

**BSO Business Plan 2023/24**  
**Year 5 of BSO Corporate Plan 2018/23**

# Introduction to the BSO Annual Business Plan 2023/24

## Background

The Business Services Organisation (BSO) was established on 1 April 2009 under the Health & Social Care (Reform) Act (NI) 2009. One of the key drivers for the creation of the BSO was to create a customer focused organisation to provide a wide range of regional business support functions and professional services in support of the Health & Social Care (HSC) system across Northern Ireland. The organisation has grown significantly and expanded its capability to provide a growing range of value for money services to 18 customer organisations and the Department of Health. The organisation is an Arm's Length Body of the Department of Health and is overseen by a Board of Executive and Non-Executive Directors.

## BSO Corporate Plan 2018-2023

The BSO Corporate Plan was approved by the Department of Health in 2018 and sets out our values and objectives over the previous 5 years. Progress against achievement of the objectives set out in the Corporate Plan is continuously monitored and reported to the Senior Management Team, the BSO Board and the Department of Health Sponsor Branch every quarter. The widespread effects of the pandemic continued throughout 2021-22. As a result of the continuing impact of the pandemic on all Health and Social Care services, and the current political situation the Department of Health agreed in late 2022 to extend the corporate plan for a further additional year until 31<sup>st</sup> March 2024.

The BSO Corporate Objectives are aligned to our values and will continue to be the focus of our work during the coming year. Our plan design is set out on page 4 of this document. Our core objectives are:

- Deliver consistent, high quality services that add value to our customers (*Excellence, Openness & Honesty*)
- As a trusted partner, co-develop our services with our customers (*Working Together, Compassion, Openness & Honesty*)
- Work smarter, to continually find more demonstrably efficient and effective ways of working with our customers and the Department of Health (*Working Together, Excellence*)
- Offer exciting and rewarding opportunities for our people to develop and grow their careers (*Compassion, Working Together*)
- Initiate, enable and support improvements in the health and social care in Northern Ireland. (*Working together, Excellence*)

# Corporate Mission, Values and Objectives 2023/24

"to provide high quality business service which support our customers to improve health and well being"



We Value

Working Together

Excellence

Openness & Honesty

Compassion

We Aim To....

Corporate Response

By 2024, we will....

Good Governance

- Deliver consistent high-quality services that add value to our customers
- As a trusted partner co-develop our services with our customers
- Work smarter, to continually find more demonstrably efficient and effective ways of working with our customers and the Department of Health
- Offer exciting and rewarding opportunities for our people to develop and grow their careers
- Initiate, enable and support improvements in Health and Social Care in Northern Ireland

- Implementation of BSO Strategic Review Action through:
  - Organisation Design
  - Workforce Strategy and Capability development
  - Cost & Operations Management
  - Operational Planning
  - Transformation and Customer Service Ways of Working
  - Digital Strategy

- Have demonstrated delivery of a High Quality, Efficient Service Offering to HSC, contributing to improved Health and Well-being
- Have demonstrated our ability to Add Value in Partnership with our Customers and responded to the challenge of Public Sector Shared Services
- Have embrace Digital Solutions and opportunities to Transform Our Services
- Be Recognised as a Skilled, Professional Workforce and an Essential Partner in Effective Healthcare Delivery

