Disclosure &
Barring Service



# DBS BUSINESS PLAN 2026-27

## MAKING RECRUITMENT AND EMPLOYMENT SAFER

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# INTRODUCTION FROM THE DBS CHAIRMAN AND CHIEF EXECUTIVE

**Every day, millions of people across the UK rely on trust - parents trust teachers, families trust carers, employers trust the people they bring into their teams. At DBS, we, and the work we do in both our disclosure and barring functions, are the invisible thread that holds this trust together.**



**Dr Gillian Fairfield**,
DBS Chairman



**Dr Jeff James**,
Chief Executive

Our business plan for 2026-27 sets out how we will continue to deliver on our 2025-28 strategy while shaping the future through the development of our product and services target operating model (TOM).

It is more than a set of activities; it is a statement of intent to strengthen the foundations of public trust for generations to come.

Our plan is anchored around our 5 strategic objectives, the differences they will make, and how they underpin everything we do:



**"DBS is on a journey of transformation - modernising services, embracing digital innovation, and building partnerships that enhance safeguarding across every sector. Together, we will innovate, collaborate, and lead in safeguarding for the public good."**

• Our Products and Services – improving and innovating DBS products and services to meet customer needs and deliver value for money

• Being Visible, Trusted, and Influential – strengthening DBS' profile and influence across safeguarding and employment sectors

• Delivering through Innovative Technology – harnessing technology to improve efficiency, resilience, and customer experience

• Customer Data and Insight Led – using data and insight to inform decisions, improve services, and enhance safeguarding outcomes

• Being People-Focused – building an inclusive, skilled, and engaged workforce ready for future challenges

Our plan recognises the drivers that shape our environment, including regulatory changes, technological innovation, evolving customer expectations, workforce pressures, and emerging safeguarding risks. These factors rightly demand that DBS remains agile, collaborative, and forward-thinking.

Cyber risk and resilience are key considerations within our approach. As a mission-critical organisation for safeguarding across England, Wales, and Northern Ireland, we must protect sensitive data and maintain public confidence.

We will also continue to explore the responsible use of AI, ensuring it supports efficiency and insight without compromising ethics or trust. At the same time, we will address safeguarding needs in communities, working with partners to identify and close gaps in practice, knowledge and understanding to protect the most vulnerable.

Each objective is supported by clear outcomes and initiatives mapped to TOM components where relevant. We also have a comprehensive suite of measurable key performance indicators (KPIs).

We have embedded cross-cutting themes - Inclusion and Accessibility, Technology Enablement, Data and Insight, and Workforce Development - to ensure our work reflects our values and future ambitions.

Delivery will be underpinned by strong governance, evolving alongside TOM maturity, with clear accountability. We recognise dependencies such as technology readiness and workforce capability and have robust plans to manage these risks.

DBS is on a journey of transformation - modernising services, embracing digital innovation, and building partnerships that enhance safeguarding across every sector.

Together, we will innovate, collaborate, and lead in safeguarding for the public good.

We look forward to working with all of you during 2026-27 to continue making this plan a reality.



# OUR PURPOSE, VISION, AND STRATEGIC FOUNDATIONS

**DBS exists to protect the public by helping employers make safer recruitment and employment decisions through the provision of criminal record information, and by barring individuals who pose a risk to vulnerable people. Our work spans England, Wales, Jersey, Guernsey, the Isle of Man, and Northern Ireland, supporting organisations and individuals to uphold trust and safety in relevant sectors.**

Our vision is to make recruitment and employment safer by being a visible, trusted, and influential organisation. We are committed to providing an outstanding quality of service to all our customers and partners. Our people understand the important contributions they make to safeguarding and feel proud to work within an inclusive and increasingly diverse organisation.

Everything we do between now and 2028 is focused on delivering our strategic impacts – described in the DBS 2025-28 strategy.

All activity is centred on achieving positive differences in safeguarding, improving the quality in our services, optimising value for money, sustainability, and enhancing diversity, inclusion, and wellbeing.

Through our work, we contribute to lowering the risk of harm to children, vulnerable adults, and wider society. We help enable individuals to safely enter employment and protect the right to rehabilitation.

By providing value for money services, we support employers to make effective and efficient recruitment and employment decisions, contributing to economic growth.

