

BSO BUSINESS PLAN 2013/14

INCORPORATING DEPARTMENTAL PRIORITIES AND TARGETS



Introduction to BSO Annual Business Plan 2013-14

The BSO was established on 1 April 2009 to provide a wide range of business and specialist professional services to the wider Health and Social Care (HSC) environment. The functions and duties of the BSO are set out in the **Management Statement** which is available on our website: www.hscbusiness.hscni.net. Since its establishment, BSO has worked closely with customers to introduce new and innovative services which will support improved health outcomes, care and treatment for the population of Northern Ireland.

The BSO has a three-year Corporate Strategy 2012-15 which includes our Strategic Objectives, Mission and Values and is supported by an annual Business Plan setting out the key priorities and targets to be delivered during that year.

The BSO Corporate Strategy and Business Plans will contribute, as appropriate, to the achievement of DHSSPS vision and goals and, along with the wider HSC, to the priorities set out in the NI Programme for Government 2011-15. The NI Programme for Government 2011-15 priorities are:

- Growing a Sustainable Economy and Investing in the Future
- Creating Opportunities, Tackling Disadvantage and Improving Health and Wellbeing
- Protecting Our People, the Environment and Creating Safer Communities
- Building a Strong and Shared Community
- Delivering High Quality and Efficient Public Services.

In December 2012 the Permanent Secretary and HSC Chief Executive confirmed details of the organisational and service requirements to be delivered by the BSO during 2013-14 and these have been incorporated into our Business Plan with appropriate targets and key actions set against them.

The DHSSPS utilises the BSO Business Plans as a basis for accountability reviews and check progress periodically throughout the year. The BSO also uses the Plan internally to guide action and update performance management metrics and risk registers. These Plans are also useful to customers to show the direction of travel for BSO.

The current economic downturn means that the unprecedented pressure on the HSC budget to deliver efficiency savings will continue into the foreseeable future. This means that all HSC organisations, including BSO, have to continually

consider their internal efficiency and the efficiency with which they deliver services to customers. It remains that one of the greatest challenges for BSO over the next few years will be to manage resources within what may be a significantly reduced income, whilst also endeavouring to maintain and improve on high levels of professional service.

The BSO Corporate Strategy 2012-15 outlined the benefits that could be achieved by extending BSO services to customers outside of the HSC sector. At the time of writing, there is no indication that the relevant legislation will be amended in the foreseeable future to allow BSO to provide support services outside the HSC sector, other than potentially to the Northern Ireland Fire and Rescue Service. The immediate emphasis for BSO must therefore be on delivering an expanded range of high quality services to our current customer base.

One of the original objectives of BSO was to deliver Shared Services within the HSC. BSO has taken the operational lead in delivering the Business Services Transformation Programme (BSTP). This major programme of modernisation in health and social care is well underway and will deliver changes in how corporate services are delivered to the entire HSC workforce in order to improve services and reduce administrative costs. On 15 October and 5 November 2012, BSO, two Trusts and a number of HSC organisations went live with a new system for finance, procurement and logistics (FPL). There have been a number of issues to resolve around the stability of the system and, with an acceptable solution, the roll-out is planned to continue in the coming year.

The implementation of replacement systems for HR, Payroll, Travel and Subsistence (HRPTS) will also continue into the coming year. The creation of Shared Services will also progress in line with a formal project re-plan based on new dates for accommodation availability and systems stability and roll-out.

BSO moves forward into the coming year mindful of the significant corporate governance agenda which it must take forward in common with other public sector organisations. There is an increasing emphasis on providing assurance to the DHSSPS with regard to the effectiveness of organisational governance arrangements and accountability for performance. BSO will work in partnership with the DHSSPS to ensure that its requirements in relation to Corporate Governance, Resources, Quality and Service Delivery/Improvement are fulfilled during the coming year.

Keeping a Clear Focus

Our Purpose is to deliver value for money and high quality business services to health and social care, so contributing to the health and well being of the population in Northern Ireland

Everything we do during the coming year will be grouped under our four Strategic Objectives for 2012-15 which are to:

- **Improve Customer Experience**
- **Grow and Develop**
- **Recognise and Embed Excellence and Innovation**
- **Ensure Good Governance**

