

BSO Business Plan 2022/23
Year 5 of BSO Corporate Plan 2018/23

Introduction to the BSO Annual Business Plan 2022/23

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 17 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 2018-2021

The BSO Corporate Plan was approved by the Department of Health in 2018 and sets out our values and objectives over the 3-year period up to 31st March 2021. 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. During 2020 we had planned to develop our next Corporate Plan collaboratively with our staff, the Department of Health and a range of key stakeholders. Since the emergence of COVID-19 in early 2020 it has not been possible to develop the next corporate plan. The Department of Health agreed in 2020 to extend the life of the plan for one additional year until 31st March 2021. The wide-spread 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, the Department of Health agreed in late 2021 to extend the corporate plan for a further additional year until 31st March 2023. .

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 9 of this document. Our core objectives are:

- **Deliver High Quality, Valued Services (*Respect; Professionalism*);**
- **Develop Our Services in Partnership with Our Customers (*Partnership; Trust*) ;**
- **Demonstrate Continuous Improvement in Pursuit of Excellence (*Professionalism; Accountability*) and**
- **Help Our People Excel at What We Do (*Professionalism; Accountability; Respect; Trust*).**

The impact of COVID-19 and new ways of working

The pandemic has presented many opportunities for our organisation to work differently and in many ways, smarter. Like many HSC organisations, the vast majority of our staff continue to work from home to ensure they work safely whilst delivering high quality valued services to our customers. BSO has become a very agile organisation as a result and one of the key enablers for this has undoubtedly been technology. Video conferencing facilities, have been one of the most successful enablers for transformation during the pandemic, enabling patient appointment, customer engagement and delivery of services to continue across the HSC.

Supporting HSC transformation

The work of the Business Services Organisation directly supports the Northern Ireland Draft Programme for Government 2016-21 with a particular focus on the Health priority outcome 'We all enjoy long, healthy, active lives'. Aligned to the aspirations set out within the Draft Programme is the Health Minister's 10-year strategy for the transformation of Health & Social Care services in Northern Ireland: 'Health and Wellbeing 2026: Delivering Together'.

Closure of Health and Social Care Board and establishment of the Strategic Planning and Performance Group

As part of the wider transformation agenda for the HSC as set out in Health & Wellbeing 2026, the Health & Social Care Board (HSCB) is expected to close on 31 March 2022. The Health and Social Care Bill (2021) will give effect to the closure of the HSCB and the establishment of the Strategic Planning and Performance Group (SPPG). All former HSCB staff will report to the Department of Health but will retain HSC Terms and Conditions through a hosting arrangement with the BSO.

The political landscape

A newly appointed Health Minister came into office in January 2020 following the restoration of the Northern Ireland Executive and the publication of the 'New Decade, New Approach' agreement. The new agreement represented a new beginning and a new political settlement to achieve on an ambitious programme of work to transform our public services, including Health. Since then the Minister and the Executive have been focussed on providing leadership to the HSC during the COVID-19 pandemic. At the time of writing Northern Ireland has entered a critical political phase due to the resignation of the First Minister on 3rd February 2022. A consequence of this is the delay to the implementation of a Health Budget which was vital to supporting the transformation of our health services. This could potentially impact on the services provided by BSO, particularly some of the Regional Programmes. Despite the current political instability, as we emerge from the pandemic, the BSO will continue to support delivery of the systemic change required to transform the HSC by working in partnership across the system to identify improvements and services in key areas such as Procurement & Logistics, Payroll, Training, Education, Recruitment and IT.

Some of our highlights over the past year include.

