

BSO BUSINESS PLAN 2014/15

INCORPORATING DEPARTMENTAL REQUIREMENTS



Introduction to BSO Annual Business Plan 2014-15

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.

In November 2013 the Permanent Secretary and HSC Chief Executive confirmed details of the Departmental organisational and service requirements to be delivered by the BSO during 2014-15 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. Included in the current key internal priorities for BSO are:

- Establishing and embedding of Shared Services model and systems within HSC;
- Progressing the Data Centre business case for HSC;
- Establishing an Honest Broker Service to enable the provision of anonymised, aggregated health and social care data for ethically approved health and social care related research;
- Enhancing the provision of IT services to HSC through re-structuring and implementation of Gartner recommendations;
- Engaging with the NI Fire and Rescue Service to scope the potential provision of BSO services to that organisation;
- Reviewing our HR strategies to reflect updated business requirements.

Some of these priorities are described further within this Business Plan.

The BSO is conscious of the strategic context within which it operates and sees its future key priorities to be in the following areas.

Supporting the Programme for Government (PfG)

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 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.

The BSO will aim to increase its connectivity to our partners within the HSC, including contributing to the Public Health agenda and the 'Transforming Your Care' initiatives in innovative ways.

Strategic Alliances

We will also continue to build on our strong working relationships with customers and our DHSSPS Sponsor Branch and extend our strategic alliances to other partners within and outside of the statutory sector.

Service Development and Innovation

Standing still is not an option for the BSO as the current economic climate has placed unprecedented pressure on us and on our customers to deliver efficiency savings. We will constantly explore new and innovative ways of developing and growing our services and increasing our productivity.

Pursuit of Excellence

The BSO continually strives for excellence by fostering innovation and best practice in service delivery and in the area of corporate and financial governance. Achieving the successful roll-out of Shared Services will be a significant milestone

and enhance the way in which HR and financial services are delivered and the expected benefits to HSC are considerable.

People

The BSO cannot achieve its aims without our most valuable asset – the people who make up our workforce. We must adopt a strategy which results in a motivated, engaged and innovative workforce. This includes succession planning, skills enhancement and leadership and team effectiveness initiatives.

The BSO moves forward into the future confident of delivering to our mission which 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.”*

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. Take steps to improve/develop/enhance the provision of IT Services through the implementation of the Gartner recommendations by December 2014.</p> <p>[DHSSPS Requirement 4.2b]</p>	<p>One of the key Gartner work streams was to have improved “Disaster Recovery” for IT Services. A number of actions have already been implemented in relation to this. The next significant piece of work involves defining the expected level of service continuity that ITS customers can expect in the event of a service interruption based on the current applications, technology and resourcing levels for each service. This information can be used as input to customer business continuity plans. It will also be the key input to a consultation on future ICT investment plans for the broader HSC.</p> <ul style="list-style-type: none"> • Define and publish the Recovery Time Objective (RTO) for each of the services provided by BSO IT Service by December 2014 <p>Responsibility: Director of Customer Care & Performance</p>
<p>2. HSC Data Centre:</p> <ul style="list-style-type: none"> • Progress the HSC Data Centre business case approval to implementation stage; • Establish appropriate project management structures to facilitate the identified option within the business case; 	<ul style="list-style-type: none"> • Work as part of the DFP procurement project (which will include Final Business Case approval as part of the project) with the planned aim of awarding contract (by December 2014); <p><i>(N.B. BSO is one part of the wider DFP Procurement and consequently not the sole driver of the timescales.)</i></p> <ul style="list-style-type: none"> • Project management structures for the procurement phase of the project to be finalised (by May 2014)

- Outline and implement the interim arrangements to facilitate the establishment of an HSC Data Centre and how they mitigate known risks.

[DHSSPS Requirement 4.2c]

[Programme Director to be appointed by DFP in April 2014];

- Options for migration from the existing data centres to the new services to be identified **by April 2014**;
- Detailed approach for migration to be agreed once contract has been awarded and dates for availability of two new data centres are clarified **by December 2014**;
- Project structures and team membership for migration (as distinct from the procurement) to the new data centres to be agreed **by December 2014**.