Our strategy is underpinned by 5 core considerations:

- **Safeguarding:**
Placing protection of the most vulnerable at the centre of all we do



- **Value for money:**
Delivering efficient, effective services that maximise public benefit

- **Equality, diversity, and inclusion (EDI):**
Embedding inclusive practices and promoting wellbeing for our workforce and those we serve

- **Sustainability:**
Adopting approaches that support long-term resilience and environmental responsibility

- **Quality:**
Maintaining high standards in service delivery, decision-making, and customer experience

These foundations guide our transformation journey and ensure DBS remains relevant, resilient, and trusted as we deliver our strategy and respond to the evolving safeguarding landscape.

The delivery of our strategy aligns our activities with external drivers - policy, legislation, and evolving public expectations.

This ensures our work is purposeful, evidence-based, and responsive to the needs of those we serve.



# POLICY DRIVERS AND PUBLIC EXPECTATIONS

**Our business plan is shaped by a dynamic policy environment and evolving public expectations. Recognising these external drivers ensures that DBS remains relevant, responsive, and aligned with wider government priorities.**

## Key Policy Drivers

• **Government missions and cross-cutting priorities**
- Economic growth and efficiency in public services
- new Violence Against Women and Girls Strategy
- future Home Office principles and direction
- crime prevention and rehabilitation
- digital transformation across government

• **Safeguarding reviews and inquiries**
- Recommendations from the Independent Inquiry into Child Sexual Abuse (IICSA) and relevant future Inquiries
- strengthened multi-agency collaboration

• **Legislative and regulatory changes**
- Amendments to the Rehabilitation of Offenders Act and Exceptions Orders
- identity verification standards under Department for Science, Innovation and Technology legislation

• **Technology and data policy**
- Commitments to AI and automation in public service delivery
- cybersecurity and data protection compliance

• **Strategic alignment and review**
- Mid-point review of DBS Strategy 2025–28 to ensure continued relevance and alignment with government priorities, future Home Office principles and public expectations

## Public Expectations

• **Accessibility and inclusion**
Customers expect DBS services to be easy to access, inclusive, and responsive to diverse needs. Accessibility remains a golden thread across all objectives.

• **Transparency and trust**
There is a growing demand for openness in safeguarding decisions and clarity on how DBS supports safer recruitment.

• **Speed and reliability**
Employers and individuals expect faster turnaround times for checks without compromising quality or safeguarding integrity.





• **Value for money**
Public services must demonstrate efficiency and deliver measurable benefits to society.

These drivers and expectations underpin our strategic objectives and have helped to inform the prioritisation of initiatives. Every activity in this plan has been mapped against these influences to ensure DBS continues to protect the public, enable safer recruitment and employment, and deliver public value. The mid-point review of the DBS 2025–28 strategy during this planning cycle will further ensure that our objectives remain aligned with evolving policy priorities and public expectations.

## Business Plan Activities

The following sections set out our business plan activities for 2026-27 by strategic objective.

For each strategic objective you will find:

• A description of the objective for the year and the cross-cutting themes that underpin the activities

• the dependencies and challenges associated with the objective which will be closely monitored to support successful delivery

• a table summarising the key initiatives for 2026–27, including the purpose, and how each aligns to the development and delivery of our TOM



# STRATEGIC OBJECTIVE 1: OUR PRODUCTS AND SERVICES

In 2026–27, DBS will continue to develop its products and services model to improve service delivery and operational effectiveness. The focus is on building the foundations for a more agile and customer-focused approach, ensuring that our services remain reliable, accessible, and aligned with the needs of our users and stakeholders. The initiatives set out for this year are designed to support ongoing transformation, while maintaining the quality and resilience expected of DBS and delivering the Year 2 differences that are outlined in the DBS 2025-28 strategy.

Every check we complete, every decision we make, ripples out into society. A safe classroom. A trusted care home. A fair second chance. When we get it right, children are safer, vulnerable adults are protected, and good people find opportunities to contribute.

**Cross-Cutting Themes**
Several themes underpin our work in this area:

• Accessibility and inclusion: We aim to ensure all products and services are accessible and inclusive

• technology enablement: Modern technology will support improvements in efficiency and service delivery

• data and insight: We will use data to inform decision-making and drive continuous improvement

**Dependencies and Challenges**
Progress in this area depends on:

• Timely delivery of technology programmes, particularly the Legacy Technology Estate Replacement (LTER)

• keeping pace with legislative and regulatory changes

• maintaining operational resilience during periods of change

• ensuring accessibility and inclusion are embedded throughout our transformation



**Digital services**
As part of activity 5 below (a 'digital first' customer experience) we will continue work to enhance the digital services we provide. All these workstreams will also support preparation for the delivery of the LTER programme:

**Basic Digital Service (BDS)** – we will integrate this service with the government digital wallet (aligned to central government aspirations) and continue the journey towards paperless services as far as possible.

