



Business Services
Organisation

Providing Support to Health and Social Care

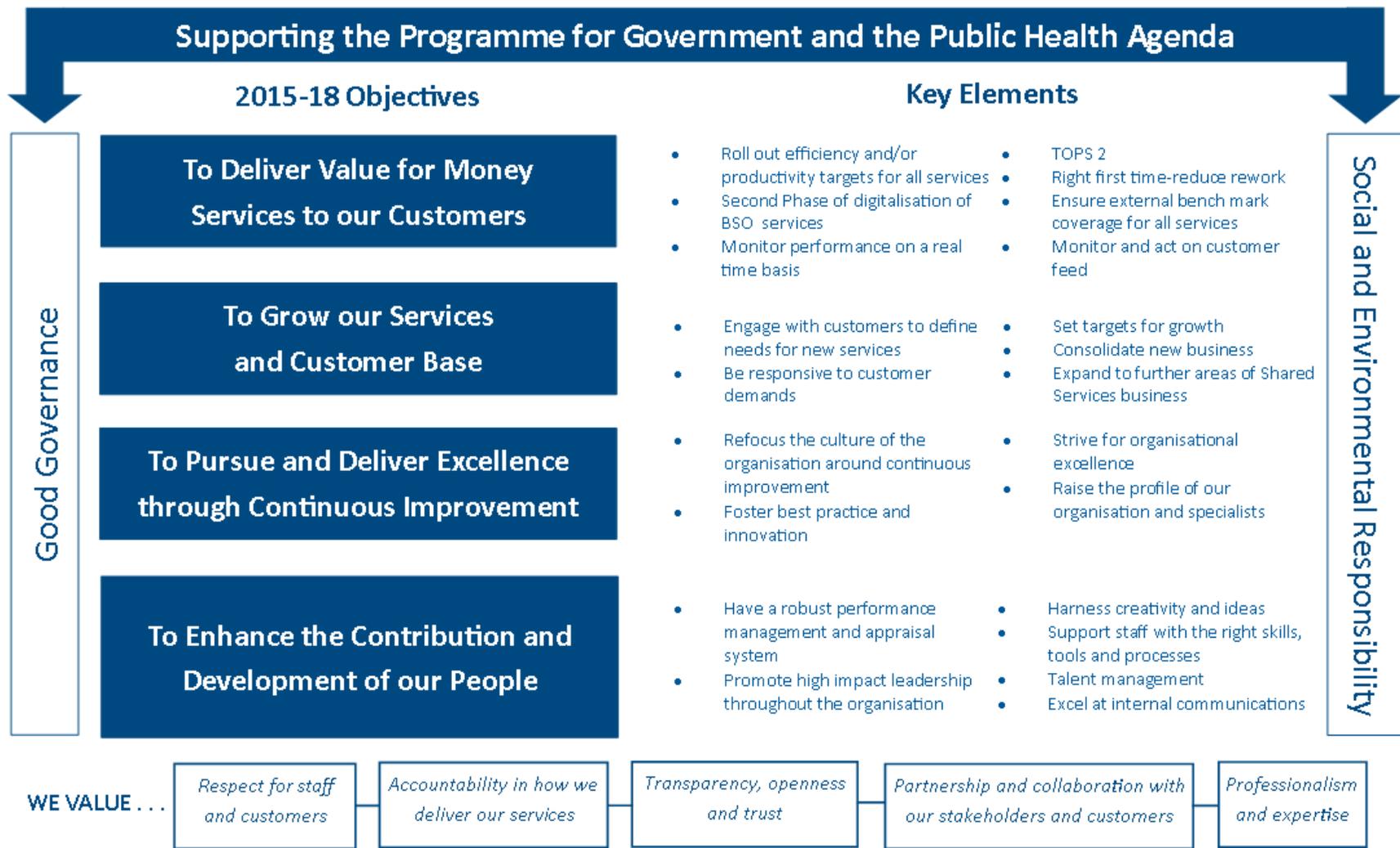
2015- 18

HSC Business Services Organisation Corporate Strategy



STRATEGIC OBJECTIVES, MISSION & VALUES 2015-18

"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"