BSO Strategic Objective 1: *To Improve Customer Experience*

Key Priorities / Targets	Key Actions
<p>1. To continue to develop, review and refine the Customer Experience Improvement Plans formulated through Customer Care Training and Customer Survey Results and continual Service Level Agreement (SLA) review. [DHSSPS Priority 3.17]</p>	<ul style="list-style-type: none"> • Rolling programme of Customer Care Training agreed by Senior Management Team (by April/May 2013); • Monitor progress against Customer Experience Improvement Plans agreed following Customer Care training; review cycle implemented (by September 2013 and on-going): • All surveys issued; analysis of feedback and reporting to internal and external customers within timescales; produce trending from previous surveys (by January 2014); • Monitor improvement action plans from service areas following benchmarking; complete analysis for Board at year end (on-going to March 2014); • SLAs reviewed and signed; in-year engagement with customers/clients, including partnership forum arrangements (on-going to March 2014). <p>Responsibility: Senior Management Team; Director of Customer Care & Performance to co-ordinate.</p>
<p>2. Take steps to improve/develop/enhance the provision of IT Services through the implementation of the Gartner recommendations. [DHSSPS Priority 4.10]</p>	<ul style="list-style-type: none"> • Revised SLAs for ITS agreed with HSC Trusts by June 2013; • Technical alignment/Storage Strategy developed and implementation plan agreed by June 2013; • Complete up-to-date Service Catalogue for ITS to be in place by October 2013; • Agree structured testing plan for Data Centres in

	<p>conjunction with key stakeholders (by December 2013).</p> <p>Responsibility: Director of Customer Care & Performance.</p>
<p>3. Outline the key steps required to support and facilitate the delivery of the “<i>Transforming Your Care</i>” (TYC) programme. [DHSSPS Priority 4.11]</p>	<p>ITS:</p> <ul style="list-style-type: none"> • Electronic Care Record to ‘go live’ by June 2013; • Replacement of Primary Care Network Contract by December 2013. <p>Procurement and Logistics (PaLS):</p> <ul style="list-style-type: none"> • Liaise with HSC organisations to determine PaLS needs flowing from TYC; • Ensure appropriate resources are in place to meet needs; • Establish project arrangements for delivery of commissioned work <p>(On-going to March 2014).</p> <p>Responsibility: Directors of Customer Care & Performance and Operations</p>
<p>4. Develop a corporate catalogue/brochure of BSO services and contact details.</p>	<ul style="list-style-type: none"> • Catalogue to be complete by October 2013. <p>Responsibility: Senior Management Team; Director of Customer Care & Performance to co-ordinate</p>
<p>5. Develop an approach to cross-functional solution provision within BSO.</p>	<ul style="list-style-type: none"> • Approach to be developed and approved by SMT by September 2013; • Pilot to be completed by March 2014. <p>Responsibility: Senior Management Team; Director of Customer Care & Performance to co-ordinate</p>

BSO Strategic Objective 2: *To Grow and Develop*

Key Priorities / Targets	Key Actions
<p>6. Take steps to ensure that by 30 June 2013 90% of staff will have had an annual appraisal of their performance during 2012/13. [DHSSPS Priority 2.21]</p>	<p>Monitored through BSO Corporate Scorecard.</p> <p>Responsibility: Director of Human Resources & Corporate Services</p>
<p>7. Business Services Transformation Programme (BSTP) – Complete the roll-out of new business systems and procurement of Family Practitioner Services (FPS) payment systems. [DHSSPS Priority 4.5]</p>	<ul style="list-style-type: none"> • Confirm stabilisation of Finance, Procurement and Logistics (FPL) system (by 1 April 2013); • Roll out the systems as follows: <p>HRPTS: One Trust (by May 2013) Two Trusts (by July 2013) Three Trusts (by October 2013)</p> <p>FPL: Remaining four Trusts to be arranged.</p> <ul style="list-style-type: none"> • Progress FPS Final Business Case approval, award contract and manage implementation in line with Project Plan. (to March 2014 and beyond) <p>Responsibility: Director of Business Services Transformation Programme</p>
<p>8. Establish Shared Services model in accordance with Ministerial approval and implementation plans. [DHSSPS Priority 4.5]</p>	<ul style="list-style-type: none"> • Formal project re-plan to be completed in line with new dates for accommodation availability and systems roll-out and stability;

	<ul style="list-style-type: none"> • Manage and implement establishment of Shared Services in line with approved re-plan. <p>(to March 2014 and beyond).</p> <p>Responsibility: Director of Operations</p>
<p>9. Expand and develop Internal Audit Services in response to customer needs. [DHSSPS Priority 4.6]</p>	<ul style="list-style-type: none"> • Realign Internal Audit annual plans to take account of Shared Services environment by June 2013; • Develop and agree appropriate assurance mechanisms for all HSC organisations for Shared Services by December 2013. <p>Responsibility: Director of Customer Care & Performance</p>
<p>10. Enhance current financial services provision to customers, including monthly balance sheet and accounts file by April 2013 and a full set of final (unqualified) accounts prepared to a high quality standard by June 2013.</p>	<ul style="list-style-type: none"> • Development of quarterly assurance reporting for all customers taking account of changes brought about by the new system and the move to Shared Services (by April 2013); • Ensure each customer is provided with a full set of final accounts prepared to a high quality standard and within agreed timeframes (by June 2013); • Extension and development of the monthly financial services database checklist to a monthly 'soft close' for each customer and delivery of a balance sheet/trial balance included in the assurance letters for each customer as appropriate (by July 2013); • Continue to improve communication and services by holding an in-year service review meeting with each customer to assess performance and obtain general customer feedback (by September 2013). <p>Responsibility: Director of Finance</p>