Responsibility: Director of Customer Care & Performance

BSO Strategic Objective 2: *To Grow and Develop*

Key Priorities/Targets	Key Actions
<p>3. Ensure Shared Services model, systems and structures are established and embedded in accordance with Ministerial approval and implementation plans by December 2014.</p> <p>[DHSSPS Requirement 4.2a]</p>	<ul style="list-style-type: none"> • Accounts Payable fully established in interim accommodation by June 2014; • Accounts Receivable fully established in final accommodation by June 2014; • Payroll/Travel fully established in interim accommodation by September 2014, • Payroll/Travel in final accommodation by December 2014; • Recruitment & Selection fully established in interim accommodation by September 2014, • Recruitment & Selection in final accommodation by December 2014. <p>Responsibility: Director of Operations</p>
<p>4. Building on the work undertaken in 2013-14, expand and develop Internal Audit Services in response to customer needs, once relevant structures are in place.</p> <p>[DHSSPS Requirement 4.2d]</p>	<ul style="list-style-type: none"> • Annual Internal Audit Plans in places by June 2014 • Annual assurance provision to be agreed by December 2014 <p>Responsibility: Director of Customer Care & Performance</p>

<p>5. Produce a plan to explore and develop Counter Fraud and Probity Services across the HSC within existing funding structures by September 2014.</p> <p>[DHSSPS Requirement 4.2e]</p>	<p>A plan will be produced by September 2014 which will focus on two areas of work:</p> <ul style="list-style-type: none"> • Engage with stakeholders and produce a plan to increase the level of pro-active Counter Fraud work. Counter Fraud and Probity Services will seek to identify opportunities to improve the prevention, deterrence, detection, reporting, investigation and correction of fraud across HSC, including exploring new data analysis methods; • Produce a plan to implement the Access to Healthcare project. <p>Responsibility: Director of Operations</p>
<p>6. Scope potential new services to NIFRS.</p> <p>[BSO Business Planning Workshop October 2013]</p>	<ul style="list-style-type: none"> • Continue with scoping of potential new services; • Follow up any areas identified by NIFRS with reply inside one month; • Report to Senior Management Team <p>(on-going to March 2015)</p> <p>Responsibility: Directors of Customer Care & Performance and Finance, Chief Legal Adviser</p>

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

Key Priorities / Targets	Key Actions
<p>7. 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. In particular:</p> <ul style="list-style-type: none"> • Establish Clinical Education Centre bespoke co-ordination point for TYC activity by April 2014; • Re-organise and re-designate Nurse Education Consultants to take forward TYC agenda by April 2014. <p>[DHSSPS Requirement 4.3b]</p>	<ul style="list-style-type: none"> • Establish Clinical Education Centre bespoke co-ordination point for TYC activity by April 2014; • Re-organise and re-designate Nurse Education Consultants to take forward TYC agenda and other health-related PfG initiatives/changes by April 2014; • Development of a knowledge hub and a leadership development programme to support the aims of TYC and other health-related PfG initiatives/changes to commence by April 2014 <p>Responsibility: Chief Executive – Heads of Leadership and Clinical Education Centres to co-ordinate</p>
<p>8. Building on the work undertaken in 2013-14, monitor the programme of work required to support and facilitate the delivery of TYC initiatives and report progress to the BSO Board on a quarterly basis.</p> <p>[DHSSPS Requirement 4.3a]</p>	<ul style="list-style-type: none"> • Seek nominations to establish a BSO working group to scope TYC programme of work (prior to April 2014) • and establish quarterly reporting mechanism to BSO Board (August, October 2014 and January, April 2015) <p>Responsibility: Chief Executive to co-ordinate</p>