Our aims	Our achievements
<ul style="list-style-type: none"> • Embrace the Department of Health’s long-term Workforce Strategy, <i>Delivering for our people</i> 	<ul style="list-style-type: none"> • The new Northern Ireland Pathology Information Management system (NIPIMS): the benefits of which include a single regional view of all histopathology imaging accessible from anywhere within the HSC, faster and more accurate measurements and quantifications, digital enhancement of image features and improved training and research capability; had its contract awarded by 20th April 2021. • The Business Approval for the Blood Production and Tracking (BPaT) system which aims to be a modern, fit-for-purpose regional, rationalised and integrated Blood Production and Tracking solution; capable of tracking blood productions from donor to final fate transfusion, was secured by October 2021 • Over 92% of staff have had an appraisal of their performance completed and a personal development plan implemented in the year 21/22 • The BSO have been reaccredited by the Investors in People at silver level, improving across all nine indicators. • In July 2021, BSO Payroll successfully delivered the unprecedented Special Recognition Payment scheme to over c.80,000 HSCNI staff • In September 2021, BSO Recruitment Shared Services began the phased implementation of the Candidate Passport initiative with over 5000 candidates providing consent for retention of their documents for re-use to help accelerate their recruitment journey should they be appointed to another post. • In December 2021, BSO Accounts Payable supported by the BSO Financial Services Department delivered the Special Recognition Payments for over c.40,000 staff working in the Independent Sector Care Homes, Domiciliary Care provision and Supported Living sectors • Throughout the first quarter 2022, BSO Accounts Payable supported by the BSO Financial Services delivered the Special Recognition Payments to agency staff working within HSC and Phase 2 of the scheme for Independent Sector Care Homes, Domiciliary Care provision and Supported Living sectors

	<ul style="list-style-type: none"> • In April 2021, BSO Bursaries delivered the Health Care Student Pandemic Recognition Payments for student nurses c. 2,500 students who are training in Universities in Northern Ireland. • The Department of Health increased the number of nursing and midwifery student training places by 300 per academic year and BSO Financial Services Department supported the student applications and bursary payments for an additional 900 new places over a three year period. This is the final year increase in the student places number.
<ul style="list-style-type: none"> • Support our people to deliver high quality services across the HSC 	<ul style="list-style-type: none"> • The HSC Leadership centre facilitated the development and implementation of Organisational Development Plans with the HSC Trusts, Arms-Length Bodies and NI Fire and Rescue Service April 2021, allowing activity to be programmed throughout the year. • Recruitment Shared Service launched their new back to basics: recruitment sound bite series; these short 2-3 minute videos focus on various topics – covering the very basics of the recruitment process and introduce the teams and various tools to facilitate managers in navigating the recruitment process. • FPS concluded the FPS Workforce Review and began the implementation of its out-workings. • Throughout 2021 a range of Health & Wellbeing Networks were established, including a network of Mental Health First Aiders dispersed throughout BSO. • BSO HR delivered the BSO Awards 2021 where we received 75 nominations from across the organisation and welcomed over 700 attendees from across BSO. This was a well-attended event held through a virtual platform.
<ul style="list-style-type: none"> • Make it easier for our customers to engage with BSO 	<ul style="list-style-type: none"> • During the course of 2021-22 we have continued to build our social media profiles and networks to provide opportunities to engage with our customers and to enable them to engage with us. • Throughout BSO, service areas continue to make better use of digital technology to deliver high quality services to customers, despite operating in a remote environment; providing new ways for all of our customers to communicate with the BSO and transforming the way we deliver services. • Recruitment Shared Services launched new Query forms and a Managers Portal giving managers and applicants' access to a wide range of templates and guides to help them through the recruitment process in April 2021.

	<ul style="list-style-type: none"> • The Customer Care and Performance Team agreed and implemented a Communications Strategy by 30th June 2021 • In December 2021, BSO Recruitment Shared Services initiated a trial of a Chat tool for support to HSC hiring managers.
<ul style="list-style-type: none"> • Reduce absenteeism levels across BSO to protect public funds 	<ul style="list-style-type: none"> • The absence rate for the year 21/22 is 3.31 which is a significant reduction over the last two years.
<ul style="list-style-type: none"> • Increase staff awareness and provide opportunities to engage on diversity issues 	<ul style="list-style-type: none"> • The Equality Unit issued a survey to all staff in the BSO and the regional organisations asking which disabilities they would like to learn more about. Following the results of this survey they continue to deliver virtual disability awareness days which are offered to all staff in the BSO and the regional organisations. These awareness days give staff the opportunity to learn more about the selected conditions. Information Leaflets are also made available online. • Human Resources introduced the Menopause policy and Domestic violence policy and the roll out of the wider H&WB Agenda in line with the BSO Framework.
<ul style="list-style-type: none"> • Increase efficiency in procurement across the HSC 	<ul style="list-style-type: none"> • LIMS is a major enterprise wide digital e-health solution, procured by PaLS in conjunction with ITS and HSC Trusts. It is the first of its kind in the UK that will future-proof HSC pathology services and boost Northern Ireland's regional diagnostic capabilities, across cancer care, blood services and COVID-19, and is worth £40M. It will deliver significant benefits in patient diagnosis and safety and workforce utilisation. The project was also the first in NI to receive a green rating from a Gateway 3 Review.
<ul style="list-style-type: none"> • Increase our reach/Transform our services 	<ul style="list-style-type: none"> • The Finance department continue to support the increasing regional DHCNI ITS Programmes with high quality specialist financial advice • In January 2021 the joint venture between BSO ITS and NHS Wales; the Family Practitioner Payments System (FPPS) was successfully made live. FPPS is owned developed and operated by BSO and is used by the Family Practitioner Service in Northern Ireland to manage payments to practitioners such as dentists, pharmacists and GPs and also provides a self-service portal for

