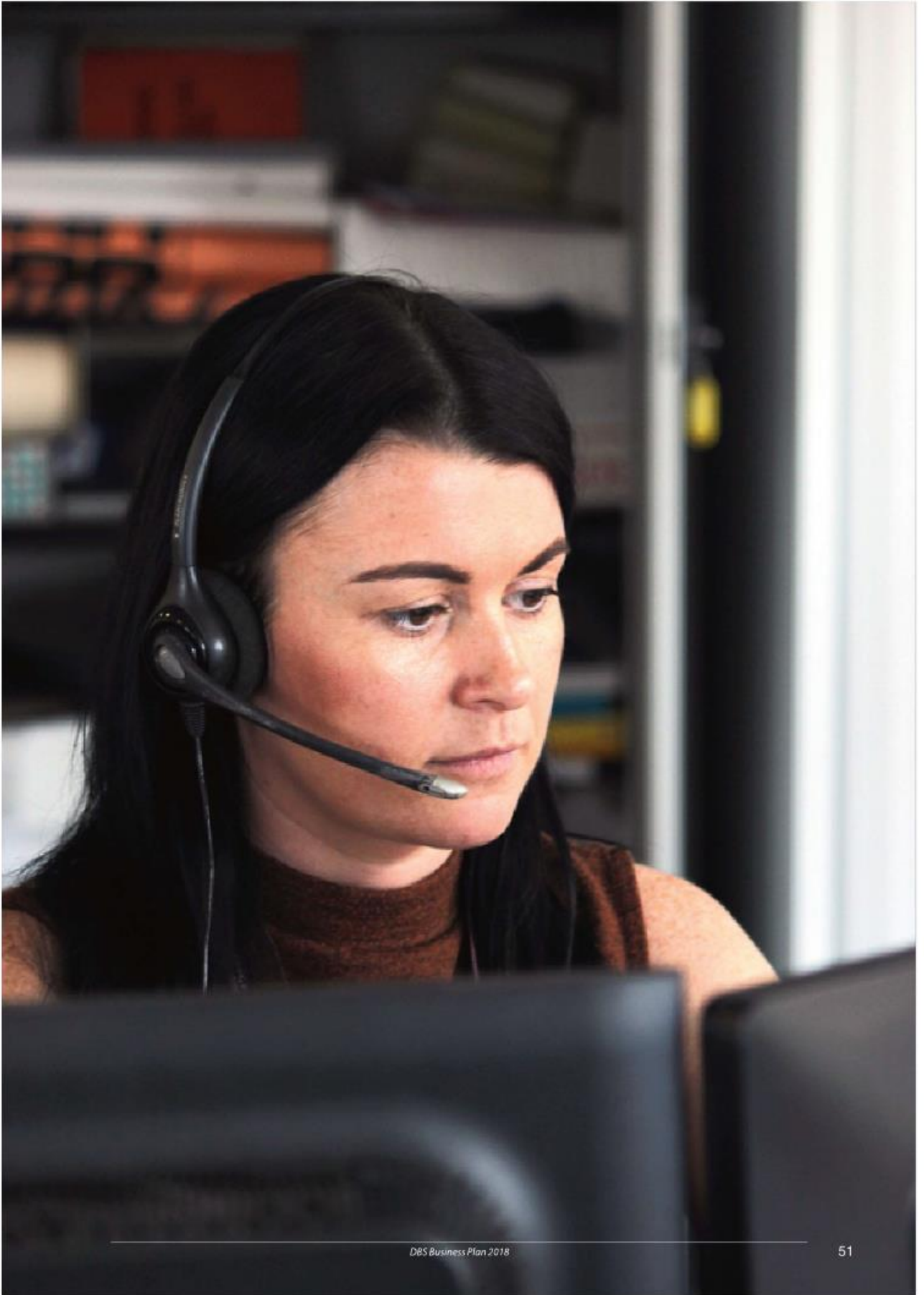


ANNEX C

Delivery Partner	Service	Contract Expiry Date	Pillar
IBM	Provision of technical support to Live Services, HR & Finance Change Programme, SCOA, COGNOS, Finance & Commercial Capability, and CP&F	5 Contracts that expire between Jun 2018 and Mar 2020	CIO
CGI	National Security Vetting System	Jan 2020	UKSV
Exostar LLC	CP&F Exostar Interface	March 2019	CIO
Oracle	Licence Support to HR & Finance Systems	Enterprise Agreement expires Apr 2020	CIO
DXC	Provision of Armed Forces Pay, Pensions, other Military HR Services and Administrative Services	Nov 2019	MilPers
Brook St	Consultancy/Contingent labour	Jun 2018 – Public Sector Resourcing (PSR), valid for 6 years	CivPers
Capita	Consultancy/Contingent labour	Jun 2018 – Public Sector Resourcing (PSR), valid for 6 years	CivPers
Hays	Consultancy/Contingent labour Dentistry & Medical	Jun 2018 – Public Sector Resourcing (PSR), valid for 6 years	CivPers
Alexander Mann Solutions	Public Sector Resourcing (PSR)	June 2024	CivPers
OH Assist (ATOS IT Services)	Occupational Health Referrals	Feb 2020	CivPers
SMA	Medical Referrals	New Cabinet Office contract, expiry >2019 tbc	CivPers
MyCSP	Pensions	Feb 2019	CivPers
Sodexo	Provision of Childcare Vouchers	Mar 2020	CivPers
Equinity	TA Compensation Scheme, Injury Warrants etc	Indefinite	CivPers
Capita	Commercial Graduates Assessment Centre	Mar 2018 – Sponsor organisation now responsible for replacing the contract	CivPers
Cartus	Employee Relocation Services	Jun 2018 - contract being extended to Mar 2019	CivPers
Agility Logistics	Relocation Overseas	Jun 2018 - contract being extended to Mar 2019	CivPers
Cartus	Provision of Employee Relocation Services for MOD and other Government Departments	Jun 2018 - contract being extended to Mar 2019	CivPers

ANNEX C

Delivery Partner	Service	Contract Expiry Date	Pillar
Right Management Ltd	DE&S DESG Graduate & Welbeck Assessment Centres	Mar 2018 – Sponsor organisation now responsible for replacing the contract	CivPers
Capita	DGCP Assessment Centre 2017	Mar 2018 – Sponsor organisations now responsible for replacing the contract	CivPers