<p>11. Monitor, evaluate, refine and expand leadership development and clinical education capability provided by and within BSO. Ensure that this activity supports the implementation of TYC. [DHSSPS Priority 4.7]</p>	<ul style="list-style-type: none"> • Implement new Service Level Agreement (SLA) with DHSSPS to deliver clinical education programmes in support of TYC (by April 2013); • Agree with DHSSPS a re-balancing of SLA to achieve equity of clinical education service across HSC Trusts (by April 2013); • Establish Clinical Education Centre bespoke co-ordination point for TYC activity (by April 2013); • Re-organise and re-designate Nurse Education Consultants to take forward TYC agenda (by April 2013); • Launch senior Medical Leadership programme for HSCB linked to TYC (by April-May 2013); • Develop programmes (Leadership Centre/Clinical Education Centre) in support of TYC (in-year to March 2014). <p>Responsibility: Chief Executive: Heads of HSC Leadership and Clinical Education Centres to co-ordinate</p>
<p>12. Develop a strategy to deal with opportunities for expanded range of service delivery by BSO.</p>	<ul style="list-style-type: none"> • Strategy to be submitted to BSO SMT/Board within three months of amendment of relevant policy/legislation by DHSSPS. <p>Responsibility: Director of Customer Care & Performance</p>

BSO Strategic Objective 3: *To Recognise and Embed Excellence & Innovation*

Key Priorities / Targets	Key Actions
<p>13. Delivering on the prompt payments of invoices by:</p> <p>a) Achieving/maintaining the minimum standard of paying 95% of invoices within 30 days or other agreed terms during 2013/14; and</p> <p>b) Establishing and delivering a realistic 10-day prompt payment target for the organisation, expressed as a percentage of invoices to be paid within 10 working days during 2013/14.</p> <p>[DHSSPS Priority 2.1]</p>	<p>a) Monitored monthly through Corporate Scorecard.</p> <p>b) The BSO target for 2013-14 for Invoices Paid Within 10 Days will be 45% (this will also be monitored monthly through the Corporate Scorecard).</p> <p>Responsibility: Directors of Finance/BSTP/Operations</p>
<p>14. Improve the quality of financial forecasts during 2013/14 by ensuring that the:</p> <p>a) Actual end-year forecast and monthly profiled financial forecast of expenditure provided to DHSSPS each month is prepared on a robust basis in line with deadlines and that any variance +/- 5% of the previous month's forecast are fully explained;</p> <p>b) Monthly end-year financial forecast as at September 2013 (and subsequent months) should be within +/- 5% of the final outturn.</p> <p>[DHSSPS Priority 2.2]</p>	<p>This is an existing requirement.</p> <p>Forecast Outturns showing expenditure to date and forecast spend profiled over 12 months must be submitted to DFP six working days after the month end.</p> <p>Responsibility: Director of Finance</p>
<p>15. Ensure that the monthly forecasts of clinical negligence cases to be settled during 2013/14 are complete and accurate and are consistent with those prepared by Trusts.</p> <p>[DHSSPS Priority 2.5]</p>	<ul style="list-style-type: none"> • Monitoring of Revised Procedures for Liabilities for Medical Negligence Costs (FRS12 figures) by Legal Services Senior Management Team each month; • On-going revision of FRS 12 figures after settlement of damages; • Monthly reports to clients of revised FRS 12 figures; • Monthly reports to DHSSPS of FRS 12 figures.