	<p>practitioners to enter claims for payment for additional services that they provide. NHS Wales operate a parallel service to FPS and have entered into a joint venture arrangement with BSO ITS whereby BSO ITS will host and provide the FPPS system as a fully managed service for NHS Wales. This is a first of its kind joint venture for BSO ITS.</p> <ul style="list-style-type: none"> • Shared Services Payroll established the Payroll Improvement Programme by 20th June 2021 • Pension Services successfully took over the administration of Northern Ireland Fire and Rescue Service's Pensions. • The Family Practitioner Services successfully implemented a new online prescription re-ordering form in conjunction with DLRT (secure prescription printers). This online form reduces manual input and provides better assurance and governance to the processes. • FPS was able to reduce the Cervical and Bowel Screening backlog that was created during the pause in the programme due to the pandemic. Further to this, a range of management and operational KPIs were developed to support the registration and screening services team with user friendly dashboards designed used QlikSense. • In July 2021 Recruitment Shared Services established a communications hub to manage all incoming phone calls driving our call handling rate up to 99% by December 2021 • Approval of two business cases for the extension of FPL and HRPTS solutions in March 2021 which support the region to sustain existing critical business systems in preparation for the Equip Programme.
<ul style="list-style-type: none"> • Deliver demonstrable, continued value for money to our customers 	<ul style="list-style-type: none"> • The Equality unit facilitated the completion and reporting on the Five Year Review of Equality Schemes for 10 client organisations (involving a total of 10 reports produced; nine senior briefings delivered; 17 focus groups undertaken; six one-to-one interviews undertaken; 32 self-completion tools reviewed; five presentations on review outcomes delivered) by 30th September 2021 • The Finance department continue to support the monitoring of a number of key COVID-19 and EU Business cases to support value for money to our customers and the development of an extension to some business cases. • At the NI GO Awards in June 2021 BSO PaLS won the overall excellence award and won two categories; Outstanding COVID-19 Response and Brexit preparedness. They also were highly commended in the Best Procurement Delivery Category.

- BSO PaLS were delighted to win the category for Brexit Preparedness and come highly commended in the category for COVID-19 Outstanding response at the National UK GO Awards in September 2021.
- PaLS were also shortlisted for 2021 Chartered Institute of Procurement Supply (CIPS) Supply Management Awards in the Best Collaborative Teamwork Project Category for their entry “Collaborative Procurement Team for Design and Commission of NI based PPE) In October 2021.
- Two members of the Human Resources team won the award for Outstanding Employee Led Initiative at the Inspire Workplace Wellbeing Awards in October 2021
- PaLS continued to support the fight against Covid-19 through supply of Personal Protective Equipment (PPE) hitting a landmark of over 758m items supplied since March 2020
- FPS successfully implemented a new online Covid-19 Pharmacy Collect NI Lateral Flow Test claim form in conjunction with HSCB. This enabled pharmacy contractors to claim reimbursement for the distribution of the LFT kits. Financial information is produced to enable a monthly reclaim from DHSC.
- The FPS Information Unit led on the analysis and modelling for the NI Pharmacy Needs Assessment - the most comprehensive ever to have been undertaken in the UK. The project, commissioned by the HSCB, required extensive analysis and methodological innovation to map the need for pharmaceutical services across the region.