<p>9. Prepare for pension reform and implementation of required changes as a result of reform decisions by NI Assembly.</p> <p>[BSO Business Planning Workshop October 2013]</p>	<ul style="list-style-type: none"> • Business case for additional resources for Pension Reform Team to be completed by April 2014 with Team in place by June 2014 • Business case for software updates for ALTAIR system to be completed by June 2014 • Robust training plan for staff in place by September 2014 <p>Responsibility: Director of Operations</p>
<p>10. Revise BSO recruitment strategies/processes to reflect business/organisational requirements and monitor impact.</p> <p>[BSO Business Planning Workshop October 2013]</p>	<p>Evaluation to be completed by September 2014.</p> <p>Responsibility: Director of Human Resources & Corporate Services</p>
<p>11. Ensure training reflects business needs and that workforce is properly skilled and inducted and equipped for change. In particular:</p> <ul style="list-style-type: none"> • Ensure full roll-out of team working initiative across 12 teams, including new Shared Services teams and evaluate implementation. • Devise and implement a process aligned with the team working initiative to target opportunities for improved efficiency and effectiveness. The aim will be to effect a reduction in the level of duplication in workload and processing of a range of transactions. <p>[BSO Business Planning Workshop October 2013]</p>	<ul style="list-style-type: none"> • Implement team working according to plan agreed with Senior Management Team; • Evaluate impact. <p>(by March 2015)</p> <p>Responsibility: Director of Human Resources & Corporate Services</p>
<p>12. Achieve/maintain the minimum standard of paying 95% of undisputed invoices within 30 days throughout 2014/15.</p> <p>[DHSSPS Requirement 2A1.b]</p>	<p>Monitored monthly through Corporate Scorecard.</p> <p>Responsibility: Directors of Finance/Operations</p>

<p>13. Reflecting on the 10 day target set for 2013/14, establish and deliver a realistic 10 day prompt payment target for the organisation, expressed as a percentage of invoices to be paid within 10 working days.</p> <p>[DHSSPS Requirement 2A1.c]</p>	<p>The BSO target for 2013-14 for Invoices Paid Within 10 Days was 45% - target for 2014-15 will be 70%.</p> <p>(Monitored monthly through the Corporate Scorecard).</p> <p>Responsibility: Directors of Finance/Operations</p>
<p>14. Deliver accurate financial reports and financial forecasts on a timely basis in accordance with Departmental timescales:</p> <p>The actual end-year forecast and monthly profiled financial forecast of expenditure provided to DHSSPS each month to be prepared on a robust basis and any variance +/- 5% of the previous month's forecast fully explained.</p> <p>[DHSSPS Requirement 2A 2.a]</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. Deliver accurate financial reports and financial forecasts on a timely basis in accordance with Departmental timescales:</p> <p>The monthly year-end financial forecast as at September 2014 (and subsequent months) should be within -/0.5% of the final outturn.</p> <p>{DHSSPS Requirement 2A 2.b]</p>	<p>This is an existing requirement.</p> <p>Responsibility: Director of Finance</p>
<p>16. Ensure that the monthly forecasts of clinical negligence cases to be settled during 2014/15 are complete and robust and that the projections are shared with Trusts on a monthly basis. <i>(new DHSSPS wording 10/12/13)</i></p> <p>[DHSSPS Requirement 2A 2.e]</p>	<ul style="list-style-type: none"> • Monitoring of Revised Procedures for Liabilities for Clinical Negligence Costs by Legal Services Senior Management Team each month; • On-going revision of forecast figures; • Monthly reports to clients of revised forecast figures; <p>Responsibility: Chief Legal Adviser/Director of Finance</p>

<p>17. Ensure actual clinical negligence settlements are reported to the Department on a monthly and timely basis and that variance +/-5% compared to previous periods are escalated accordingly.</p> <p>[DHSSPS Requirement 2A 2.f]</p>	<p><i>(Note - BSO provides a monthly return to DHSSPS on Clinical Negligence forecasts. Directorate of Legal Services always endeavours to ensure these estimates are as accurate and reliable as possible, but circumstances beyond the control of BSO may have a significant impact on these figures. BSO Director of Finance to escalate increased activity to DHSSPS as soon as possible.)</i></p> <ul style="list-style-type: none"> • Monthly reports to DHSSPS (on-going to March 2015 and beyond) <p>Responsibility: Chief Legal Adviser/Director of Finance</p>
<p>18. Deliver productivity and cash releasing efficiencies as set out in 2014/15 Savings Plans, by March 2015.</p> <p>[DHSSPS Requirement 2A 3.a]</p>	<p>Achieve year-end break-even position (by March 2015)</p> <p>Responsibility: Senior Management Team/Director of Finance to co-ordinate</p>
<p>19. Develop plans to deliver efficiencies (productivity and cash releasing) in 2015/16 by 30 June 2014.</p> <p>[DHSSPS Requirement 2A 3.b]</p>	<p>Following advice received from DHSSPS, plans for 2015-16 will be developed assuming a “flat cash” allocation. Further scenarios will also be developed of what measures would be required to deliver further savings beyond a flat cash position e.g. 5%, 10%.</p> <p>These outline plans will be presented to the BSO Board as part of the annual budgeting/business planning cycle by 30 June 2014.</p> <p>Responsibility: Director of Finance</p>