**Barring referral Service (BRS)** – we will improve the user experience based on customer feedback to lower the barriers for employers making referrals.

**Enterprise Data Warehouse (EDWH)** – we will continue to introduce new data sets to enable improved analysis and performance management.

**Standard and Enhanced Service (SEAS)** – we will make improvements based on Registered Bodies (RB) and customer feedback and will continue to onboard appropriate RBs to the service.

**Disclosure Online Results Service (DORS)** – we will iterate the service based on user feedback and support the journey towards paperless services as far as possible.

| **Business Plan Activity** | |
|---|---|
| **1: Advance the DBS Target Operating Model to enable a product and service-led delivery framework, aligned with strategic priorities and future capability needs** | |
| Purpose: | To modernise operations, address current constraints, and ensure readiness for future service demands |
| TOM alignment: | Establishes the organisational structures, capabilities, and governance for a products and services approach, supporting integration of new technologies and flexible workforce planning |
| **2: Progress the Legacy Technology Estate Replacement (LTER) Programme while maintaining legacy estate resilience through to full transition and implementation** | |
| Purpose: | To replace legacy systems, maintain service continuity, and support transformation |
| TOM alignment: | Modernises the technology backbone, enabling modular, scalable and resilient service delivery - key for productised offerings and innovation |
| **3: Strengthen Registered Body/Responsible Organisation (RB/RO) arrangements to deliver consistent quality, robust governance, improved operational resilience, and increase customer trust through informed choice** | |
| Purpose: | To align standards, assure quality, and increase customer confidence in the RB/RO network |
| TOM alignment: | Ensures extended partners operate to consistent standards, supporting a unified and transparent product/service offer and enhancing trust |
| **4: Enhance applicant validation by introducing secure data-matching capabilities with trusted government sources** | |
| Purpose: | To reduce errors and fraud, improve accuracy, and support faster, more reliable decisions |
| TOM alignment: | Embeds robust, automated validation processes into products and services, supporting a seamless and reliable customer experience |
| **5: Deliver through our customer programme, phase 1 of the design of a digital-first customer experience by scoping paperless processes, intuitive self-service options, and an optimised delivery model, supported by clear product and services strategy and customer journey framework** | |
| Purpose: | To meet rising demand for digital services, improve accessibility, and streamline customer journeys |
| TOM alignment: | Moves DBS towards a customer-centric, digital-first model - central to a products and services approach |



# STRATEGIC OBJECTIVE 2: BEING VISIBLE, TRUSTED AND INFLUENTIAL

In 2026–27, DBS will strengthen its position as a trusted and influential voice in safeguarding. This means moving beyond operational delivery to actively shaping policy, practice, and public understanding. Our ambition is to ensure DBS is recognised not only for the quality of its services but also for its leadership in safeguarding conversations across sectors. We will deepen engagement with stakeholders, increase our collaborative partnerships, and use evidence to influence change where it matters most to deliver the Year 2 differences that are outlined in the DBS 2025-28 strategy.

**Cross-Cutting Themes**
Several themes underpin our work in this area:

• Stakeholder engagement: building and strengthening relationships and trust across sectors

• evidence-based influence: leveraging data and insights to inform policy and sector improvements

• transparency and trust: clear, consistent communication that reinforces DBS' credibility and openness

• inclusive engagement: ensuring diverse voices and perspectives are represented in our outreach and advisory structures

**Dependencies and Challenges**
Progress in this area depends on:

• effective communication and continued approach to outreach; widening it where necessary

• maintaining credibility and transparency with sectors and stakeholders

• external policy environment: legislative changes or safeguarding reviews may require rapid adaptation

