



Business Services
Organisation

Building Shared Options



Strategy 2012 - 2015

CONTENTS

	PAGE
1. Our Mission and Introduction	2
2. Our Organisation, Our Values, Our Board	3
3. Our Staff, Our Customers	4-5
4. Our Services	6-9
5. The Strategic Context	10-13
6. Strategic Objectives, Mission and Values 2012-15	14
7. How will the BSO Improve Customer Experience?	15
8. How will the BSO Grow and Develop?	16-17
9. How will the BSO Recognise and Embed Excellence and Innovation?	18-19
10. How will the BSO Ensure Good Governance?	19-22
11. Service Delivery Plan 2012-13	23-32
12. Resourcing the Plan 2012-13	33-35

Our Mission

“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.”



A handwritten signature in black ink, appearing to read 'Alexander Coleman'.

**Alexander Coleman,
BSO Chairman**

Introduction

In order to help us fulfil our mission in an increasingly challenging environment, the HSC Business Services Organisation (BSO) has refreshed its corporate strategy and strategic objectives for the three year period 2012-15.

This document sets out the BSO’s mission, values and objectives. It creates the overarching framework for the culture and behaviours of staff and supports the development of detailed annual service delivery plans.

Our Organisation

The BSO was established on 1 April 2009 to provide a range of business and specialist professional services to the wider Health and Social Care (HSC) environment.

Now into our fourth year, BSO has worked closely with customers to introduce new and innovative services which will support improved health outcomes, care and treatment for the public. Annual reports on achievements in the last four years are available on our website and by post.

Our Values

As an organisation we value:

- *Listening to our customers and responding innovatively to their needs;*
- *Operating transparently to the highest possible standards with honesty and integrity;*
- *The diversity and individuality of our staff and the contribution that each makes to the success of the organisation;*
- *Delivering services in a manner that maximises the resources available to front line health and social care providers;*
- *Being socially and environmentally responsible in how we deliver our services.*

Our Board

Executive and Non-Executive Directors of the BSO Board provide leadership of the organisation. Guided by the Minister and priorities set by the DHSSPS, they set the strategic direction for the BSO and are responsible for ensuring that the organisation achieves its objectives. The Chief Executive is accountable to the BSO Board and to the DHSSPS for the performance of the organisation.

Further details on the membership of the BSO Board can be found in the latest Annual Report on our website by clicking on the following link: **[BSO Customer Relations and Service Improvement](#)**



A handwritten signature in black ink that reads "David Bingham". The signature is written in a cursive style with a long horizontal line extending to the right.

David Bingham, BSO Chief Executive

Our Staff

We regard our workforce to be the BSO's most important asset and value the diversity and individuality of staff and the contribution that each makes to delivering services to the high standards that our customers expect. The BSO seeks to recognise and embed excellence and innovation amongst our staff and celebrate individual, team and organisational success. As at the end of March 2012, we employed 923 members of staff (around 865 Whole Time Equivalent, including the recently acquired HSC Leadership and Clinical Education Centres) to deliver our range of specialist support services from a number of locations throughout Northern Ireland.