CORPORATE MISSION, VALUES & OBJECTIVES 2018-23

“to provide high quality business services which support our customers to improve health and well being”



We Aim To ...

Corporate Response

By 2023, we will ...



Corporate Objective 1: Deliver high quality, valued services

Key Priority	Key Targets
<p>1. Support the ongoing implementation of the regional Equip Programme to replace FPL and HRPTS systems through provision of BSO resource.</p>	<p>a) If required, develop contingency plan in partnership with DHCNI to allow the Equip Programme team to continue in 2022 – 2023; ongoing to 31st March 2023.</p> <p>b) Ensure Programme funded BSO corporate resource (HR / Finance / Legal / Procurement) is available to support the Equip Programme; ongoing to 31st March 2023.</p> <p>Responsibility: Chief Executive as Regional SRO (supported by the Equip Programme Team Manager)</p>
<p>2. In conjunction with Encompass SRO, HSC organisations and Encompass Governance bodies, continue delivery of the agreed Encompass plan.</p>	<p>a) Develop and agree resourcing proposal for BSO support of Encompass by 30th April 2022.</p> <p>b) Identify and source key business partners and resources required across all BSO business areas to support the delivery of the Encompass plan by 31st July 2022.</p> <p>Responsibility: Director of Encompass (supported by the Programme Manager of Encompass)</p>
<p>3. To support clients across Health and Social Care with organisation development, including leadership and management development, transformation and change, quality improvement and talent management.</p>	<p>a) To work with the SRO of the project to source and implement a Learning Management System (LMS) for the HSC by 31st October 2022</p> <p>b) Organisational Development plans in place with HSC Trusts, Arms-Length Bodies and NI Fire and Rescue Service, allowing activity to be programmed from 1st April 2022</p> <p>Responsibility: SRO for the LMS project supported by the Head of the HSC Leadership Centre</p> <p><i>**Funding for the LMS is approved and provided by DHCNI. DHCNI providing funding for an 8B senior project Manager seconded to Leadership Centre for the duration of the project. The SRO for this project is the Director of Human</i></p>

	<i>Resources from the Belfast Health and Social Care Trust but the Leadership Centre is responsible for the implementation of the LMS</i>
4. Deliver a contracting programme on behalf of HSC for 2022-23 adhering to current regulations and minimising successful legal challenges.	<p>a) Ensure that bi-monthly and monthly monitoring meetings are held with Senior Procurement Managers: ongoing to 31st March 2023.</p> <p>Responsibility: Director of Operations (supported by Assistant Director of Procurement and Logistics Service)</p>
5. Build resilience throughout all services within the Procurement and Logistics Service (PaLS)	<p>a) Ensure that any disruption to the supply chain is adequately managed: ongoing to 31st March 2023;</p> <p>b) Implement Supply Chain Resilience Procurement Policy Note (PPN) ongoing to 31st March 2023;</p> <p>c) Annual Test of Business Continuity Plan ongoing to 31st March 2023;</p> <p>d) Inclusion of Cyber Security Protocol into contracts; ongoing to 31st March 2023.</p> <p>Responsibility: Director of Operations (supported by Assistant Director of Procurement and Logistics Service)</p>
6. To meet required service level targets for FPS contractors in line with customer Service Level Agreements	<p>a) 100% of payments to FPS contractors processed on time by FPS in accordance with Service Level Agreements</p> <p>Responsibility: Director of Operations (supported by the Assistant Director of Family Practitioner Services)</p>
7. Develop a Financial Plan with the object of achieving the financial breakeven and capital resource limit targets	<p>a) Develop a financial plan for Board approval by 31st May 2022</p> <p>b) Develop the roll forward budget and communicate to SMT and budget holders by 31st May 2022</p> <p>c) Complete a Mid-Year Assessment and communicate to SMT by 30th November 2022</p> <p>d) Progress implementation of outstanding External Quality Assessment recommendations for Internal Audit by 31st March 2023</p> <p>Responsibility: Director of Finance (supported by SMT)</p>