<p>20. For capital/external consultancy/revenue business cases, ensure that submission to the Department is in line with agreed timeframes, including annual submission of revenue and business cases database.</p> <p>[DHSSPS Requirement 2A 3.c]</p>	<p>On-going to March 2015.</p> <p>Responsibility: Director of Finance</p>
<p>21. Ensure that a suitable skills base is maintained/developed to develop business cases and provide written assurance to the BSO Board by March 2015.</p> <p>[DHSSPS Requirement 2A 3.d]</p>	<p>Develop and deliver appropriate training courses (on-going from April 2014)</p> <p>Written assurance to BSO Board regarding maintenance/development of skills base by March 2015</p> <p>Responsibility: Director of Human Resources & Corporate Services to co-ordinate</p>
<p>22. Ensure property costs demonstrate value for money by submitting a Property Asset Management Plan, in line with Departmental requirements, to the DHSSPS on 30 April 2014.</p> <p>[DHSSPS Requirement 2B 1.a]</p>	<p>Property Asset Management Plan (PAMP) to be forwarded to the DHSSPS by 30 April 2014.</p> <p>Responsibility: Director of Human Resources & Corporate Services</p>
<p>23. Dispose of surplus assets in line with current guidance: Updates to current, planned and potential annual disposal plans to be submitted to the DHSSPS on a quarterly basis.</p> <p>[DHSSPS Requirement 2B 1.b]</p>	<p>Report to DHSSPS in accordance with Departmental requirements in June 2014, September 2014, December 2014 and March 2015.</p> <p>Responsibility: Director of Human Resources & Corporate Services</p>
<p>24. Support the DHSSPS Sustainable Development Duty by submitting a Sustainable Development Report, in line with Departmental requirements, by 30 April 2014.</p> <p>[DHSSPS Requirement 2B 2]</p>	<p>Submit to the DHSSPS a Sustainable Development Report, in line with Departmental requirements, by 30 April 2014.</p> <p>Responsibility: Director of Human Resources & Corporate Services</p>

<p>25. Reduce staff absence rates to 3.41%.</p> <p>[DHSSPS Requirement 2C 1.a]</p>	<ul style="list-style-type: none"> • The 2014-15 target of 3.41% agreed with DHSSPS represents a 5% reduction of the 2013-14 target (monitored monthly through Corporate Scorecard report to Board); • BSO Attendance Management Policy will continue to be applied and supported by initiatives with regard to health promotion in the workplace; • Quarterly report to BSO Board on key patterns and reasons behind staff absence. <p>Responsibility: Director of Human Resources & Corporate Services</p>
<p>26. By 30 June 2014, 90% of staff to have had an annual appraisal of their performance during 2013/14 and an agreed personal development plan for 2014/15.</p> <p>[DHSSPS Requirement 2C 2.a]</p>	<p>Monitored through BSO Corporate Scorecard.</p> <p>Responsibility: Director of Human Resources & Corporate Services</p>
<p>27. Produce an individual BSO 2013/14 Annual Quality Report by September 2014.</p> <p>[DHSSPS Requirement 3.1a]</p>	<p>BSO Director of Finance is organisational representative on Q2020 Steering Group. Report to be brought to BSO Board for approval by September 2014.</p> <p><i>(Note - DHSSPS has advised that their Safety and Quality Directorate will be issuing guidance for ALB Quality Reports)</i></p> <p>Responsibility: Director of Finance</p>