Social and Environmental Responsibility

Delivering Together: Health and Wellbeing 2026 and the Programme for Government

## Corporate Objective 1: Deliver consistent, high quality services that add value to our customers

Key Priority	Key Targets
<p>1. Develop a Financial Plan with the objective of achieving the financial breakeven and capital resource limit targets in line with the BSO Business Plan.</p>	<p>a) Develop a Financial Plan for Board approval <b>by 31 May 2023</b>.            b) Develop the roll forward budget and communicate to SMT and budget holders <b>by 31 May 2023</b>.            c) Present monthly financial performance report to BSO Board. (Monthly)            d) Complete a Mid-Year Assessment and communicate to SMT <b>by 30 November 2023</b>.</p> <p><b>Responsibility: Director of Finance (supported by SMT)</b></p>
<p>2. Completion of the Annual Year End Financial Statements for BSO in line with DOH guidance and engagement with NIAO/ PWC/ASM and support the GAC throughout the year. Work in partnership with CCP to include the year end accounts in the BSO Annual Report. Consolidation of the SPPG year-end outturn to be included in BSO Annual Accounts.</p>	<p>a) Agree the annual external audit strategy with external audits for both ASM &amp; PWC to support them presenting to BSO GAC by January 2024.            b) Engagement meeting with external auditors ASM/ PWC and support communication and engagement with BSO managers during January to July 2024.            c) Present the audit plan to SMT, Audit Forum and Senior Finance Team by February 2024.            d) Development of internal finance year-end financial statements plan in partnership with PWC/ASM.</p> <p><b>Responsibility: Director of Finance</b></p>
<p>3. Support the ongoing implementation of the regional Equip Programme to replace FPL and HRPTS systems through provision of BSO resource.</p>	<p>a) Submission of FBC within 3rd quarter of FY23/24.            b) Ensure Programme funded BSO corporate resource (HR / Finance / Legal / Procurement) is available to support the Equip Programme; ongoing to 31st March 2024.</p> <p><b>Responsibility: Chief Executive as Regional SRO (supported by the Equip Programme Team Manager)</b></p>

<p>4. In conjunction with Encompass SRO, HSC organisations and Encompass Governance bodies, continue delivery of the agreed Encompass plan.</p>	<p>a) Ensure key, encompass funded business partners and resources required across all BSO business areas are available to support the delivery of the encompass plan, <b>ongoing by March 2024.</b></p> <p>b) Continue monthly BSO encompass Support meetings to ensure items are monitored and managed, <b>ongoing by March 2024.</b></p> <p><b>Responsibility: Director of Digital Operations (supported by the Programme Manager of Encompass)</b></p>
<p>5. Fully implement the new Learning Management System in line with FBC requirements.</p>	<p>a) Engagement with all digital LMS contacts across HSC organisations and Encompass <b>by September 2023.</b></p> <p>b) Engagement and implementation of contract management with Civica (contractor) <b>by September 2023.</b></p> <p>c) 100% of HSC organisations operational on the new LMS <b>by September 2023.</b></p> <p><b>Responsibility: Director of Operations (supported by Head of the HSC Leadership Centre and by Principal Consultant Digital)</b></p>
<p>6. Review and deliver a contracting programme on behalf of HSC for 2023-24 adhering to current regulations and minimising successful legal challenges.</p>	<p>a) Timely contracting programme.</p> <p>b) Maintain Customer Reports including savings data.</p> <p>c) Bi-monthly/monthly monitoring meetings with SPMs <b>ongoing to 31<sup>st</sup> March 2024.</b></p> <p><b>Responsibility: Director of Operations (supported by Assistant Director of Procurement and Logistics Service)</b></p>
<p>7. Meet service level targets for FPS contractors in line with customer Service Level Agreements.</p>	<p>a) Meet financial objectives set by BSO Board &amp; SMT based on savings targets.</p> <p>b) 95% of SLA targets achieved.</p> <p>c) 100% of accurate &amp; timely payments to FPS contractors processed on in accordance with Service Level Agreements.</p> <p><b>Responsibility: Director of Operations (supported by the Assistant Director of Family Practitioner Services)</b></p>

<p><b>8.</b> Provide a quality assured Screening Service, capable of maintaining patient pathway.</p>	<p>a) 100% of quality assured reports ran on a monthly basis.  b) Work in conjunction with the PHA to complete annual cease audit (timescale dictated by the PHA).  c) 100% of invitations &amp; reminder letters issued on a monthly basis <b>by 31<sup>st</sup> March 2024.</b></p> <p><b>Responsibility: Director of Operations (supported by the Assistant Director of Family Practitioner Services)</b></p>
<p><b>9.</b> Implementation of ITS restructure and the BSO Digital Strategy.</p>	<p>a) Engage in the HSCD Programme as a key stakeholder and core tenant in the new shared services.  b) Engage across BSO to develop and deliver BSO Digital Strategy including business partnership.  c) Continue to engage with DHCNI to develop future regional programmes for delivery within BSO ITS Complete <b>by March 2024.</b></p> <p><b>Responsibility of Director of Operations Digital Services (supported by AD ITS)</b></p>
<p><b>10.</b> Undertake a full review of the HSC Recruitment Shared Services</p>	<p>a) Revision of the HSC Recruitment KPIs for Recruitment Shared Services <b>by September 2023.</b>  b) Review Amiqus technology in respect of pre-employment checks <b>by September 2023.</b>  c) Regular reporting against revised KPIs at new Business Systems Forum (BSF) and Strategic Planning and Customer Engagement to be included within customer reporting so issues can be identified early <b>ongoing to March 2024.</b></p> <p><b>Responsibility: Director of Human Resources and Corporate Services (supported by the AD RSS &amp; AD CCP)</b></p>