<p>8. 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.</p>	<ul style="list-style-type: none"> a) Ensure that the annual external audit strategy is presented to the BSO GAC by 31st January 2023 b) Engagement meeting with external auditors ASM/ PWC and support communication and engagement with BSO managers: ongoing to 31st March 2023. c) Present the audit plan to SMT, Assistant Director Forum and Senior Finance Team by 28th February 2022. d) Development of internal finance year-end financial statements plan in partnership with PWC/ASM by 30th June 2022. e) Present the year-end accounts to the Board by 30th June 2023. f) Work in collaboration with CCP to support the inputs to the BSO Annual Report; 30th June 2022. g) Quarterly meeting with BSO Governance and Audit Committee: ongoing to 31st March 2023 and beyond. <p>Responsibility: Director of Finance</p>
<p>9. Work in partnership to develop and embed the new Strategic Planning and Performance Group (SPPG) arrangements in relation to staff required to be hosted in BSO as a result of the closure of the HSCB</p> <p><i>**Closure of the HSCB and establishment of the SPPG is effective from 1st April 2022.</i></p>	<ul style="list-style-type: none"> a) Lead on embedding culture and people work within SPPG, including a lead role in the Organisation and Workforce Development Group for SPPG by 31st March 2023 b) Report on effectiveness of staff Migration Action Plan and Framework by 31st March 2023 c) Continue with Oversight Board to ensure all areas of BSO monitor the impact of the SPPG arrangements: ongoing to 31st March 2023 d) Review and monitor the out-workings of the Memorandum of Understanding to include the updating of the Management Statement and Financial Memorandum (MSFM); ongoing to 31st March 2023 <p>Responsibility: Chief Executive supported by SMT</p>
<p>10. Implement Pension Scheme changes regarding Annual Allowance Legislation and the impact of the McCloud Remedy</p>	<ul style="list-style-type: none"> e) Implement and obtain approval of the Outline Business Case in relation to McCloud Remedy by 30th April 2022 f) Issue communication literature by 30th September 2022 g) Recruit additional resources by 30th September 2022

	Responsibility of Director of Operations (supported by Assistant Director of HSC Pensions Service)
11. Scope and determine the Cyber Security accreditation model to ISO 27001 cyber security standard or Cyber Essentials plus to secure key services and meet the requirements of EU NIS legislation as a part of the regional Cyber Security Programme.	a) Agree Cyber Security Certification Plan by 30th April 2022 Responsibility: Director of Customer Care and Performance (supported by Assistant Director of ITS)
12. Ensure HSCNI customers and BSO are facilitated to complete the review of their Equality and Disability Action Plans and to develop new plans	a) Develop Project Plan by 30th June 2022 b) Facilitate review and development of new plans 31st March 2023 c) Co-ordination of public consultation on the plans and consideration of feedback by HSCNI customers and BSO by 31st March 2023 Responsibility: Director of Customer Care and Performance (supported by the Equality Manager)

Corporate Objective 2: Develop our services in partnership with our customers

Key Priorities/Targets	Key Actions
<p>13. To design and develop a range of multi-professional programmes reflective of the needs of the HSC and wider workforce aligned to Departmental priorities and commissioning directives.</p>	<ul style="list-style-type: none"> a) Continue to link with HSC Trusts, NIMDTA, NISCC, NIPEC, DoH and PHA to build on existing relations and opportunities for collaborative work and development of multidisciplinary working; ongoing to 31st March 2023 b) Monitor attendance rates and professional background of participants attending CEC programmes; ongoing to 31st March 2023 c) Work in partnership with core clients, CNO and Chief AHP Officer (DOH); ongoing to 31st March 2023 d) Liaise with DoH and Clinical Education and Advisory Group; ongoing to 31st March 2023 <p>Responsibility: Head of Clinical Education Centre</p>