BSO Strategic Objective 4: *To Ensure Good Governance*

Key Priorities / Targets	Key Actions
<p>28. Achieve the financial breakeven target of 0.25% or £20k (whichever is the greater) of revenue allocation by March 2015.</p> <p>[DHSSPS Requirement 2A1A]</p>	<p>This is an existing requirement. Formal forecasting regime generates a Latest Best Estimate for BSO at three formal checkpoints during the year. This process acts as a key enabler in assisting BSO to meet its statutory breakeven obligations.</p> <p>Responsibility: Director of Finance</p>
<p>29. Annual Report and Accounts for 2013/14 to be certified by the C&AG and laid in the Assembly before the 2014 summer recess.</p> <p>[DHSSPS Requirement 2A1.d]</p>	<p>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 Annual Report and Accounts should be approved by the BSO Governance and Audit Committee and Board to ensure laying at the NI Assembly in line with the Department's faster closing timetable.</p> <p>Responsibility: Directors of Finance and Customer Care & Performance</p>
<p>30. Compliance with the Department's processes and timescales for the completion of:</p> <ul style="list-style-type: none"> • Mid-Year Assurance and End-year Governance Statements; • Board Governance Self-Assessment Tool; • NAO Audit Committee Checklist • Mid-Year and End-Year Accountability meetings; and • Controls Assurance Standards process. <p>[DHSSPS Requirement 1.2a]</p>	<p>These are existing requirements.</p> <p>Responsibility: SMT; Directors of Finance and Customer Care & Performance to co-ordinate</p>

<p>31. Achieve Substantive Compliance with the Information Management Controls Assurance Standard by 31 March 2015.</p> <p>[DHSSPS Requirement 1.2b]</p>	<ul style="list-style-type: none"> • Produce action plan following 2013-14 assessment (by April 2014); • Monitor progress against action plan (September-December 2014); • Ensure action plan is completed by March 2015. <p>Responsibility: Director of Human Resources & Corporate Services</p>
<p>32. By 31 March 2015 carry out an independent evaluation of the Board governance arrangements.</p> <p>[DHSSPS Requirement 1.2c]</p>	<p><i>[Note: DHSSPS to liaise further with ALBs around this process as per Permanent Secretary's correspondence of 28 November 2013]</i></p> <p>Responsibility: Director of Customer Care & Performance to co-ordinate</p>
<p>33. During 2014/15 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.</p> <p>[DHSSPS Requirement 1.3a]</p>	<p>Work with PHA/HSCB in the annual review and validation of the Joint Emergency Response Plan and contribute to the planning of and participation in Exercise Cygnus by October 2014.</p> <p>Responsibility: Director of Human Resources & Corporate Services</p>
<p>34. During 2014/15 test and review business continuity management plans to ensure arrangements to maintain services to a pre-defined level through a business disruption.</p> <p>[DHSSPS Requirement 1.3b]</p>	<p>Carry out annual desktop exercise in Legal, Information Technology and Procurement and Logistics Services, along with corporate BSO exercise (by March 2015).</p> <p>Responsibility: Director of Human Resources & Corporate Services</p>