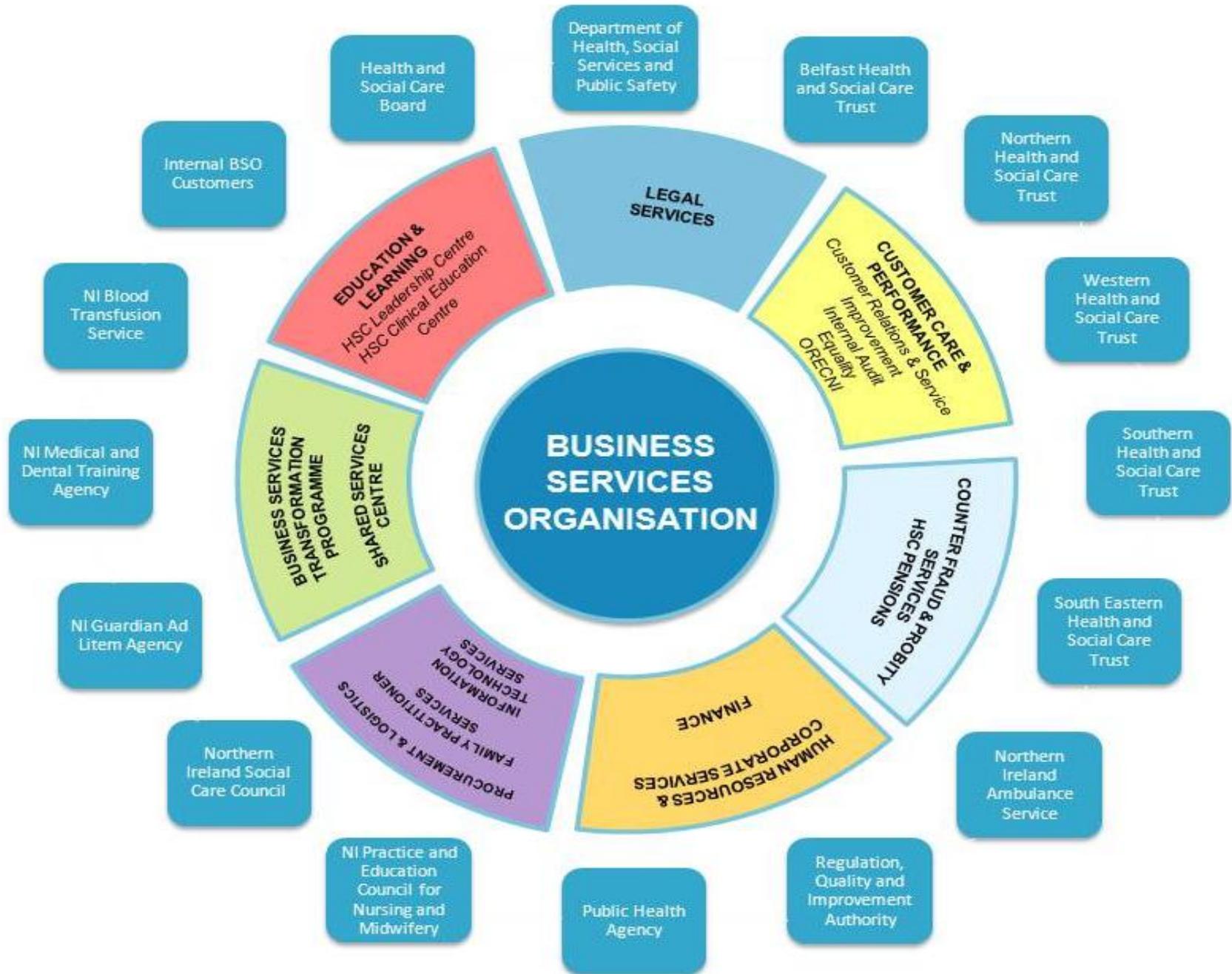


Our Customers

The BSO is a customer-driven organisation and earns its income from the provision of services which are paid for by other HSC organisations, including the HSC Board, the Public Health Agency, Trusts and other smaller agencies in the HSC community, as well as the DHSSPS. Services are provided to each customer within the quality standards and pricing set out within their Service Level Agreement (SLA) with the BSO.



CUSTOMERS OF BSO



Our Services

BSO manages a range of key services which directly support the front line of the HSC in Northern Ireland.



1. Procurement and Logistics Service (PaLS)



A Centre of Procurement Expertise delivering value-for-money contracting, procurement and logistics services for the £460 million annual HSC spend on goods and services in Northern Ireland. 95% of the HSC goods and services spend is handled through PaLS. With distribution centres in Belfast and Londonderry, we deliver thousands of different products directly to our clients in wards and HSC departments across Northern Ireland.

2. Counter Fraud and Probity Services (CFPS)

A team of accredited counter fraud specialists delivers a criminal investigation service to our customers. This team is available to provide support to take cases through the various stages of the criminal justice system from investigation by the Police Service of Northern Ireland to trial in the Crown Court.



Our probity services recovered in excess of £ 200,000 in 2011-12.