<p>14. To continue to work with the Department of Health to review the current Nursing and Midwifery and Allied Health Professional Service Level Agreements. Ensure the calculation, client-groups and funding is agreed.</p>	<ul style="list-style-type: none"> a) Continue to monitor and analyse current SLA activity to help inform the way forward by 31st March 2023 b) Analyse workforce data across Northern Ireland to help inform proposed new SLA requirements by 31st March 2023 c) Once DoH has agreed final sign off, the new model will be developed and shared with key stakeholders by 31st March 2023. <p>Responsibility: Head of Clinical Education Centre <i>Note: these timescales are pending the review of the post registration education business model which has been commissioned by the Department of Health.</i></p>
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<p>15. Continue to expand, develop and improve HSC Digital in partnership with the SRO and Programme Board</p>	<ul style="list-style-type: none"> a) Obtain confirmation from DHCNI that the appropriate affordability arrangements are in place to pursue the HSC Digital Programme by 30th April 2022. b) Set up an internal BSO Oversight Board to oversee and develop this significant growth proposal by 30th April 2022. c) Provide quarterly updates to the Business and Development Committee and BSO Board in relation to the progression of the HSC Digital Programme: ongoing to 31st March 2023. <p>Responsibility: Director of Customer Care and Performance (supported by Programme Director HSC Digital)</p>
<p>16. 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>	<ul style="list-style-type: none"> a) Deliver on all the funded IT Regional Programmes where funding has been secured: ongoing to 31st March 2023 and beyond. <p>Responsibility: Director of Customer Care and Performance (supported by the Assistant Director of ITS)</p>
<p>17. Implement new technology which will enable improvement in regard to the time taken to complete pre-employment checks and identify a pathway for the procurement and implementation of Customer Relationship Management Technology</p>	<ul style="list-style-type: none"> a) Gain approval to procure suitable technology to manage pre-employment checks through an online platform by 30th June 2022 b) To implement the required technology to manage pre-employment checks by 30th September 2022 c) Establish an Improvement Task & Finish Group which will consider the area of communications further including the impact on Manager and Candidate experience by 31st March 2023 <p>Responsibility: Head of Shared Services (supported by the Head of HSC Recruitment and Selection Service)</p>

<p>18. Work in conjunction with HSC Staff and Practitioners to roll out successful implementation of new video call booking function regionally</p>	<p>a) Deliver the regionally agreed new technological booking function by 30th June 2022. Responsibility: Head of Shared Services (supported by Head of Regional Interpreting Service) <i>**The business case has been approved and funding is being provided by slippage funds from HSCB. The software company will commence work on this before 31st March 2022 with implementation to follow in 2022-23.</i></p>
<p>19. Payroll Shared Service Centre (PSC) to work collaboratively with customers to deliver regional priorities.</p>	<p>a) Implementation of Pay Awards and other regional priorities as agreed in detailed plans with the region by 31st March 2023. Responsibility: Head of Shared Services (supported by Head Payroll Shared Service)</p>
<p>20. Payroll Shared Service Centre will enable the delivery of appropriate self-service options for customers and end users.</p>	<p>a) Implementation of Self-Service functions with guidance as agreed in regional plans by 31st January 2023. Responsibility: Head of Shared Services (supported by Head of Payroll Shared Service)</p>

Corporate Objective 3: Demonstrate continuous improvement in pursuit of excellence

Key Priorities	Key Actions/Targets
21. To implement the out-workings of the BSO Organisational Review as recommended by the Review Team	<ul style="list-style-type: none"> a) Ensure the plan is approved and signed-off by SMT and BSO Board: by 31st April 2022 b) Establish a Project Team to progress and monitor the project; by to 31st March 2023 c) Monitor key milestones throughout the implementation process: ongoing to 31st March 2023 <p>Responsibility: Chief Executive (supported by SMT)</p>
22. Work collaboratively with ITS, PaLS and stakeholders to implement digital solutions to improve customer experience and protect patient funds through fraud prevention.	<ul style="list-style-type: none"> a) Commence tendering process to select a suitable bidder for the development of a new Case Management System by 30th November 2022. b) To commence the design and implementation phase with the successful supplier for the new Case Management System by 30th November 2022. <p>Responsibility: Director of Operations (supported by Assistant Director of Counter Fraud and Probity Services) <i>** This priority is depended on funding being approved by the DoH in April 2022**</i></p>
23. To transform and improve the internal IT infrastructure within BSO as recommended and agreed within BSO's Digital Vision.	<ul style="list-style-type: none"> a) Agree priorities and objectives emanating from the implementation of the BSO Digital Vision; ongoing to 31st March 2023 and beyond. <p><i>**Dependent on the Digital Vision being approved in March 2022**.</i> Responsibility: Director of Customer Care and Performance</p>
24. Progress the IT Modernisation Project within Directorate of Legal Services	<ul style="list-style-type: none"> a) Select supplier and commence roll-out of new system by 31st December 2022. b) Produce statistical reports using new system by 31st March 2023 <p>Responsibility: Chief Legal Adviser (supported by Assistant Chief Legal Adviser and the Assistant Director of ITS)</p>