<p>16. Improve efficiency and value for money by:</p> <p>a) Conducting a review of administration costs of operating the organisation (i.e. direct staff and non-pay costs incurred by BSO in pursuit of its administrative functions) and prepare a report and savings plan to be approved by BSO Board and the Department by June 2013; and</p> <p>b) Develop a plan to deliver efficiencies (productivity and cash releasing) during 2014/15 by 30 June 2013 and</p> <p>c) Identify efficiencies to be delivered during 2013-14. [Departmental Priority 2.6]</p>	<p>Responsibility: Chief Legal Adviser</p> <p>a) Detailed zero-based annual review of all administrative costs will be performed as part of the annual organisational budget review to be completed by 31 July 2013;</p> <p>b) and c) - These are existing requirements.</p> <ul style="list-style-type: none"> • Develop a plan to deliver efficiencies (productivity and cash releasing) during 2014/15 by 30 June 2013 and • Identify efficiencies to be delivered during 2013-14. <p>(covered under preparation of BSO Service Offering and Directorate Budgets to be approved by BSO Board).</p> <p>Responsibility: Director of Finance</p>
<p>17. Improve the quality of business cases (revenue and capital) and post-project evaluations by:</p> <p>a) Conducting an annual review of the processes regarding the preparation and approval of all business cases to ensure they are compliant with extant guidance. Report findings of review to BSO Board and the Department by 30 April 2013;</p> <p>b) Developing a database for all revenue and capital business cases by 30 April 2013 and copy to Department;</p> <p>c) For capital projects, ensure that submission to the Department is in line with the agreed timeframes; and</p> <p>d) Ensure that a suitable skills base is maintained/developed to develop business cases. [Departmental Priority 2.8]</p>	<ul style="list-style-type: none"> • Annual review of business case processes to be submitted to BSO Board and the DHSSPS by 30 April 2013; • Database for all revenue and capital business cases to be developed and copied to DHSSPS by 30 April 2013; • Comply with DHSSPS guidance with regard to revenue business cases which is awaited. <p>Responsibility: Director of Finance.</p>

<p>18. BSO Business Plan must set out steps to be taken to:</p> <ul style="list-style-type: none"> a) Ensure that property costs demonstrate value for money; b) Actively dispose of surplus assets; and c) Ensure that the organisation has access to appropriate skills and expertise in property management either internally or externally. <p>[DHSSPS Priority 2.14]</p>	<ul style="list-style-type: none"> • Report to BSO Board on the result of DHSSPS survey of accommodation and action plan for implementation • Complete an assessment of relevant BSO accommodation and the investment required to ensure its fitness for purpose and compliance with appropriate regulations • Provision of an annually reviewed Property Asset Management Plan (PAM) covering a five year period with active management of property asset resources, coupled with accommodation assessment requirements. <p>(by June 2013).</p> <p>Responsibility: Director of Human Resources & Corporate Services</p>
<p>19. Steps to be taken to support the:</p> <ul style="list-style-type: none"> a) PFG target to reduce greenhouse gas emissions by at least 35% on 1990 levels by 2025; and, b) DHSSPS objectives as outlined in the Sustainable Development Strategy “<i>Everyone’s Involved</i>” and the Strategy Implementation Plan “<i>focused on the future</i>”. <p>[DHSSPS Priority 2.16]</p>	<ul style="list-style-type: none"> • Establish baselines on energy consumption and emissions; • Develop plan to achieve reductions in accordance with DHSSPS strategy <p>(by March 2014).</p> <p>Responsibility: Director of Human Resources & Corporate Services</p>
<p>20. Take steps to minimise sickness absence during 2013/14 by:</p> <ul style="list-style-type: none"> a) Establishing a realistic sickness absence target for the organisation, expressed as a percentage of available staff days to be achieved during 2013/14; b) Identifying within the business plan the key steps and actions to be taken during 2013/14 to reduce sickness 	<ul style="list-style-type: none"> • Sickness absence ‘stretch’ target for 2013-14 proposed, taking account of current organisational absence rate and Sickness Absence Savings Calculator, as 3.59% by March 2014 (represents a reduction of 5% on current absence rate) – monitored monthly through Corporate Scorecard report to Board;

<p>absence; and</p> <p>c) Undertake a review and report to the BSO Board and Department by 30 September 2013 of the key reasons behind staff absence and the patterns in long-term and short-term absence.</p> <p>[DHSSPS Priority 2.18]</p>	<ul style="list-style-type: none"> • BSO Attendance Management Policy will continue to be applied and supported by initiatives with regard to health promotion in the workplace; • Report to BSO Board on key patterns and reasons behind staff absence by September 2013. <p>Responsibility: Director of Human Resources & Corporate Services</p>
<p>21. Outline the key steps and milestones to be achieved during 2013/14 to implement the Knowledge and Skills Framework (KSF).</p> <p>[DHSSPS Priority 2.19]</p>	<p>Provide KSF profiles for all posts and integrate to BSO Performance Appraisal System by June 2013.</p> <p>Responsibility: Director of Human Resources & Corporate Services</p>
<p>22. Outline the key steps and milestones to be achieved during 2013/14 to prepare for auto-enrolment of staff on pension schemes.</p> <p>[DHSSPS Priority 2.25]</p>	<ul style="list-style-type: none"> • Agree policy issues with DHSSPS; • Consult with Trade Unions; • Identify alternative pension arrangements to be implemented by October 2013. <p>Responsibility: Director of Human Resources & Corporate Services</p>
<p>23. Work as part of the Regional Group to publish the first Annual Quality Report by 31 March 2014.</p> <p>[DHSSPS Priority 3.1]</p>	<p>BSO Director of Finance to contribute to publication of Annual Quality Report as organisational representative on Q2020 Steering Group (by March 2014).</p> <p>Responsibility: Director of Finance</p>
<p>24. Conduct a review of HR Strategies with particular emphasis on the attraction, development and retention of talented staff.</p>	<ul style="list-style-type: none"> • Conduct engagement workshops; • Consult with Trade Unions; • Report to Senior Management Team/BSO Board for approval <p style="text-align: right;">(by June 2013).</p> <p>Responsibility: Director of Human Resources & Corporate Services</p>