3. HSC Pensions Service

The HSC Pensions Service for Northern Ireland provides payroll services to approximately 30,000 pensioners. It also administers the Pension Scheme for 73,000 current and deferred members drawn from HSC employees, GPs, dentists and employees of other approved organisations in Northern Ireland.



Pensions Service is constantly increasing its efficiency and productivity by updating its technology and processes. An Automated Call Distribution system has been introduced, which allows 36,000 calls a year to be handled efficiently.

4. Family Practitioner Services (FPS)

FPS maintains the central register of patients registered with General Medical Practices in Northern Ireland and issues medical registration cards to patients.



The service makes payments to General Medical and Dental Practitioners, Chemists and Community Optometrists throughout Northern Ireland and provides

professional advice, support and information to customers.

FPS also provides the call and recall facilities for cervical screening and bowel cancer screening in Northern Ireland.

5. Information Technology Service (ITS)



ITS provides a wide range of Information, Communications and Technology project and support services. These range from routine business support services to complex clinical and social care systems as well as implementation and support.



ITS has also invested in a best practice ITIL compliant service desk facility.

6. Directorate of Legal Services (DLS)



DLS is a modern and progressive legal practice comprising a team of more than 40 specialist solicitors and 60 paralegal staff who provide a high quality, cost effective legal service exclusively for HSC clients

throughout Northern Ireland. DLS provides advice, representation and training on a range of legal issues in:

- Medical Negligence
- Inquests
- Family Law
- Employment Law
- General Litigation
- Conveyancing
- Procurement and Contracts
- Administrative Law (i.e. judicial review)
- General Advice.



Over the past five years DLS has recovered debts amounting to over £ 1.2 million on behalf of its clients.

7. Finance Services

The Finance Directorate's primary responsibilities are to secure and maintain strong financial management within the BSO and to provide a range of financial services to customers across HSCNI. These range from transactional processing functions such as Payroll and Accounts Payable to the provision of full Management Accounting and/or Financial Accounting Services, including the production of annual Statutory Accounts.



8. Human Resources and Corporate Services

HR provides a full range of services including:

- Recruitment and Selection
- Training and Development
- Advice and Support

Classroom- type training currently covers areas such as Bribery Act Awareness, Appraisal, Selection and Recruitment, Policy Awareness and Customer Care Training.



This is complemented by extensive e-learning in areas such as Risk Management, Fire Awareness, Fraud Awareness and Selection and Recruitment theory.

Corporate Services is responsible for the management of a range of services, including the handling of complaints, data protection and freedom of information requests, emergency and business continuity planning and facilities management.

9. Internal Audit Services

Internal Audit adds value to and improves the operations of our customer organisations by delivering a risk-based audit plan to each of them. Assurance is provided to customers on the



adequacy and effectiveness of their risk management, control and governance arrangements.

10. Equality Unit



Equality provides advice and guidance on the processes and structures required in association with equality (Section 75) legislation.

The Equality Unit delivers workshops and screening assessments to customer groups.

11. Office for Research Ethics Committees (ORECNI)

The role of OREC is to provide ethical advice on the performance of research studies involving Health and Social Care and the wider NHS.



12. Customer Relations and Service Improvement (CRSI)

CRSI is responsible for dimensions of Customer Relations, including Performance Management reporting to customers.

Strategic and Business planning processes are provided, along with facilitation of Service Improvement and Quality initiatives, including benchmarking, ISO and EFQM.

Governance and accountability services include co-ordination of controls assurance and risk management arrangements.



13. Shared Services

The Business Services Transformation Project (BSTP) is a Departmental initiative and represents a major programme of investment. During 2013, Shared Services Centres will be created and out-dated systems replaced in three areas:

- Finance, Procurement and Logistics;
- HR, Payroll, Travel and Subsistence;
- Family Practitioner Services payment systems.



New cost effective shared services arrangements will allow savings of up to £8 million a year and enable standardised and streamlined business processes.

14. and 15. HSC Leadership Centre and HSC Clinical Education Centre

The Leadership Centre provides a wide range of exciting leadership development initiatives, short course programmes, consultancy services, IT programmes and skills development. Clinical education and skills development programmes are available through the Clinical Education Centre.