	<p><i>**This is dependent on capital funding being approved and received by DHCNI. DLS are confident that funding will be approved by DHCNI for 2022-23</i></p>
<p>25. Undertake a structural review of ITS, including initiating the “Evolve” succession plan, implementing a new organisational structure for ITS supporting “run grow transform” and defining clearer management roles and responsibilities to enable effective delivery of operational services and programmes.</p>	<p>a) Appoint new Assistant Director of ITS by 31st May 2022. b) Develop, engage staff and initiate ITS Evolve Succession Plan by 30th September 2022. Responsibility: Director of Customer Care and Performance (supported by the Assistant Director of ITS)</p>
<p>26. The establishment of a Drug Tariff Intelligence Unit (DTIU) within Pharmaceutical Services within Family Practitioner Services</p>	<p>a) Prepare Job Descriptions, job evaluations and finalise the recruitment of all staff by 30th June 2022. b) Ensure that the DTIU is embedded with Pharmaceutical Services and fully operational by 30th September 2022. Responsibility: Director of Operations (supported by the Assistant Director of Family Practitioner Services)</p>

Corporate Objective 4: Help our people excel at what we do

Key Priorities	Key Actions/Targets
<p>27. Annual performance appraisals completed for 2021/22 and agreed personal development plans in place for 2022/23.</p>	<p>a) 85% of staff to have had an appraisal of their performance completed and to have a personal development plan in place by 30th June 2022.</p> <p>Responsibility: Senior Management Team (Director of Human Resources & Corporate Services to co-ordinate)</p>
<p>28. To support the development and implementation of a strategic approach to workforce planning within the organisation to ensure that BSO has the right mix of people and skills available to support current and future service delivery.</p>	<p>a) To Develop a workforce planning strategy for BSO by 31 March 2023</p> <p>b) 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 by 31st March 2023</p> <p>c) To develop an action plan to support the recommendations from the Investors in People (IIP) outcome report: ongoing 31st March 2023</p> <p>Responsibility: Director of Human Resources and Corporate Services</p>
<p>29. Facilitate the growth in BSO services ensuring our accommodation for BSO staff and customers meets demand.</p>	<p>a) Carry out detailed surveys on BSO assets incorporating forecast life-cycle costs over 15 years by 30th June 2022</p> <p>b) Provide an assessment of the assets needed to deliver efficient, cost effective public services by 30th June 2022.</p> <p>Responsibility: Director of Human Resources and Corporate Services</p>
<p>30. Continue to support BSO and Customers in respect of people and corporate services aspects as result of the continuing impact of the COVID-19 pandemic.</p>	<p>a) To implement an Agile Working Strategy across BSO/ALBs as required by 31st March 2023</p> <p>Responsibility: Director of Human Resources (supported by the Senior Management Team)</p>

<p>31. Implement priority elements of the Directorate of Legal Services (DLS) Strategic plan for the next 3 years and agree recommendations from the DLS Review</p>	<ul style="list-style-type: none"> a) DLS will undertake a team based working exercise to be carried out in conjunction with the Leadership Centre by 30th September 2022 b) Implementation of a workforce strategy and plan – ongoing to 31st March 23 and beyond c) Implementation of a finance resource plan; consider alternative funding models – ongoing to 31st March 2023 and beyond d) Commence implementation of a training and development/OD plan – ongoing to 31st March 2023 and beyond e) Analyse service requirements to produce an estimation in regard to demand and continue to monitor levels - ongoing to 31st March 2023 and beyond <p>Responsibility: Chief Legal Adviser (supported by the Head of the Leadership Centre)</p>
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