BSO Strategic Objective 4: *To Ensure Good Governance*

Key Priorities / Targets	Key Actions
<p>25. Achieve a financial breakeven target of 0.25% or £ 20k (whichever is the greater) of revenue allocation for 2013-14. [DHSSPS Priority 2.3]</p>	<p>This is an existing requirement.</p> <p>A formal forecasting regime generates a Latest Best Estimate for BSO at three formal checkpoints during the financial year. This process acts as a key enabler in assisting BSO to meet its statutory breakeven obligations. BSO's primary financial management focus is on meeting these obligations and the position is constantly monitored and reported upon.</p> <p>Responsibility: SMT; Director of Finance to co-ordinate</p>
<p>26. Prepare annual accounts on a timely basis in accordance with Departmental timescales. [DHSSPS Priority 2.12]</p>	<p>This is an existing requirement. The DHSSPS issues a circular annually to confirm the timescales and provide general guidance for the preparation, audit, approval and certification of the annual accounts. The accounts should be approved by the BSO Governance and Audit Committee and Board to ensure Accounts are laid at the NI Assembly in line with the Department's faster closing timetable.</p> <p>BSO has internal planning and operations timetable to ensure draft accounts are sent to NIAO and DHSSPS by 7 May 2013.</p> <p>Responsibility: Director of Finance</p>

<p>27. During 2013-14 and where applicable assess the current level of compliance with controls assurance standards in a timely manner and in accordance with Departmental guidance and timescales. [DHSSPS Priority 1.5]</p>	<p>This is an existing requirement.</p> <ul style="list-style-type: none"> • Timetable for maintenance of substantive compliance for all appropriate Controls Assurance Standards issued and development of action plans (by April/May 2013); • Monitoring of progress on action plans by BSO SMT/Governance and Audit Committee (three times per year - April, October 2013, March 2014); • Co-ordination of self-assessment and preparation of CAS annual return to DHSSPS (March 2014). <p>Responsibility: SMT; Director of Customer Care & Performance to co-ordinate</p>
<p>28. Ensure compliance on a timely basis with the documentary requirements set out in the Management Statement/Financial Memorandum, including Appendix 1 where this applies. [DHSSPS Priority 1.6]</p>	<p>(Papers for BSO Board and Governance and Audit Committee, to be copied to Sponsor Branch for information on a routine basis, are estimated to be some 2,500 pages annually. This does not take account of quarterly and bi-annual and annual documentary requirements such as the Corporate Risk Register, Assessment of Progress against Business Plan aims and objectives, Annual Report etc.)</p> <ul style="list-style-type: none"> • In conjunction with Sponsor Branch, develop an electronic file repository for documents required as stipulated in Appendix 1 of the BSO Management Statement/Financial Memorandum by April 2013. <p>Responsibility: Directors of Customer Care & Performance and Finance to co-ordinate</p>

<p>29. Prepare and submit to the Department:</p> <p>a) An end-year (2012/13) Governance statement; and b) A mid-year (2013/14) assurance statement.</p> <p>on a timely basis in accordance with Departmental timescales. [DHSSPS Priority 1.1]</p>	<ul style="list-style-type: none"> • First draft Governance Statement prepared by 30 March 2013 (assuming early notification from DHSSPS on Governance Statement template); • 90% of Internal Audit recommendations to be completed by 30 March 2013; • Attend DHSSPS Workshop to discuss introduction of Governance Statement by June 2013; • Brief BSO Senior Management Team/Governance & Audit Committee/Board on new guidance issued by DHSSPS for completion of Governance Statement and drive process for approval of Governance Statement by June 2013; • Continue to drive Audit Control Process to ensure recommendations are being addressed in a timely manner by June 2013. <p>Responsibility: Director of Finance</p>
<p>30. By 30 September 2013 undertake a review of the BSO's Assurance Framework against Departmental guidance issued in April 2009. [DHSSPS Priority 1.2]</p>	<p>Customer Relations & Service Improvement to undertake review of BSO Assurance Framework against Departmental guidance for submission to BSO SMT/Board by September 2013.</p> <p>Responsibility: Director of Customer Care & Performance</p>
<p>31. Ensure that the Audit Committee self-assessment is completed and returned to the Department by September 2013. [DHSSPS Priority 1.3]</p>	<p>This is an existing requirement (NAO Self Assessment Checklist) and is best practice as set out in HM Treasury Audit Committee handbook. The assessment is carried out by the Chair of the BSO Governance and Audit Committee. (by September 2013).</p> <p>Responsibility: Director of Finance to co-ordinate.</p>