Facilities are also available for hire for all type of seminars, lectures and meetings.



The Strategic Context

DHSSPS Vision

The BSO strategy takes its lead from the wider vision of the DHSSPS which, in 2011, set out five long term goals:

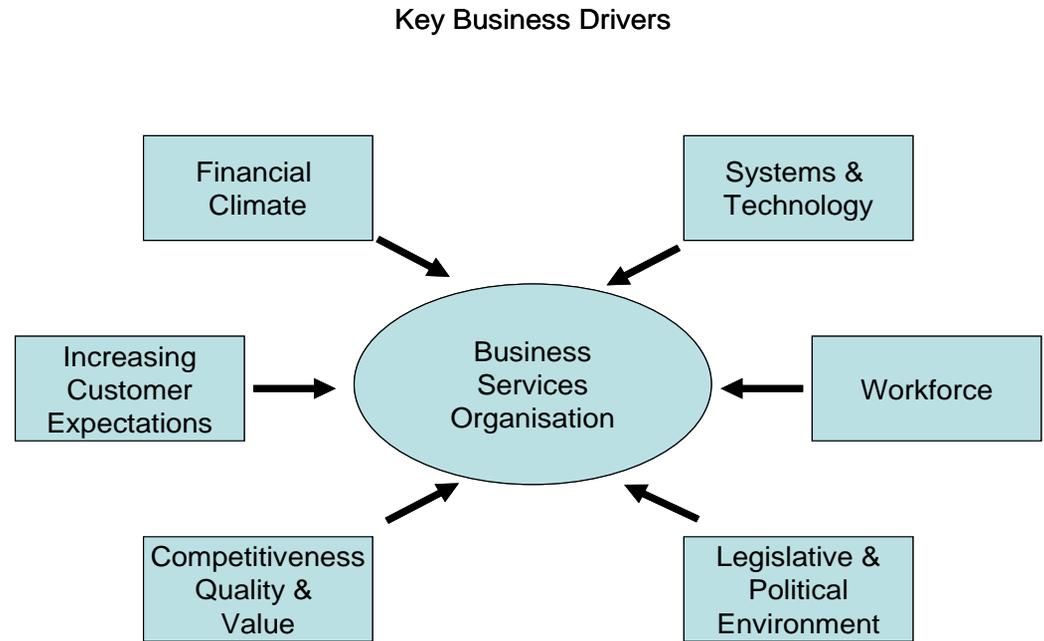
1. Improving and protecting health and well-being and reducing inequalities;
2. Improving the quality of services;
3. Ensuring more accessible and responsive services;
4. Improving the involvement of individuals and communities in the design, delivery and evaluation of policies;
5. Ensuring effective and efficient allocation and utilisation of all available resources in line with Ministerial priorities.

In addition to supporting the wider DHSSPS strategic aims, BSO Corporate and Service Delivery Plans will contribute, as appropriate, to the achievement by the wider HSC sector of 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



Economic Climate

It must be recognised that the strategic context for the HSC has altered significantly with the current economic downturn placing unprecedented pressure on the HSC budget to deliver efficiency savings. This means that all HSC organisations, including BSO, have to consider their

internal efficiency and the efficiency with which they deliver services to customers.

BSO will be challenged over the next few years to manage resources within what may be a significantly reduced income, whilst also endeavouring to maintain and improve on high levels of professional service. We look to the future by further modernising services to help colleagues in HSC and seeking to grow and develop new and innovative service offerings.

In light of the current economic downturn, it may well be that, with an unchanged business model, existing BSO customers will not be in a position to afford the same level of services as was previously the case. One of BSO's strategic goals includes expansion of the customer base both within and external to the HSC sector, thereby facilitating economies of scale across a range of government departments and Non-Departmental Public Bodies (NDPBs).

Shared Services

One of the original objectives of BSO, in addition to providing a wide range of support services, was to deliver shared services within HSC. The concept behind shared services is to bring together high-volume, transaction based or experience-based functions that are frequently duplicated across different business units or organisations, services that can be provided at lower cost and higher quality.