## Corporate Objective 2: As a trusted partner, co-develop our services with our customers

### Key Priorities/Targets

11. CEC will design, deliver and review education programmes in line with customer need/demand and strategic priorities, ensuring programmes are evidence based, relevant and delivered through a range of teaching methods to meets our participants' learning needs.

### Key Actions

- a) Completion & agreement of EDP programme delivery for 2024/5 **by January 2024.**
- b) 50% of programmes on the AHP ECG Plan (for 2023/24) to be arranged within 3 months of the plan's receipt **by 31<sup>st</sup> March 2024.**
- c) Overall assessment score to be 4.5 out of 5 (or higher) on evaluation returns **by 31<sup>st</sup> March 2024.**

**Responsibility: Director of Operations**

<p><b>12.</b> Work collaboratively with customers to deliver payroll regional priorities including service improvements and the delivery of appropriate self-service options.</p>	<p>a) Identify delivery timelines with our customers supporting online activity and self-service platforms <b>by March 2024.</b></p> <p>b) Identify areas of improvement and respond to customer needs regarding PCF and operational meetings <b>by March 2024.</b></p> <p>c) Work with customer organisations to support ongoing delivery of PQIP programme objectives <b>by March 2024.</b></p> <p>d) Update monitoring report to BSF &amp; BSI – at planned meetings during <b>2023/2024.</b></p> <p><b>Responsibility: Director of Finance (supported by AD PSS)</b></p>
<p><b>13.</b> Expand develop, and improve ITS Shared Services.</p>	<p>a) Restructure BSO ITS to match revised operational delivery model <b>by March 2024.</b></p> <p>b) Undertake service reviews and revision of existing SLAs to support customer demands <b>by September 2023.</b></p> <p><b>Responsibility: Director of Digital Services (supported by Assistant Director)</b></p>



## Corporate Objective 3: Work smarter, to continually find more demonstrably efficient and effective ways of working with our customers and the Department of Health

Key Priorities	Key Actions/Targets
14. Implementation of recommendations of the BSO Review	<p>a) Review actions undertaken within the six agreed workstreams <b>by September 2023.</b></p> <p>b) Provide data to the Programme Board on progress <b>ongoing monthly by March 2024.</b></p> <p><b>Responsibility: Chief Executive (supported by SMT)</b></p>
15. Implementation of recommendations of the BSO Legal Services Review	<p>a) Development and implementation of a DLS Workforce Strategy, to include the development and implementation of:</p> <ul style="list-style-type: none"> <li>• BSO LS Talent Management Strategy</li> <li>• BSO LS Wellbeing Strategy</li> <li>• BSO LS Case Management System</li> <li>• BSO LS Communication &amp; Engagement Plan <b>by March 2024.</b></li> </ul> <p>b) Review of BSO LS funding/costing model analysing service requirements and monitoring demand <b>by March 2024.</b></p> <p><b>Responsibility: Director of Operations</b></p>
16. Support the implementation of the electronic transfer of Prior Notification List (PNL) between BSO and GPs.	<p>a) Review and redesign the processes to enable Medical Registrations and Access to Health in support of NIDIS <b>by March 2024.</b></p> <p>b) Collaborate with PHA/ BSO IT and BSO IU to identify best option for FPS <b>ongoing to March 2024.</b></p> <p>c) Provision of project outputs in line with agreed customer project timeline <b>by December 2023.</b></p> <p><b>Responsibility: Director of Operations</b></p>