<p>32. By 30 September 2013 undertake a review and report to the BSO Board on the effectiveness of the organisational systems in place to monitor and review progress on implementation of action plans resulting from legislative, regulatory, licensing or other inspections, inquiries, Internal audit reports, RQIA reports and external audit findings. [DHSSPS Priority 1.4]</p>	<p>Finance Directorate provides reports on progress on implementation of action plans from internal and external audit reports only to BSO Senior Management Team and Governance and Audit Committee. Internal Audit will be commissioned to review and report on the effectiveness of the organisational systems in place.</p> <p>(by September 2013).</p> <p>Responsibility: Director of Finance</p>
<p>33. Ensure the BSO's 2014/15 Business Plan is prepared in line with Departmental requirements, approved by the BSO Board and submitted to the Department by end of January 2014. [DHSSPS Priority 1.8]</p>	<ul style="list-style-type: none"> • Plan Board meetings 2013-14 to accommodate Departmental planning requirements for 2014-15 (by June 2013); • Arrange BSO Planning Events/Timetable 2014-15 to coincide with publication of Departmental Priorities (by October 2013); • Draft BSO Business Plan 2014-15 to be submitted to DHSSPS by end of January 2014. <p>Responsibility: Director of Customer Care & Performance</p>
<p>34. During 2013/14 test and review arrangements to maintain the required standard of emergency preparedness to respond safely and effectively to a range of threats, hazards and disruptive events, including preparation for the World Police & Fire Games 2013. [DHSSPS Priority 1.11]</p>	<p>Review and test of Joint Emergency Response Plan to be conducted in conjunction with HSCB/PHA prior to World Police and Fire Games in early August 2013 (by June 2013).</p> <p>Responsibility: Director of Human Resources & Corporate Services</p>

<p>35. During 2013/14 test and review business continuity management plans to ensure arrangements to maintain services to a pre-defined level through a business disruption. [DHSSPS Priority 1.12]</p>	<p>Ensure annual desktop exercise in Legal, Information Technology and Procurement and Logistics Services, along with corporate BSO exercise (by March 2014).</p> <p>Responsibility: Director of Human Resources and Corporate Services</p>
<p>36. During 2013/14 implement and monitor action plans to achieve moderate compliance with the revised information Management Controls Assurance Standard. [DHSSPS Priority 1.14]</p>	<ul style="list-style-type: none"> • Conduct assessment against revised Standard and produce action plan within three months of issue of Revised Standard by DHSSPS; • Monitor progress against action plan September-December 2013; • Ensure action plans are completed by March 2014. <p>Responsibility: Director of Human Resources & Corporate Services</p>
<p>37. Take steps to maintain/improve the quality of information/data being presented to the BSO Board by:</p> <ol style="list-style-type: none"> a) Identifying before the end of April 2013 an Executive Board member lead with the responsibility for providing assurance on the quality of data/information presented to the BSO Board to support decision making; b) During 2013/14 taking steps to ensure a data quality assurance process is in place which provides the Board with assurance that data collected and information provided to them is fit for purpose, robust and of a consistently high standard; and c) Ensuring that the Board is provided with and considers as appropriate the publications of Northern Ireland official and national statistics on health and in particular those that inform progress against Ministerial targets. [DHSSPS Priority 1.15] 	<ul style="list-style-type: none"> • Consideration given by BSO Board of identification of Executive Board member to fulfil role in January 2013. Agreed that this is the responsibility of all members of the Senior Management Team. • The process followed for assuring the quality of data presented to the BSO Board assigns responsibility to each BSO Director for the quality of data within their own remit or area of expertise. In addition, all information brought to the BSO Board has been quality assured at a meeting of the full Senior Management Team. <p>Responsibility: Senior Management Team. Each BSO Director is responsible for quality of data within their own remit.</p>