BSO has taken the operational lead in delivering the Departmental initiative of the Business Services Transformation Programme (BSTP). This programme will deliver new electronic systems which will significantly improve back-office processing.

Following a public consultation exercise, the Minister of Health, Social Services and Public Safety announced, on 14 May 2012, his decision to proceed with the introduction of the shared services model. This decision brings additional responsibility for the BSO in leading the work on the design and roll-out of shared services centres of expertise. Implementation is currently underway. BSO is also of the view that there is scope for greater consolidation and use of shared services in the HSC.

Risk Management and Assurance

Risk can be defined as something happening which may affect the achievement of objectives and is likely to affect service delivery. The BSO recognises that it is not possible to eliminate all risks, but aims to minimise them where possible. Overall responsibility for risk management rests with the BSO Board, but all staff members are actively involved in the identification and management of risk within their own area.

The BSO's approach to Risk Management and Assurance, its Risk Management Strategy and associated Policies and Procedures are all available on our website through the link: **[BSO Customer Relations and Service Improvement](#)**

Major Strategic Reviews

BSO must also take account of major strategic reviews of the HSC, such as the 2020 Quality Strategy, a 10-year strategy for the HSC published in November 2011 and the “Transforming Your Care” Report, published in December 2011.

➤ **“Transforming Your Care” Review**

The “Transforming Your Care” Review was set up by the Minister to provide a strategic assessment across all aspects of health and social care services, examining the present quality and accessibility of services and the extent to which the needs of patients, clients, carers and communities are being met. The Review Team was also asked to bring forward recommendations for the future shape of HSC services and provide an implementation plan.

“Transforming Your Care” makes a number of recommendations for the future shape of HSC services, including enabling individual responsibility for health and well-being and the provision of care as close to home as possible.

➤ **2020 Quality Strategy for HSC**

The 2020 Quality Strategy for HSC draws its strategic relevance from the “Transforming Your Care” Review which views quality as a driver for change; the financial climate – doing more with less; public

demand – political and media scrutiny; change factors such as demography, environment, science and social. The goals of the 2020 Quality Strategy are outlined as follows:

- **Transforming the Culture** – a dynamic HSC culture focused on continuous quality improvement that values learning and inspires trust;
- **Strengthening the Workforce** – a workforce that is confident, skilled and quality-inspired;
- **Raising the standards** – a more robust set of service standards effectively applied;
- **Measuring the improvement** – an effective set of quality measures and improvement techniques;
- **Integrating the care** – more effective integration of services and interfaces.

Like “Transforming Your Care” , the 2020 Quality Strategy recognises the valuable role the HSC workforce will play in delivering the outcomes. Both reports also refer to the importance of modernising the technological infrastructure and support in order to deliver an integrated system of care. BSO is well placed to help colleagues in the wider HSC achieve these aims.

Emergency Preparedness

BSO recognises the importance of planning for emergencies in the HSC to ensure preparedness for an effective response to any emergency and that organisations fully recover to normal services as quickly as possible. This is essential whether the emergency is a short lived catastrophic incident or an emergency which occurs gradually, a “rising tide” event which will require a proportionate build up response and may continue for a prolonged period.

BSO may be involved in responding to a range of incidents that have the potential to impact on the wider health and well-being of the public of Northern Ireland. In an unfolding incident, BSO will work with colleagues from the PHA and HSCB to jointly lead the co-ordination of the HSC response when an incident or emergency involves more than one Trust, but does not require cross-department or cross-government co-ordination.

The PHA/HSCB/BSO Joint Response Emergency Plan sets out the main arrangements for this joint response, thereby ensuring that the response of the three regional HSC organisations is co-ordinated and effectively managed.

BSO acknowledges that its key governance responsibilities in relation to Emergency Preparedness are:-

- the co-ordination of the BSO Emergency Preparedness response to support the integrated Joint Response Emergency Plan;
- providing the evidence to meet the Controls Assurance Standards
- ensuring Senior Management Team and BSO Board are updated as required and meet their responsibilities in this regard, and that the Business Continuity Plan is agreed by the Board;
- ensuring that processes are in place to inform verification by internal audit where appropriate.