Introduction to BSO Corporate Strategy 2015-18

1. Introduction and Purpose of this Document

1.1 *The Business Services Organisation (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. Our restated mission 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 people of Northern Ireland.” The functions and duties of the BSO are set out in the Management Statement which is available on our website: www.hscbusiness.hscni.net. Our organisation is an integral part of the HSC. This requires us to be familiar with the priorities which relate directly to the health and well-being of the public and to understand our role in delivering these improvements. The BSO is conscious of the strategic context within which it operates and aims to support the over-arching Programme for Government and Public Health agendas. We aim to do this through a framework of good governance and which takes account of our social and environmental responsibilities. At the same time we are very aware of the particular challenges presented by the longer-term economic environment to our customers as well as ourselves.*

1.2 *This document summarises the key issues and strategic drivers for the BSO within the context of the overall HSC system in Northern Ireland during the period 2015-18, our strategic objectives and how we will deliver them. This Corporate Strategy is designed to be read alongside the supporting Annual Business Plan for each of the financial years covered.*

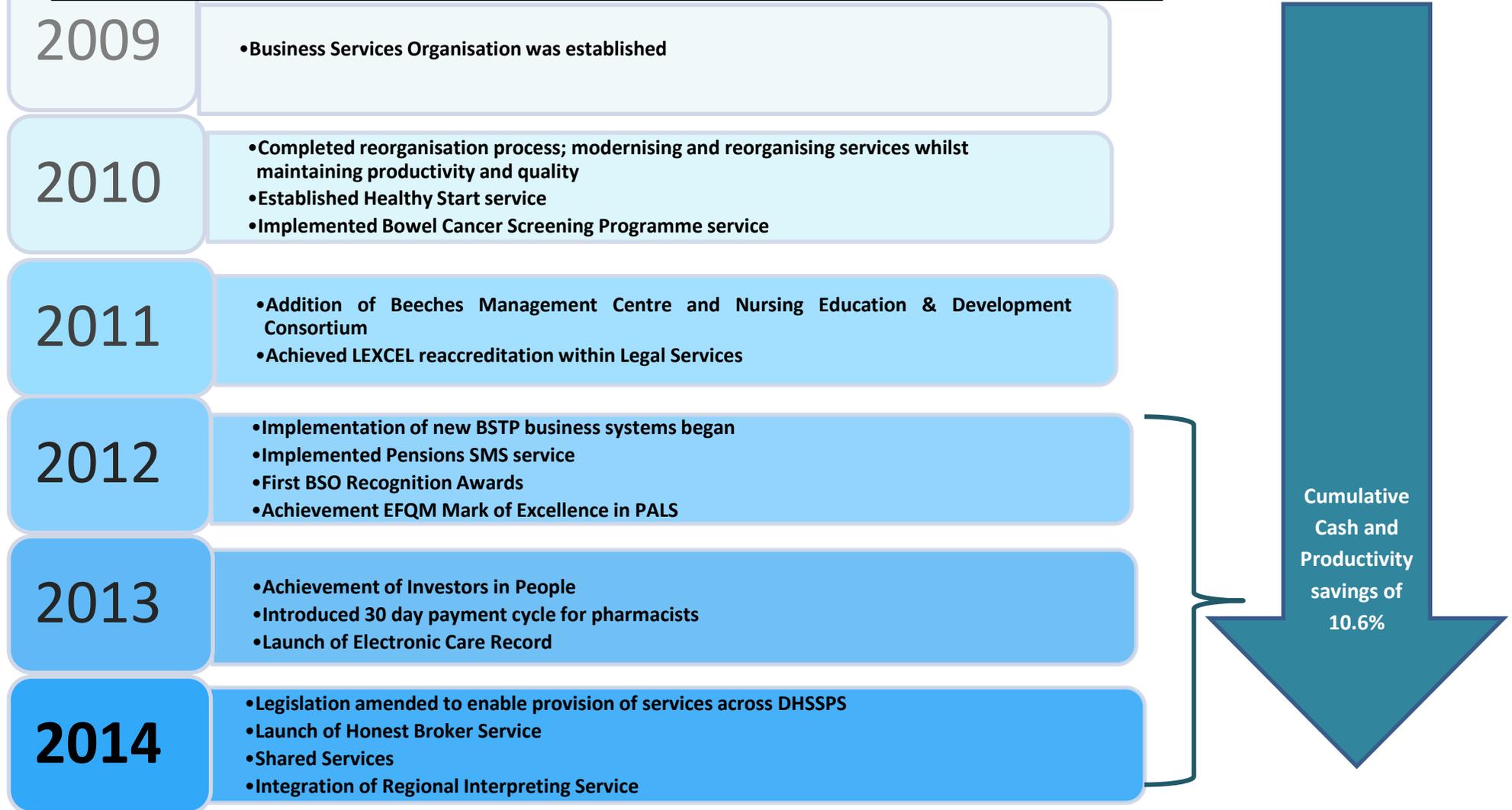
2. Background

2.1 Strategic and business planning, together with risk management, is at the heart of governance arrangements within BSO to ensure that statutory obligations and ministerial priorities are properly reflected in the management of business at all levels of the organisation. The BSO is an Arm's Length Body of the Department of Health, Social Services and Public Safety (DHSSPS) and is required to take its lead from the wider DHSSPS strategic vision and goals. Along with the wider HSC, BSO contributes to the priorities set out by the NI Programme for Government.

2.2 Under the planning arrangements within BSO, a Corporate Strategy is created every three years, supported by an annual Business Plan and forwarded to the DHSSPS for approval. Every three years the Strategic Objectives, Mission and Values of the BSO are reviewed and updated as appropriate. In addition to the monthly Corporate Balanced Scorecard reporting, a summary of progress on how well the organisation is delivering on its key actions