• responding to sector changes and stakeholder needs

• appetite within sectors for increased engagement, and learning opportunities

| **Business Plan Activity** | |
|---|---|
| **1: Introduce an External Customer Advisory panel to drive improvements in service accessibility and customer experience by obtaining structured, ongoing feedback from underrepresented groups including but not limited to equality, diversity, and inclusion considerations** | |
| Purpose: | To formalise and strengthen customer engagement and ensure DBS services reflect customer needs |
| TOM alignment: | Embeds customer voice in governance and service design; increases diversity of thought in policy and process |
| **2: Progress the DBS and Police Model programme with partners which will enable service improvements by accessing relevant police information to strengthen safeguarding and operational efficiency, consistency, developing foundations for longer term sustainable delivery model** | |
| Purpose: | To improve collaboration and consistency in safeguarding resources |
| TOM alignment: | Supports integrated service delivery and partnership working |
| **3: Expand and develop our outreach activity to help external stakeholders understand DBS' role, services, and processes, and use them appropriately and effectively to strengthen safeguarding** | |
| Purpose: | To increase awareness and understanding of DBS' role and consider enhanced support to stakeholders through e-learning provision and other relevant opportunities |
| TOM alignment: | Enhances data-driven engagement and targeted communications |
| **4: Introduce an annual DBS insights approach that combines actionable intelligence, trend analysis, and enhanced access to safeguarding data to help partners and stakeholders strengthen decisions and improve system-wide effectiveness** | |
| Purpose: | To inform policy and practice through evidence; to support partners with understanding of safeguarding issues and enable wider access to relevant data for informed decision-making |
| TOM alignment: | Positions DBS as a thought leader and trusted source of information, providing both insights and data access to drive evidence-based safeguarding improvements |



# STRATEGIC OBJECTIVE 3: DELIVERING THROUGH INNOVATIVE TECHNOLOGY

In 2026–27, DBS will harness technology to improve efficiency, resilience, and customer experience. The focus is on adopting innovative solutions, automating processes, and building staff capability to use new technologies. This objective underpins our ambition to modernise services and ensure DBS remains agile and future-ready - contributing to delivering the Year 2 differences that are outlined in the DBS 2025-28 strategy.

Technology and process alone will not define our future, our people will; but by harnessing the right tools, we empower our colleagues to work more effectively, respond more quickly, and focus their expertise where it matters most: on decisions that protect the public.

**Cross-Cutting Themes**
Several themes underpin our work in this area:

• Technology enablement: driving digital transformation through scalable, secure, and user-centred solutions that support both operational and strategic goals

• efficiency: streamlining processes to reduce manual effort, improve accuracy, and deliver faster, more reliable services for customers and stakeholders

• workforce development: equipping staff with the skills and confidence to embrace new technologies, fostering a culture of innovation and adaptability

**Dependencies and Challenges**
Progress in this area depends on:

• timely implementation of technology projects

• staff readiness and adoption: Successful delivery of key elements of the Workforce Strategy will support readiness amongst colleagues

• managing cyber risks and data protection: Increased reliance on technology heightens the need for robust security and risk management



| **Business Plan Activity**<br>**1: Identify and implement emerging technologies, automation and AI solutions that reduce manual effort, improve accuracy and capacity of teams and strengthen safeguarding across DBS services, building staff confidence in using innovative technologies to enhance DBS services and products** | |
|---|---|
| Purpose: | To enhance functional outcomes for DBS and explore emerging technologies to drive new and innovative solutions thereby reducing manual effort, improving accuracy, and strengthening safeguarding |
| TOM alignment: | Modernises service delivery, supports our future innovation capability and embeds digital skills and change readiness |

Note: The work started in 2025-26 to enable DBS transition from the Police National Computer to the National Law Enforcement database is now set for completion in June 2026 due to matters outside DBS control.



# STRATEGIC OBJECTIVE 4: CUSTOMER DATA AND INSIGHT LED

In 2026–27, we will continue to strengthen our ability to listen, learn, and act on feedback, ensuring whenever possible that services reflect the needs of the diverse communities we serve. By embedding data-driven approaches, we will seek to improve customer experiences, consider future sector based safeguarding challenges, and influence external change. This objective is about creating a reliable and trusted cycle of insight and improvement that benefits both DBS and the sectors we serve - contributing to delivering the Year 2 differences that are outlined in the DBS 2025-28 strategy.

Behind every statistic is a human story. Behind every piece of feedback is someone's experience of our service. By truly listening and learning, we ensure that our services work for everyone who needs them – becoming more accessible, more connected, and more responsive.