Emergency planning responsibilities have been written into job descriptions at all appropriate levels within BSO.

Environmental Matters

BSO notes and supports the NI Executive target of reducing greenhouse gas emissions by 25% on 1990 levels by 2025. The organisation also recognises its responsibility to meet the objectives of the NI Sustainable Development Strategy Implementation Plan by reducing the level of water usage and waste sent for disposal. BSO will continue to work towards the formulation of an appropriate strategy to achieve these environmental targets.



Strategic Objectives, Mission and Values 2012-15

The development of the BSO Strategy for 2012-15 recognised the maturing of the organisation's strategic objectives through the re-expression of those from the previous strategy to a more comprehensive and succinct expression of BSO's vision. Each of the key elements in the diagram below is considered further in more detail.

"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"

2012-15 OBJECTIVES

To Improve Customer Experience

To Grow & Develop

To Recognise and Embed Excellence & Innovation

To Ensure Good Governance

KEY ELEMENTS

- **Cost**
- **Quality**
- **Satisfaction**
- **Value for money**
- **Competitiveness**

- **Shared Services**
- **Expanded Customer Base**
- **Expanded Services**

- **Staff**
- **Systems**
- **Technology**

- **Corporacy**
- **Due process**
- **Culture and Mindset**
- **Communication**

WE VALUE . . .

Listening & responding to customers

Transparency & professionalism

Diversity & Individuality of staff

Maximising resources for frontline HSC

Social & Environmental responsibility

How will BSO improve Customer Experience?

- **Cost**
- **Quality**
- **Satisfaction**
- **Value for Money**
- **Competitiveness**



Cost/Quality/Satisfaction/Value for Money/Competitiveness

BSO has a greater direct link between customer payment and service delivery than any other part of the Health & Social Care system and is closer to a business than most parts of the HSC. The users of our services are more closely aligned to the traditional view of customers than in any other part of the HSC.

We are all customers and we are used to our customer experience developing exponentially. Over the last ten years the way we transact is literally unrecognisable in comparison with the previous decade. The electronic transactional model has transformed the customer experience and the speed and accuracy of both private and commercial transactions has been extraordinarily enhanced.

A key driver for BSO is to be able to display behaviours to ensure that its customers, and the wider HSC, are receiving best value for the investment in the BSO. It is clearly expected

that the BSO is not being driven to become a competitive organisation in the truest sense of the word i.e. free enterprise, capitalistic. However, if BSO is to deliver to rising customer expectations it must be able to demonstrate that it could compete with other providers of similar service from both a cost and quality perspective. If BSO is unable to demonstrate competitiveness, then it is not unreasonable to expect that the current customers of BSO would not wish to purchase from it, and also any potential business growth will be stifled. This drives BSO not only to deliver high quality, high value services but also, in the absence of a competitive market to demonstrate explicitly the value it adds. In simple terms, BSO does not only have to be good, it has to prove it is good.

We aim to Improve Customer Experience by:

- Listening and responding to our customers as they express their views through surveys and partnership forums
- reviewing contracting arrangements
- developing clear performance indicators with our customers
- driving system wide efficiencies
- proving and improving value through benchmarking



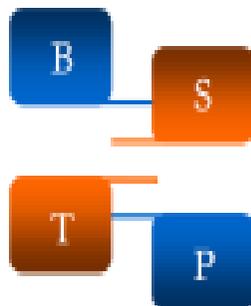
How will BSO Grow and Develop?

- **Shared Services**
- **Expanded Customer Base**
- **Expanded Services**

Shared Services

As previously described, the idea behind shared services is to bring together high-volume, transaction based or experience-based functions that are frequently duplicated across different business units or organisations, services can be provided at lower cost and higher quality.

One of the original objectives of BSO, in addition to providing a wide range of support services, was to deliver shared services within HSC. The BSO has taken the operational lead in delivering the Business Services Transformation Programme (BSTP).