identified within the annual business plan is provided to the BSO Board on a quarterly basis as well as to DHSSPS Sponsor Branch. A Traffic Light System Rating is used which is a summary of progress to date and an indication of the level of confidence that actions identified in the Business Plan will be delivered by the completion date. A Summary Exception Report to the BSO Board includes a brief commentary against all those actions where the rating is Red or Amber. This outlines the remedial action being taken to ensure achievement by year end and reasons for any extension of timeline or any cancellation of action. Strategic and business plans are driven beyond the BSO corporate planning process into the operational layers of the organisation. Each business area within the BSO also has its own local business plan which reflects the Strategic Objectives and feeds into the corporate annual Business Plan. These local business plans form the basis of work for Directors, Assistant Directors, managers and staff across the organisation and of individual team and performance appraisals.

2.3 At the time of writing, the BSO is approaching the completion of its three year Corporate Strategy for 2012-15. Since its establishment in 2009, the organisation has undergone a period of substantial change as the core range of services have been maintained and developed, with new services added in response to stakeholder need. We have consistently delivered on-going operational improvements, implementing new technology and taking on new business which exploits existing infrastructure. As a result, we have delivered a 10% cumulative cash and productivity saving for the three year period ending 31 March 2015. A summary of key developments in the life of BSO is outlined in Figure 2 overleaf.

Figure 2 – Summary of BSO Development and Achievements 2009-14 *Expansion and Economies of Scale*



3. Strategic Context

3.1 Before considering what the vision for the BSO should be, we need to understand the strategic context in which it operates. For the forthcoming three-year period from April 2015 to March 2018, we have reviewed our Corporate Strategy. It can be described as an “entrepreneurial strategy” which seeks to maximise economies of scale for the HSC through growth, rationalisation and innovative new business processes. The rationale for this is aligned with the Programme for Government and Public Health Agenda and the current challenging economic environment which are described in more detail below.