<p>38. Set out steps to provide assurance during 2013/14 to the BSO Board to demonstrate compliance with DFP and Departmental procurement requirements/guidance including:</p> <ul style="list-style-type: none"> • Procurement Guidance Notes as set out in HSC Finance circulars, procurement Estates Letters (PELs), the Ministerially approved recommendations in the Department's Review of Procurement, and agreed recommendations of the Public Accounts Committee. <p>[DHSSPS Priority 2.9]</p> <p>During 2013-14, adoption or maintenance of good procurement practice as specified to individual ALBs in the Department's Review of Procurement, or as separately promulgated by the Department and establish a process to provide assurance to the BSO Board in this regard. [DHSSPS Priority 2.10]</p> <p>Ensure that procurement and contract management functions are compliant with NI public procurement policy and with good practice. [DHSSPS Priority 4.4]</p>	<ul style="list-style-type: none"> • Develop and implement procedures to ensure procurement advice/guidance promulgated by DHSSPS is implemented by BSO by April 2013; • Develop action plan to deliver outstanding recommendations from the Review of Procurement (Audit Reference 7.1) by June 2013 • Report progress on implementation to BSO Board on a quarterly basis. <p>Responsibility: Directors of Finance and Operations</p>
<p>39. Fully implement the contract management recovery plan in PaLS:</p> <ol style="list-style-type: none"> a) 98% of all contracts managed by PaLS to be compliant with NI public procurement policy by March 2014; b) By September 2013, to have addressed the PaLS capacity/expertise issues on foot of the Internal Audit review of contract management issues; c) By September 2013, to have applied through the BSO 	<ul style="list-style-type: none"> • Apply throughout the BSO all relevant recommendations from the risk management review undertaken as part of the contract management action plan (by September 2013); • Embed recommendations from Departmental Audit Review (by September 2013); • Establish on-going continuous professional development programme for senior procurement staff on procurement law (by December 2013);

<p>all relevant recommendations from the risk management review undertaken as part of the contract management action plan. [DHSSPS Priority 4.1]</p>	<ul style="list-style-type: none"> • Review and update Risk Register each quarter (on-going to March 2014); • Undertake update training for Sourcing Staff at Band 5 and above (on-going to March 2014). <p>By March 2014:</p> <ul style="list-style-type: none"> • 98% of all contracts let by PaLS to be compliant with NI public procurement policy; • 98% of regional or multi-organisational contracts managed by PaLS to be renewed on time; • No more than 2% of tenders stood down as a result of legal challenge. <p>Responsibility: Director of Operations</p>
<p>40. Conduct a review of PaLS Standard Terms and Conditions of Business (following implementation of new systems). Report findings to the BSO Board and the Department by 30 September 2013, for subsequent approval. [DHSSPS Priority 4.2]</p>	<ul style="list-style-type: none"> • Carry out review of Terms and Conditions of Business, including current NHS standards and CPD standards (by June 2013); • Develop revised terms where necessary and implement (by September 2013); • Report findings to the BSO Board and Department for subsequent approval (by September 2013). <p>Responsibility: Director of Operations</p>
<p>41. Establish targets for implementation of social clauses within procurement contracts for supplies and services. [DHSSPS Priority 4.3]</p>	<ul style="list-style-type: none"> • Prepare proposals/business case for future role of Social Care Procurement Unit (SCPU), taking account of the strategic objectives of HSCB and Trusts for this area of expenditure (by June 2013); • Finalise and implement Social Care Procurement Strategy (by September 2013); • Agree a range of procurements to be taken forward by SCPU (by December 2013);

	<ul style="list-style-type: none"> • Secure recurrent funding for SCPU based on model of service accepted in proposal (by December 2013); • Consider and agree options for delivery of training on new legislation (by December 2013); • Delivery of support to award of the following key contracts (by March 2014): <ul style="list-style-type: none"> WHSCT Domiciliary Care BHSCT Domiciliary Care SHSCT Domiciliary Care SEHSCT Domiciliary Care. <p>Responsibility: Director of Operations</p>
<p>42. Ensure that key targets from the NICS Procurement Board Strategic Plan continue to be delivered.</p> <p>[DHSSPS Priority 4.8]</p>	<p>By March 2014:</p> <ul style="list-style-type: none"> • Work with CPD and HSC organisations to agree collaboration for common contracts and the establishment of new contracts; • 95% of projects over EU Threshold to have a documented procurement strategy including, where appropriate, early engagement with the local supply base; • 95% of project requirements over £ 20k in relation to supplies and services procurement to be publicly advertised using eSourcingNI; • 95% of contracts to include requirement for terms and conditions for sub-contracting where appropriate; • Have completed gap analysis and preparation for CoPE re-accreditation and undertake the assessment successfully. <p>Responsibility: Director of Operations</p>

