

# CAPITA

## Home Office – Criminal Records Bureau



*"The improved performance of the CRB in recent years has been in no small part due to the efforts of our PPP partner, Capita."  
Vince Gaskell, CEO CRB*

**Value** £400 million

**Start date** Contract signed in 2000 service launched August 2002

**Term** 10 years

**Services** IT infrastructure and administration of front end process, plus print and distribution of Disclosure certificates

### Key Objectives:

- To assist the CRB in meeting public and legislative demands to help protect the vulnerable
- Provide integrated business process management

### Key Results:

- 85% of customers find Disclosure information useful in making recruitment decisions
- Every Enhanced Disclosure application now checked against over 54 million records
- Processes 70-90,000 applications weekly

# Home Office – Criminal Records Bureau

## Background

Part V of the Police Act 1997 set the legal framework for the establishment of a Criminal Records Bureau (CRB), an executive agency of the Home Office, which would “facilitate safer recruitment and protect the vulnerable.” The CRB has replaced local police checks across the country with a national service, collating data from various sources to a central information point. Capita’s role has been to design, build and maintain a fully integrated IT and administration infrastructure for the CRB.

## Realising the vision – service launch

Capita designed and built a bespoke IT solution to meet the unique and complex requirements of the CRB. An experienced project team was put in place comprising specialist expertise from various Capita businesses. An integrated IT and administration infrastructure was fully scoped, feasibility tested, built and implemented using PRINCE2 methodologies.

Throughout the various stages of systems development, Capita provided fully integrated business process management, working closely with civil servants. To ensure realisation of objectives, all elements of the implementation of the CRB infrastructure were governed jointly by a programme Board. Each phase was executed within an agreed and defined timeline and only considered complete when ‘User Acceptance Entry Criteria,’ as defined by the Home Office, was fully attained.

The nature of the work undertaken clearly means that security of processes is paramount. The system is GSI and CJX accredited (allowing the CRB infrastructure to connect to the Criminal Justice Extranet) as well as having Home Office accreditation. In all, 20 separate security standards have to be met.

## Proactive and flexible partnership

Initially the service was intended to be delivered mainly via a telephone application channel. However, in response to customer feedback just prior to launch, the Home Office changed the specification to incorporate a paper channel. The subsequent high volumes of paper applications also brought a high percentage of applications containing errors. These incomplete or inaccurate applications in turn led to processing delays and a significant increase in workloads. In response, the partnership quickly implemented a customer service and education programme which dramatically reduced the number of unworkable applications received.

The CRB also experienced some difficulties in 2002 as a result of changes to DfES guidelines on the recruitment of teachers. Capita responded quickly to these changing requirements by implementing a service improvement plan which included recruiting and training additional staff, extending working hours and workflow modifications. As a direct result, the service began to see improvements within six weeks. Today, 99.9% of Standard Disclosures are issued within 10 days (the public service standard is 93% in 10 days).

The operation can now process more than 70,000 applications per week and has the capacity to deal with significant additional volumes. Performance against Service Level Agreements (SLAs) is monitored through our resource team on a daily basis with client forecast volumes agreed and staff mobilised accordingly. The flexibility offered by teams of multi-skilled staff who can move between processes quickly and efficiently means resources can be allocated around the business to meet SLAs as required.



## Performance enhancements

In February 2005, Capita implemented the CRB’s Police Cross Reference service (PLX). This is the UK’s first national database linking police intelligence records. It pulls together data from 49 separate local police forces, centrally held government records (List 99, POCA and POVA) and the Police National Computer (PNC). The success of the PLX project relied on the effective collaboration of all police forces. Capita and the CRB worked closely with the Association of Chief Police Officers and the forces to ensure that all parties were ready to support the launch of PLX and supply the necessary data. With only five months development time, PLX was completed to budget and two weeks ahead of schedule. As a result each Enhanced Disclosure application is now checked against over 54 million records, offering recruiters a significantly greater degree of security. The project was named runner-up in the Government to Government Computing Innovation awards in 2006.

We continue to develop and modernise the service. During 2006 Capita successfully installed the CRB’s new e-platform and in December of that year, CRB went live with its first electronic service – On Line Tracking. This has proved a great success with over 170,000 enquiries a month currently being logged. In addition, work is ongoing to develop e-certificates and further electronic enablement of the CRB’s services. A new governance structure has been implemented by the CRB Agency to ensure that the partnership with Capita is integrated across all areas of the business and that Capita is ensured a key role in the future strategy of the service.

The Payment with Application account facilities have billed over £345 million to date and since Capita took over the

Credit Control function, unallocated cash has dropped from £9 million to £184k and aged debt from £6m to £3m over a two year period.

An independent review conducted by Qinetiq concluded that the CRB system achieves industry best practice in various areas including capacity planning, design & build, support and maintenance, external practice, release and configuration management, maintenance and change management processes.

Both Liverpool and Darwen contact centres have been re-accredited by the Customer Contact Association for the third year running, with 89% of the 21,000 customers who contact the centre each week satisfied with the service they receive. The Liverpool site was also named Contact Centre of 2006 by the Merseyside Contact Centre Forum.

## Conclusion

85% of customers find Disclosure information useful in making recruitment decisions, and to date, over 14 million Disclosures have been issued with an accuracy rate of over 99.97%. Capita is continuing to work closely with the CRB to develop further electronic enablement of the CRB’s vital services to the public.

*“I am particularly pleased with the complete commitment that Capita demonstrates to the work of the CRB and those we protect. Working together to achieve the full potential of this vital service, we have formed a true partnership, with mutual respect, that brings real benefits to the work of the CRB and those we serve.”*  
Vince Gaskell, CRB Chief Executive

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