Progress of BSTP to date has included the launch of new ICT systems in November 2011 which will contribute to HSC savings of over £100m in the next decade. BSTP will replace dated ICT systems with new systems which will

improve the quality of information and provide better information management across the HSC.

A reduction in costs through standardisation and new technology will enhance service delivery for patients, clients, carers, HSC staff and suppliers. These systems will provide a more efficient, effective way of delivering these key business services, redirecting valuable resources back to the front line where they are needed most.

This is the beginning of the implementation of the BSTP which will be rolled out across the HSC system, including consultation on the location of shared services centres.

Expanded Services/Expanded Customer Base

The Review of Public Administration envisaged an increasing and expanded role for BSO as it became firmly established as a key organisation within the revised HSC delivery model. The DHSSPS has recognised this in early 2011 in the decision to allow the BSO to develop its services in the field of education and training.

In light of the current economic downturn, it may well be that, with an unchanged business model, existing BSO customers will not be in a position to afford the same level of services as previously was the case.

Expansion of the customer pool outside the HSC sector would thereby facilitate economies of scale across a range of government departments.

In summary, the benefits that potentially could be achieved for the HSC, wider public and voluntary sectors with regard to support services provided by BSO and spread of overheads across a wider pool of customers are:

- Reducing duplication;
- Achieving consistency of process
- Reducing risk through standardisation;
- Reducing running costs;
- Supporting the implementation of streamlined and standard business processes and systems;
- Allowing focus on building quality and excellence.



How will BSO Recognise and Embed Excellence and Innovation?

- **Staff**
- **Systems**
- **Technology**



Staff

The BSO will develop a Recognition and Reward Policy which encourages innovation and risk-taking amongst our staff and recognises and celebrates individual, team and organisational success. The Policy will take account of the following principles:

- Learning from the experience of both BSO and other external sources is only of use if it is applied to the benefit of our customers. Such learning will result in service change and innovation, which can range in nature from incremental to transformational.
- Staff both in their teams and individually will be encouraged within the confines of good governance to propose innovations to the customer experience. Such proposals will be encouraged, welcomed and

wherever possible implemented when it is seen to be to the benefit of the customer or organisational performance.

- Managers will ensure specific attention is paid to continuous service improvement based on experiential evidence on at least a biannual basis as part of their normal staff communication process.

Accreditations

A number of service areas within BSO currently are accredited, or are working towards accreditations or re-accreditations under standards such as ISO (International Organisation for Standardisation), EFQM (European Foundation Quality Model) and IiP (Investors in People) Award.

In addition, a programme of benchmarking exercises is being rolled out across the organisation, primarily in conjunction with CIPFA (Chartered Institute of Public Finance and Accountancy).

Other service improvement initiatives have included the application of 'Lean' methodology in various areas.

BSO will continue to develop a corporate and strategic approach to quality and continuous improvement.

Systems and Technology

BSO seeks to use modern business processes and information technology to lower operational costs and improve quality. This should allow other HSC bodies to concentrate their efforts on their core objectives to improve the health and well-being of the population by relieving them of their day to day responsibility to manage support functions. Significant progress has now been made in implementing BSTP. The procurement of new business systems will provide the opportunity to transform the delivery of corporate and business services through Shared Services, using a combination of new process, technology and organisational improvements.

How will BSO Ensure Good Governance?

- **Corporacy**
- **Due process**
- **Culture and mind set**
- **Communication**



Corporacy/Due process

Executive and Non-Executive Directors of the BSO Board provide leadership of the organisation. Guided by the Minister and priorities set by the DHSSPS, they set the strategic direction for the BSO and are responsible for ensuring that services provided by its staff are of high quality and value for money and so have their contribution to the health and well-being of the people of Northern Ireland.

They set the values and standards and ensure that the necessary financial and human resources are in place for the BSO to meet its objectives.

The BSO Board defines strategic and corporate objectives and risks, and monitors the achievement of these in the public interest. It has established a framework of controls to manage these risks, underpinned by core controls assurance standards.

Decisions taken by the Board are within a framework of good governance to ensure a successful organisation, which is always striving to achieve excellence in the services it provides.