<p>43. Implement and maintain a 30 day payment target for community pharmaceutical contractors from April 2013 in line with commissioned project from Health and Social Care Board.</p>	<p>Monthly payments to be made available within 30 day target. (On-going to March 2014 and beyond)</p> <p>Responsibility: Director of Operations</p>
<p>44. Provide support relating to statutory requirements regarding equality screening and publication of outcomes.</p> <p>Continue to develop excellence with regard to Equality and Human Rights Services provided. With regard to the equality screening report production and publication process, a positive assessment should be achieved from at least 75% of clients. [DHSSPS Priorities 3.16 and 4.9]</p>	<p>To provide support in good governance relating to statutory requirements regarding equality screening and publication of outcomes, with particular focus on BSO during 2013-14. In addition to providing training opportunities and advice for policy leads as required, key actions will include:</p> <ul style="list-style-type: none"> • Facilitate the production of screening reports and associated documentation; • Incorporate quality assurance with clients; • Facilitate consultee feedback and its consideration by BSO services areas (on a quarterly basis) • Assessments carried out through annual BSO Customer Satisfaction Survey (by March 2014) <p>Responsibility: Director of Customer Care & Performance</p>

Anticipated Financial Context 2013-14

RESOURCING THE PLAN 2013/14

1. Introduction

- 1.1 This section of the plan sets out the anticipated financial context for 2013/14 and describes the expected income and expenditure position for the year.

2. Income

- 2.1 BSO earns its income from provision of services to a range of HSC Organisations including the HSC Board, HSC Trusts and other HSC Agencies and Bodies. It also administers funds on behalf of other organisations such as DHSSPSNI and the HSC Board.
- 2.2 The BSO has written to its customers with a 2013/14 Service Offering, detailing the services that BSO delivers and both the cash and non-cash efficiencies that it is committed to delivering in 2013/14. The content of this document and the consequent impact on BSO's Service Level Agreements (SLAs) have been factored into the anticipated budgeted income and expenditure for 2013/14. The expected income from HSC SLAs is £34m.
- 2.3 The BSO also receives funding from DHSSPSNI in respect of the Core Services it delivers to both the DHSSPSNI and other HSC Organisations, for example the Business Services Transformation Programme and the HSC Clinical Education Centre. The expected level of Revenue Resource Limit (RRL) funding for these Core Services is c£8m for 2013/14.

- 2.4 In addition to the funding sources described above, there are a number of other areas from which BSO derives income. These include services such as HSC Leadership Centre Consultancy / Training, Legal Conveyancing and Internal Audit Services which attract an additional £3m annually.
- 2.5 The BSO, through its Procurement and Logistics Service (PaLS), manages stock issues for the HSC Organisations. This fluctuates with demand and turnover is estimated at c£45m, based on 2012/13 activity. There is no surplus or deficit anticipated in these transactions.
- 2.6 The regional ITS Programme revenue and capital expenditure, commissioned by the HSC Board, is also administered through the BSO. The revenue expenditure, which is recharged in full to the HSC Board, is in the region of £13m annually. Any capital expenditure is funded by way of Capital Resource Limit (CRL) funding from DHSSPSNI and can be in the region of £3m - £5m annually.
- 2.7 In addition, the BSO administers expenditure on (Non-Core) Services on behalf of the DHSSPSNI such as Nursing Bursaries and Healthy Start Programme expenditure. This expenditure funded by DHSSPSNI by way of RRL funding and is in the region of £19m per annum.

3. Expenditure

- 3.1 This section deals with the projected expenditure in 2013/14. The cash efficiencies, estimated inflationary uplift and funding for any new services identified in the BSO 2013/14 Service Offering document have been incorporated into the overall expenditure budgets and factored into draft SLAs with all our customers.
- 3.2 Detailed budgets will be agreed with BSO Directorates and final budgets will be provided for approval to the BSO Board in July 2013.
- 3.3 It is assumed that the Non-Core expenditure related to the regional ITS Programme, PaLS Trading and those services administered on behalf of DHSSPSNI will be fully funded.

4. Income and Expenditure Position

- 4.1 Based on the current income assumptions and the anticipated expenditure budgets, the combined income and expenditure position for 2013/14 is shown in Table 1, overleaf.

TABLE 1 – BSO Budgeted Income and Expenditure Position 2013/14

	Core Services £'000	Non Core Services £'000	BSO Total £'000
Income Sources;			
Management Fees / SLA	34,199		34,199
RRL - Core Services	7,755		7,755
RRL - Non Core Services		19,472	19,472
Other Income	2,400	621	3,021
ITS Programme		13,000	13,000
PaLS Trading		45,000	45,000
			-
Total Income	44,354	78,093	122,447
Expenditure;			
Payroll	33,908		33,908
Non Pay	10,446		10,446
Administered expenditure		78,093	78,093
Total Expenditure	44,354	78,093	122,447
Surplus / (Deficit)	-	-	-

5. Conclusion

- 5.1 The resultant position is an anticipated breakeven position for 2013/14 based on assumptions on the levels of income, expenditure and ability to deliver the efficiencies as identified by the Organisation in its Service Offering for the year ahead.