<p>35. Meet the timescales of the Department's ALB business planning process and ensure that draft business plans are with the DHSSPS by mid-January each year.</p> <p>[DHSSPS Requirement 1.1a]</p>	<ul style="list-style-type: none"> • Arrange BSO Planning Timetable/Events to coincide with publication of Departmental Requirements (by October 2014); • Draft BSO Business Plan to be submitted to DHSSPS by mid-January 2015. <p>Responsibility: Director of Customer Care & Performance</p>
<p>36. Provide the DHSSPS with accurate and timely information which meets the Department's performance management and reporting requirements and deadlines.</p> <p>[DHSSPS Requirement 1.1b]</p>	<p>On-going to March 2015.</p> <p>Responsibility: Director of Customer Care & Performance</p>
<p>37. Ensure compliance with public procurement policy by ensuring that Single Tender Actions >£30k are publicly published on a monthly basis in line with CPD requirements.</p> <p>[DHSSPS Requirement 2A.4.a]</p>	<ul style="list-style-type: none"> • Engage with HSC organisations to agree reporting timetables by June 2014; • Publish Single Tender Actions >£30k monthly; • Support DHSSPS in review of guidance by December 2014. <p>Responsibility: Director of Operations</p>
<p>38. Establish a process by June 2014 to provide assurance to the BSO Board that the organisation has adopted and maintained good procurement practice, as specified in the Department's Review of Procurement, or as separately promulgated by the DHSSPS. Report to the BSO Board in September 2014 and March 2015 on this matter.</p> <p><i>(This should include consideration of DFP and Departmental requirements/guidance such as Procurement Guidance Notes as set out in HSC Finance circulars, Procurement Estates Letters (PELs) and the Ministerially approved recommendations in the Department's Review of Procurement.)</i></p> <p>[DHSSPS Requirement 2A.4.b]</p>	<p>Following success in November 2013 of CoPE re-accreditation:</p> <ul style="list-style-type: none"> • Review and update internal controls by June 2014 and on-going; • Develop comprehensive bi-annual assurance report for BSO Board approval by June 2014; • Implement reporting regime by September 2014. <p>Responsibility: Director of Operations</p>

<p>39. Reflecting on the work undertaken in 2013/14, deliver against the targets for implementation of social causes within procurement contracts for supplies and services, reporting to the BSO Board in September 2014 and March 2015. [DHSSPS Requirement 4.1a]</p>	<ul style="list-style-type: none"> • Review Procurement Guidance Notes; • Agree contract suitability; • Incorporate guidance into sourcing strategies Ensure staff and Contract Adjudication Groups are fully trained (all by June 2014) • Create a resource library for PaLS staff; • Promote use of Social Clauses through website/buyer-supplier forums (all by September 2014) • Monitor implementation (June 2014-March 2015) • Incorporate into bi-annual BSO Board PaLS Assurance Report (September 2014 and March 2015). <p>Responsibility: Director of Operations</p>
<p>40. Finalise and implement the Social Care Procurement Strategy by June 2014. [DHSSPS Requirement 4.1b]</p>	<p>Flowing from the DHSSPS Procurement Strategy and the work of the Social Care Task and Finish Group:</p> <ul style="list-style-type: none"> • Re-engage with DHSSPS and/or HSC Board to determine PaLS actions required to complete Strategy (by April 2014); • Complete PaLS actions in accordance with the Strategy; • Support consultation process with key stakeholders in accordance with Strategy timetables. <p>Responsibility: Director of Operations</p>
<p>41. Take steps to ensure that BSO is ready to deliver against the requirements of the forthcoming amendment to EU Public Procurement Regulations by June 2014. [DHSSPS Requirement 4.1c]</p>	<ul style="list-style-type: none"> • Engage with CPD and others to agree training strategy for all COPEs by April 2014; • Develop training programme for PaLS staff following Cabinet Office training (by June 2014 based on current legislative timetable);

	<ul style="list-style-type: none"> • Deliver training programme to PaLS staff (by September 2014); • Update e-Tendering templates and internal processes to match regulations (by September 2014); • Assess implications of new regulations, taking into account any new case law (by March 2015); • Identify training needs flowing from the Social Care Procurement Task and Finish Group (in accordance with Strategy timetables). <p>Responsibility: Director of Operations</p>
<p>42. Ensure that key targets from the NICS Procurement Board Strategic Plan continue to be delivered, such as:</p> <ol style="list-style-type: none"> I. 95% of projects over EU threshold to have a documented procurement strategy; II. 95% of project requirements over £30k in relation to supplies and services to be publicly advertised using eSourcing NI and III. 95% of contracts to include requirements for terms and conditions for sub-contracting, where appropriate. <p>[DHSSPS Requirement 4.1d]</p>	<ul style="list-style-type: none"> • Develop and implement suitable clause to protect sub-contractors for inclusion in all contracts (by June 2014); • Monitor sourcing teams to ensure appropriate strategies are in place (on-going to March 2015); • Monitor sourcing teams to ensure all procurements greater than £30k are publicly advertised via the e-Tendering portal (on-going to March 2015); • Develop and implement appropriate action/remedial plans where targets are not being achieved and report to BSO Board on a monthly basis as appropriate (on-going to March 2015). <p>Responsibility: Director of Operations</p>
<p>43. Provide support in good governance 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. In addition to providing training opportunities and advice for policy leads as required, key</p>