<p><b>17.</b> Deliver against the agreed Digital Health Commissioning Plan for the new HSC Regional Clinical Systems as directed by the relevant SROs, Programme and Project Boards</p>	<p>a) Deliver on all the funded IT Regional Programmes where funding has been secured: <b>ongoing to 31<sup>st</sup> March 2024 and beyond.</b></p> <p><b>Responsibility: Director of Digital Services (supported by Assistant Director)</b></p>
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<p><b>Corporate Objective 4: Offer exciting and rewarding opportunities for our people to develop and grow their careers</b></p>	
<p><b>Key Priorities</b></p>	<p><b>Key Actions/Targets</b></p>
<p><b>18.</b> Implement the Human Resource Organisation Development strategy for the BSO</p>	<p>a) Review the HROD strategy and associated outputs <b>by September 2023.</b></p> <p>b) Contribute on the regional group to support the procurement of a Learning Management System <b>by October 2023.</b></p> <p>c) Implementation of IIP Action Plan <b>by March 2024.</b></p> <p><b>Responsibility: Director of Human Resources and Corporate Services supported by ADHR</b></p>
<p><b>19.</b> To support the development and implementation of a strategic approach to workforce planning to ensure that BSO has the required capability and skills set to support current and future service delivery.</p>	<p>a) Develop a workforce planning strategy for BSO <b>by June 2023.</b></p> <p>b) Develop an engagement process for Directors to review their workforce needs <b>by June 2023.</b></p> <p>c) To develop and enhance our current workforce information and analytics function in collaboration with our internal and external clients, to produce accurate and timely information on an on-going basis <b>by September 2023.</b></p> <p><b>Responsibility: Director of Human Resources and Corporate Services supported by ADHR/SHR</b></p>

<p><b>20.</b> Ensure accommodation for BSO staff and customers meets demand and is in line with the NICS Accommodation Standards and manage BSO properties in line with Section 4.8 Managing Public Money NI.</p>	<p>a) Implement the BSO Planned Maintenance Plan for its major assets utilising forecast life-cycle costs over 15 years <b>On-going 2023/24.</b></p> <p>b) Provide an assessment of the assets needed to deliver efficient, cost effective public services in line with learning from the Hybrid Working Pilot. <b>September 2023.</b></p> <p>c) Seek expert property asset advice from SIB, DoF&amp; DoH <b>On-going 23/24.</b></p> <p><b>Responsibility: Director of Human Resources and Corporate Services supported by HCS</b></p>
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## Corporate Objective 5: Initiate, enable and support improvements in the health and social care in Northern Ireland.

Key Priorities	Key Actions/Targets
<p>21. Deliver against the regionally agreed commission to introduce “HSC Digital”.</p>	<p>a) Recruitment of Full Programme Team, including embedded staff in organisations across HSC <b>by June 2023</b>.</p> <p>b) Design and agree SLAs with customers to bring through to pilot phase <b>by March 2024</b>.</p> <p>c) Design process to support transfer of required staff and contracts to BSO <b>by March 2024</b>.</p> <p><b>Responsibility: Programme Director HSC Digital</b></p>
<p>22. Facilitate BSO and external clients in mainstreaming equality issues into their core business.</p>	<p>a) Support senior staff in mainstreaming equality conversations <b>by September 2023</b>.</p> <p>b) Provide advice and support service areas and customers on equality screenings and Equality Impact Assessments (EQIA) <b>by March 2024</b>.</p> <p><b>Responsibility: Director of HR &amp; Corporate Services (supported by the Equality Manager)</b></p>
<p>23. Implement outcomes-based Performance Management Framework</p>	<p>a) Support service areas develop customer focused outcomes within their KPIs <b>by September 2023</b>.</p> <p>b) Implement new approach for Annual Business Planning cycle 2024/25 <b>by November 2023</b>.</p> <p><b>Responsibility: Director of Strategic Planning and Customer Engagement (supported by AD)</b></p>

<p><b>24.</b> Develop BSO Communications across all service areas aligned with the BSO Strategic Review.</p>	<p>a) Implement a BSO Communication Strategy <b>by September 2023.</b> b) Implement Director Level Communications Plan <b>by September 2023.</b> c) Implement External Communications Plan <b>by September 2023.</b></p> <p><b>Responsibility: Director of Strategic Planning and Customer Engagement (supported by Head of BSO Communications)</b></p>
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