Through the involvement of our stakeholders and in partnership with our customers, BSO ensures that its obligations to the people of Northern Ireland are met. The Chief Executive is accountable to the BSO Board and is the accounting officer to the DHSSPS for the performance of the organisation.

The BSO Senior Management Team is the major source of advice and policy guidance to the Board of Directors. All members of the Senior Management Team are held to account by the Chief Executive.

The BSO will ensure that its governance arrangements are kept under continual review so that its systems and processes are fit for purpose, and that we demonstrate effective leadership and high standards of behaviour.

Everyone in BSO has a role to play in promoting good governance and a short guide for staff has been produced in relation to our *Standing Financial Instructions*.

Information Governance

Information is a vital asset in enabling BSO and its staff to carry out their work. A guide setting out good practice and guidance for staff on information governance has been produced and covers:

- Data protection
- Confidentiality
- Freedom of Information
- Information quality assurance
- Information security
- Key contacts within BSO.

Business Continuity

With regard to business continuity, BSO has a Business Continuity Policy and relevant plans for each of its Directorates designed to give maximum flexibility to respond to situations where the organisation's ability to perform core functions is seriously compromised. At such times when communications may be poor, there should be scope for initiative by Directors and Unit managers.

The Plan seeks to clarify those areas of responsibility and those tasks regarding corporate functions. With the HSC striving towards the Business Continuity Standard, BS25999, BSO continues to work towards moving the corporate Business Continuity Plan and the local plans onto a single common template.

Risk Management

BSO is engaged in a programme of work which develops and mainstreams a Risk Management process in compliance with DHSSPS guidance. In relation to strategic risks or mitigating factors likely to affect organisational performance, the BSO Senior Management Team reviews corporate risks on a monthly basis and reports quarterly to the BSO Board on progress against risk actions.

Bribery Act 2010

The Bribery Act 2010 (the Act) introduced a new, clearer regime for tackling bribery that applies to all commercial organisations in the UK, including those in the healthcare sector. It is aimed at ensuring adequate procedures are in place to prevent bribery occurring within these organisations.

BSO is committed to compliance with the Act and aims to conduct all of its services in an honest and ethical manner.

BSO expects its business associates to comply with all applicable laws and regulations relating to anti-bribery and anti-corruption including but not limited to the Bribery Act 2010.

Prompt Payment

BSO recognises the need to ensure that all possible steps are taken by public bodies to pay suppliers as promptly as possible and seeks to move towards the ten-day prompt payment commitment made by Government in response to the current economic climate.

Current business support systems do not allow the BSO or its customer organisations to pay within ten days, but steps are underway to move towards this goal.

BSO is project managing the BSTP, with one of the core objectives being to replace these out-dated systems. The new systems will provide support for the ten-day prompt payment goal. The Programme is currently on target to achieve implementation of the new systems through 2012-13.

Culture and mind set

We will seek to ensure the development of a culture where:

- reflective learning, both organisationally and individually, is facilitated and encouraged with a view to informing our evolving business strategy;
- Innovation in delivering services to our customers is encouraged, tested and celebrated where necessary.

- An ability to compare our performance with others with a view to learning from the successful and best practice of others.

Communication

- The BSO system of communication will be based on the values of openness, clarity, honesty, trust and effectiveness. Corporate communication will be based around a team briefing process and will facilitate a clear communication of the connection between an individual's contribution and corporate success.
 - An intranet based communication process will enable a shared learning across the organisation and facilitate communication between employees, senior managers within directorates and the corporate centre.
 - An investment in the people management and communication skills of managers will enable them to lead and manage our staff in dealing with the challenges ahead.
 - There will be continued development of the corporate newssheet *Business Matters* as a means of disseminating corporate information.
- The further development of performance scorecards/dashboards will enable staff to see the product of their efforts.
 - A recognition system where superior individual, team and organisational performance is recognised and celebrated will be developed.
 - Participation in the customer engagement process will be encouraged. This will include attending SLA meetings and partnership forums where relevant and actively engaging in modernisation or improvement projects which will deliver real value to our customers.