HAVAS	Provision of Recruitment Marketing and Advertising	Jan 2021	CivPers
E3 Media Ltd	AF Benefits Calculator	Jan 2020	CivPers
TNT	Records Review & Transfer (to the National Archives) Pan Government Records Management and Archive Services	Dec 2028	K&I – CIO
Cambridge Information Ltd	Provision of Access to on-line Databases & Publications & On-line standards with hardcopy facility	Nov 2018	K&I – CIO
Blackwell Ltd	Books	Feb 2019	K&I - CIO
Gladman & Norman Ltd	The Elizabeth Cross	Mar 2018 – Replacement contract due to be let shortly	Mil Pers
National Association for Memorial Masons (NAMM)	Technical, Quality & Rectification Support for Armed Forces Memorials	Jul 2022	Mil Pers
HL Perfitt Ltd	Provision of Portland Headstones	Oct 2019	Mil Pers
HL Perfitt Ltd	Provision of Karin Granite Headstones	Oct 2019	Mil Pers
Cerrig Granite & Slate Ltd	The provision and Fixing of Nebresina Limestone Service Pattern Memorials for Armed Forces Personnel	Oct 2019	Mil Pers
Charities Trust	Provision of PayRoll Giving scheme to charities with a Military Association	Nov 2018	Mil Pers
Sodexo Motivation Solution UK Ltd	Provision of Childcare Voucher Scheme for Armed Forces Personnel	Mar 2020	Mil Pers
Albin International Repatriation Limited	Repatriation Services	29 Feb 20	Mil Pers
LGC Ltd	DNA Testing	06 May 18 – Replacement contract due to be let shortly, which expires in May 2022	Mil Pers



ANNEX D

The *One* DBS Way

How we do things here in DBS...



OUR VALUES AND BEHAVIOURS

The values that we share and the behaviours we expect of each other.

OUR MANAGERS

How we expect our managers to manage.



COMMUNICATING

How we communicate with each other.

CHANGE AND IMPROVE

How we work together to change and continuously improve.



LEARNING AND DEVELOPMENT

The opportunities available to help us all learn, develop and progress.

RECOGNITION AND REWARD

How we recognise and celebrate our successes.



...and ensure our people meet the requirements of *'The Deal'*





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