**Cross-Cutting Themes**
Several themes underpin our work in this area:

• Data-driven decisions: using available analytics to inform service design and policy – increasing analytical datasets where possible

• inclusive engagement: capturing perspectives from underrepresented groups to shape better outcomes

• continuous improvement: using insight to develop tangible service enhancements

**Dependencies and Challenges**
Progress in this area depends on:

• customer trust: engagement initiatives must be transparent and respectful to maintain confidence

• integration with TOM: insight processes must align with evolving product and service models

• development and delivery of the Customer Journey Framework



| **Business Plan Activity** | |
|---|---|
| **1: Introduce systems and processes to collect and analyse equality data for minority groups, enabling robust equality monitoring and informed action to ensure fairness and inclusion** | |
| Purpose: | To enable informed decisions and meaningful action that promote fairness and inclusion, using evidence and insights to shape policy and service design; to position DBS as a trusted source of expertise and a leader in advancing equality across safeguarding |
| TOM alignment: | Embeds a data-informed approach that supports fair and inclusive delivery of products and services while reinforcing DBS' role as a sector leader in equality and inclusion |
| **2: Introduce a structured engagement approach with parents, carers, and underrepresented or hard-to-reach groups, designed to understand their perspectives and lived experiences, and create new opportunities for meaningful involvement in DBS services and decision-making** | |
| Purpose: | To understand different perspectives, anticipate emerging needs, and create new opportunities for involvement, bridging gaps in DBS' role in safeguarding and ensuring future service models reflect the realities of all user groups |
| TOM alignment: | Supports customer-centric service design and delivery that adapts to evolving safeguarding requirements and broadens representation |

Note: BPA 4.4 (Utilisation of the Value for Money framework) from the 2025-26 business plan will be completed during 2026-27.




# STRATEGIC OBJECTIVE 5: BEING PEOPLE-FOCUSED

Our people are the foundation of DBS' success. Every DBS colleague plays a vital role in enabling others to make safer choices. Whether they are processing applications, making complex barring decisions, developing digital solutions, or assisting operations through vital support services, each person's work contributes to the safety and wellbeing of millions. These roles, often unseen but always essential, ensure that our systems run smoothly, our people are equipped, and our purpose is delivered every day.

In 2026–27, we will invest in building an inclusive, skilled, and engaged workforce that is ready for the challenges of transformation through the implementation of our Workforce strategy. This means creating an environment where every colleague feels valued, supported, and equipped to thrive.

We will focus on leadership capability, wellbeing, and diversity, ensuring DBS remains a great place to work while delivering its safeguarding mission - contributing to delivering the Year 2 differences that are outlined in the DBS 2025-28 strategy.

We are building an organisation where our people feel valued, proud, and connected to our purpose. Through continuous learning, flexible ways of working and a strong focus on inclusion, we are equipping our teams with the skills, confidence and empathy needed to continue to deliver outstanding public service in a changing world. Together, we embody OneDBS: a single, united organisation committed to safeguarding the public and shaping a safer, fairer future for everyone.

Our culture, rooted in integrity, inclusion, collaboration, and excellence ensures that everyone understands their part in the bigger picture.

**Cross-Cutting Themes**
Several themes underpin our work in this area:



• Inclusive culture: embedding equality, diversity, and inclusion in all aspects of organisational life

• capability development: providing opportunities for learning, growth, and leadership

• wellbeing and engagement: supporting resilience and work-life balance during periods of change

**Dependencies and Challenges**
Progress in this area depends on:

• change readiness: workforce adaptability is critical to delivering TOM and other transformation programmes including digital/ technological change

• retention and recruitment: maintaining talent pipelines and reducing attrition during change

• resource constraints: balancing investment in people with fiscal pressures and operational priorities

| Business Plan Activity | |
|---|---|
| **1: Deliver the Workforce strategy by embedding modern working models, including remote and hybrid approaches, and creating flexible, cost-effective workspaces that enhance productivity, collaboration, and staff experience. This activity will ensure DBS has the right working environment and practices to support efficiency, wellbeing, and adaptability as part of a future-ready organisation** | |
| Purpose: | To maximise productivity and efficiency through modern working models and workspace design, supported by flexibility and adaptability |
| TOM alignment: | Drives operational excellence and workforce wellbeing; embeds productivity-focused, future-ready ways of working |
| **2: Implement new technology to deliver accessible, high-quality learning and expand equality, diversity, and inclusion awareness to embed instinctively inclusive behaviours. Strengthen leadership capability through targeted development aligned with DBS' direction for inclusion, change readiness, and digital transformation** | |
| Purpose: | To create a cohesive learning offer that drives capability, inclusion, and adaptability, positioning DBS as future-ready |
| TOM alignment: | Strengthens organisational values and engagement; embeds inclusion and change readiness; supports capability development |