[DHSSPS Requirement 4.3c]

actions will include:

- Facilitate the production and publication of screening reports and associated documentation **(on a quarterly basis)**;
- Incorporate quality assurance with clients **(on a quarterly basis)**;
- Facilitate consultee feedback and its consideration **(on a quarterly basis)**;
- Achieve a positive assessment from at least 75% of clients carried out through annual BSO Customer Satisfaction Survey **(by March 2015)**

Responsibility: Director of Customer Care & Performance

Anticipated Financial Context 2014-15

RESOURCING THE PLAN 2014/15

1. Introduction

1.1 This section of the plan sets out the approach to compiling a Budget for the Organisation for 2014/15 and gives an overview of the likely sources of income and expenditure for the incoming financial year.

2. 2014/15 BSO Budget and Service Offering

2.1 The 2014/15 BSO Service Offering will be based upon the premise of doing more for our clients for the same fee. Demand for BSO's services, particularly PaLS and DLS, has increased during 2013/14 and the 2014/15 Service Offering will commit to absorbing an element of this increased throughput at no additional cost to our customers. BSO will strive to deliver this additional productivity by focusing on methods of work, continuing to bear down on all areas of discretionary spend and positively harnessing technology to simplify all of our business processes.

2.2 BSO aims to complete the compilation of its draft 2014/15 Service Offering by 31 January 2014. Following discussion with DHSSPS Sponsor Branch we will issue this Offering to all of our customers in February 2014 along with proposed Service Level Agreements (SLAs) for the 2014/15 Financial Year. Work will then commence on compiling a Budget for the Organisation for 2014/15 and the output of SLA discussions with customers will be woven into this Budget document, along with final indicative Revenue Resource Limit (RRL) allocations for 2014/15 which are usually communicated to the Organisation by DHSSPS in early April.

3. Income

- 3.1 BSO earns its income from the 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 DHSSPS and the HSC Board.
- 3.2 The 2014/15 Service Offering will detail the services which BSO delivers and the efficiencies that it is committed to delivering in the financial year ahead. The content of this document and the consequent impact on BSO's SLAs will be factored into the Organisation's budgeted income streams for 2014/15.
- 3.3 BSO receives funding from DHSSPSNI in respect of the Core Services it delivers to both the DHSSPS and other HSC Organisations, for example the Business Services Transformation Programme (BSTP) and the HSC Clinical Education Centre. RRL funding for these Core Services was c£8m in 2013/14.
- 3.4 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 additional revenue streams of approximately £3m annually.
- 3.5 BSO, through its PaLS Department, manages stock issues for the HSC Organisations. This fluctuates with demand and turnover is estimated at between £45m and £50m, based on 2013/14 activity. There is no surplus or deficit anticipated arising from these transactions.
- 3.6 The regional ITS Programme revenue and capital expenditure, commissioned by the HSC Board, is also administered through 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.

- 3.7 In addition, BSO administers expenditure on (Non-Core) Services on behalf of the DHSSPS such as Nursing Bursaries and the Healthy Start Programme. This expenditure, funded by DHSSPS, by way of RRL funding is in the region of £19m per annum.

4. Expenditure

- 4.1 The cash efficiencies, estimated inflationary uplift and funding for any new services identified in the BSO 2014/15 Service Offering document will be incorporated into the overall 2014/15 expenditure budgets and factored into draft SLAs with all our customers.
- 4.2 Detailed budgets will be agreed with BSO directorates and final budgets will be provided for approval to the BSO Board.
- 4.3 It is assumed that all expenditure associated with the delivery of Finance and HR Shared Services along with (non-core) expenditure relating to the regional ITS Programme, PaLS Trading and those services administered on behalf of DHSSPS will be fully funded.