# STRATEGIC RISK MANAGEMENT

DBS identifies, assesses, manages, and reviews risk in line with our Risk Management framework. Strategic, corporate, and directorate-level risks are monitored regularly: the Associate Directors Group and Executive Team review risks monthly, while the board and Audit and Risk Assurance Committee provide periodic assurance that risks are being appropriately managed. In addition, strategic risks are allocated to specific committees (e.g., People Committee, Change Management Committee) which provide targeted oversight within their areas of responsibility.

No new risks have been identified through the development of this plan. All risks currently assessed and managed are relevant to the delivery of our 2025–28 strategy, with business plan activities designed to mitigate their potential impact. Those dependencies identified and detailed against each strategic objective are actively managed through the delivery of the activities.

The following table outlines the strategic risks that, if realised, could adversely affect the achievement of our strategic objectives.

| Strategic Risk | SO1 | SO2 | SO3 | SO4 | SO5 |
|---|---|---|---|---|---|
| Failure to protect DBS systems from a cyber attack | ■ | ■ | ■ | ■ | ■ |
| Failure to safeguard | ■ | ■ | ■ | ■ | ■ |
| Failure to retain and develop talent to ensure we have the capability and capacity to deliver our strategic objectives | ■ | ■ | ■ | ■ | ■ |
| Failure to respond appropriately to a business continuity disaster recovery event | ■ | ■ | ■ | | ■ |
| Failure of technology systems leading to reduced service performance | ■ | ■ | ■ | ■ | ■ |
| Failure in supply chain performance | ■ | ■ | ■ | | ■ |
| Failure to comply with statutory obligations | ■ | ■ | ■ | ■ | ■ |
| Failure to manage financial resources | ■ | ■ | ■ | | ■ |
| Failure to maintain visibility, trust and influence | ■ | ■ | | ■ | ■ |
| Failure to deliver DBS strategy 2025-28 | ■ | ■ | ■ | ■ | ■ |
| Failure to effectively manage DBS change and transformation activity | ■ | | ■ | | ■ |
| Failure to manage exposure to new technologies including artificial intelligence (AI) | ■ | ■ | ■ | ■ | ■ |



# FINANCIAL OVERVIEW

**DBS operates within a framework of strong financial governance to ensure public money is used responsibly and delivers maximum value. Our financial planning supports the delivery of the DBS 2025–28 strategy and this business plan, balancing investment in transformation with the need for efficiency and sustainability.**

For 2026-27, our budget reflects:

• Commitment to safeguarding: prioritising resources for core disclosure and barring services to maintain service quality and resilience

• investment in transformation: funding key programmes such as our technology modernisation, internal and partner resourcing model, and workforce development to enable future-ready services

• value for money: driving efficiencies through process optimisation and digital innovation, ensuring every pound spent contributes to measurable public benefit

• sustainability: embedding cost-effective practices and long-term planning to support financial stability and environmental responsibility

We maintain rigorous financial controls and reporting mechanisms, with oversight from the Quality, Finance and Performance (QF&P) Committee and the Board. This ensures transparency, accountability, and alignment with government priorities.

Our approach enables DBS to deliver high-quality services while managing risk and responding to changing demands.

| DBS | Budget 26/27 £'m |
|---|---|
| **Income** | **254.2** |
| Third Party Operational Costs | 15.9 |
| Police Costs | 66.1 |
| Pay Costs | 73.5 |
| IT Costs | 92.5 |
| Estate Costs | 2.9 |
| Professional Costs | 2.2 |
| Other Costs | 4.2 |
| Depreciation | **3.5** |
| **Total Expenditure** | **260.9** |
| **Surplus/(Deficit)** | **(6.7)** |
| **Capital** | **0.5** |

To note: The above figures are based on the agreed budget approved by board. This position is subject to change depending on the outcome of discussions between DBS, HO, HMT and NAO regarding prior year surplus utilisation to offset the planned deficit.



# PERFORMANCE MEASURES

**Performance management is one of the controls we use to ensure we are delivering against the strategic objectives in the 2025-28 strategy.**

We measure our progress using a set of key performance indicators (KPIs) and targets agreed by the DBS board. Our KPIs are grouped into 4 themes: quality, timeliness, value for money, and people. We have a strong focus on the quality and timeliness of our products and services.

These are the issues that customers tell us are important to them and it is these that ensure we are supporting the safeguarding of vulnerable groups including children, as effectively as possible.

As part of our performance management framework, progress towards targets is reviewed monthly by the Executive Team and Board, with the QF&P and People committees providing assurance that performance is being managed appropriately. KPIs are supplemented by other measures which operate at a corporate, directorate, service, and team level. We will continue to strive to achieve all our performance targets in 2026-27.

Most of our targets contained within the business plan remain as they were for 2025-26, with a stretch being applied to BP10 (engagement level of our employees) which we are raising from 66% to 70%. We are also introducing a revised measure of the overall customer satisfaction with DBS products and services which will provide richer feedback from a larger number of customers than the metric used in previous years.

We will be undertaking further work during 2026-27 to develop our performance indicators and to improve the way we measure progress against each of our strategic objectives.

## Quality

Our quality KPIs support our commitment to providing high quality, reliable, consistent, and accessible services for our customers. Quality is at the heart of everything we do, as outlined in our Safeguarding and Quality charter.

| Ref | KPI Measure | Description | Target |
|---|---|---|---|
| **BP1** | Percentage of criminal and barring information included on certificates | Accuracy of all decisions and information issued on a certificate | ≥99.98% |
| **BP2** | Percentage Barring Quality Rate of Closure (IBO/SE) | Barring Quality rate of closures (Incorrect Barring Outcomes) | ≥99.75% |
| **BP3** | Customer Satisfaction | Overall Customer Satisfaction with DBS products and services | ≥3.0 |

## Timeliness

Our timeliness KPIs help us to demonstrate our speed of service to the public, ensuring safeguarding decisions can be made at pace by employers and that those individuals who should not be allowed to work with vulnerable groups including children are identified and barred as quickly as possible.

| Ref | KPI Measure | Description | Target |
|---|---|---|---|
| **BP4** | Percentage of Basic applications dispatched within two days | Basic DBS check processing time | ≥85% |
| **BP5** | Percentage of Standard applications dispatched within 3 days | Standard DBS check processing time | ≥85% |
| **BP6** | Percentage of Enhanced applications dispatched within 14 days | Enhanced DBS check processing time | ≥80% |
| **BP7** | Autobar: percentage of Barred List inclusion cases completed within 6 months (182 days) | The speed at which we conclude cases for those people who are cautioned or convicted of more serious crimes, including time for them to make representations | ≥97.5% |

| Ref | KPI Measure | Description | Target |
|---|---|---|---|
| **BP8** | Percentage of proposed Barred List cases (excluding Autobar) completed within 9 months (273 days) | The speed at which we complete barring cases (excluding those who have been cautioned/ convicted of more serious crimes) | ≥50% |

### Finance and value for money

We recognise there is a cost for our services borne by employers and individuals, as we are funded by the fees from our disclosure (DBS check) customers. Our finance and value for money KPIs assist us in demonstrating these commitments to the public.

| Ref | KPI Measure | Description | Target |
|---|---|---|---|
| **BP9** | Percentage efficiencies delivered as a percentage of total spend excluding supplier and police costs, costs of charge and depreciation | Efficiencies delivered as a percentage of total spend | 1.5%* |

*This will be an average 5% over the 3-year budget period from 2026/27 to 2029/30 as there will be significantly increased efficiencies in the third year due to the replacement of our legacy technology estate. Further efficiencies may then materialise as the organisation takes shape with the new technology.

### People

We are committed to developing a talented, diverse, and inclusive workforce that is engaged in delivering the best possible services to the public. Our people-related KPIs demonstrate progress against the People commitments in our strategy. We have a range of more detailed people measures, and breakthrough diversity measures, that we use internally.

| Ref | KPI Measure | Description | Target |
|---|---|---|---|
| **BP10** | Employee engagement index | The engagement level of our employees | ≥70% |
| **BP11** | Percentage of ethnic minority employees as a % of total DBS workforce | The diversity of our employees | ≥7% |