4. Programme for Government and Public Health Agenda

4.1 The Northern Ireland Executive Programme for Government 2011-15 set out a commitment to creating the conditions for individuals, families and communities to take greater control over their lives and be enabled and supported to lead healthy lives. In turn, the Department of Health, Social Services and Public Safety (DHSSPS) outlined a vision of health and social care services so that they might better meet the needs of individuals. The new model of person-centred care is articulated in three strategic documents: ‘Transforming Your Care’ (2011), ‘Quality 2020’ (2011) and the new strategic framework for public health, ‘Making Life Better’ (2014). The new way of working outlined in these three strategic documents will mean more emphasis is placed on preventing ill-health, as well as supporting people to make healthier choices and live independently for as long as possible

5. Economic Environment

5.1 As Northern Ireland’s health and social care (HSC) system endeavours to care for more people who are living longer, it must also cope with significant cost pressures. In January 2014, the Chancellor announced plans to steadily reduce public spending by £25bn after the next general election in 2015; this is in order to reduce the Deficit by 2019. All the main UK political parties are committed to deficit reduction, with public expenditure expected to fall in real terms. Particular financial challenges facing Northern Ireland include Welfare Reform, Public Sector Workforce Levels and Pay Strategy, Corporation Tax, Major Capital Projects, Asset Sales and other Revenue Raising Opportunities. More recently, the draft Budget for 2015-16 was endorsed by the NI Executive on 30 October 2014 and proposed budget reductions for non front-line health and social care services amounting to £ 49.5m. To ensure that the HSC meets the major challenges it faces now and in the future and continue to work effectively, we must keep working to transform the services it provides.

6. The Way Ahead 2015-18

6.1 *With our staff from within BSO and our partners from across the HSC, it is our aim to make an impact on customer and public experience and on financial stability over the next few years. We will do this through delivering and continuously improving our value-for-money and high quality business services. The BSO Mission remains “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 of Northern Ireland.” The BSO Strategy for 2015-18 is expressed diagrammatically on Page 1 of this document. In order to help us fulfil our re-stated Mission in an increasingly challenging environment, we have reviewed our Strategic Objectives and Values.*

6.2 *Our Strategic Objectives or Outcomes for the next three years will be the focus of everything we do:*

- ***To Deliver Value for Money Services to our Customers***
- ***To Grow our Services and Customer Base***
- ***To Pursue and Deliver Excellence through Continuous Improvement***
- ***To Enhance the Contribution and Development of Our People.***

6.3 *Our Values have also been reviewed to ensure that we deliver to our mission. For the next three years we will value:*

- ***Respect for Staff and Customers***
- ***Accountability in how we use our Resources***
- ***Transparency, Openness and Trust***
- ***Partnership and Collaboration with our Stakeholders and Customers***
- ***Professionalism and Expertise.***

6.4 *With all of us working towards stretching goals, we will be able to achieve our Objectives and make our Mission a reality. We will begin by assisting our customers in reducing spend by identifying and agreeing a programme of efficiencies and cost reduction in BSO services and in core running costs, expanding Shared Services, implementing further digitisation and new business opportunities.*

BSO Strategic Objectives 2015-18

7. Strategic Objective 1 - Deliver Value-for-Money Services to Our Customers

7.1 Throughout the life of the HSC Business Services Organisation (BSO), we have been providing value for money for health and social care. Even the formation of BSO in April 2009 did just this; it brought together a number of previously separate services which were in a number of different organisations into one regional business. This provided a single leadership focus and meant that savings could be made through working together and sharing resources as one organisation.

7.2 Each year since 2012, we have been providing our customers with a Service Offering for the year ahead. The Service Offering is constructed with a continued focus on providing a value-for-money, best-in-class service which is underpinned by an improvement in overall efficiency of at least 3%. It is broken down by Department/Service Area and sets out in detail the various services offered by BSO and the levels of resources committed within each. In addition, the measures planned to generate efficiency savings in the forthcoming financial year through a blend of cash releasing savings, increase in productivity and generation of additional income have been outlined.

7.3 Standing still is not an option for BSO as the current economic climate has placed unprecedented pressure on us and on our customers to deliver efficiency savings. Over the life of our new Corporate Strategy 2015-18, we will continue to deliver increased value-for-money services to our customers by monitoring and acting on feedback, enriching our Service Offering and rolling out efficiency and/or productivity targets.

7.4 How will the BSO Deliver Value for Money Services to Our Customers?

Key Elements

- **Efficiency/Productivity Targets for All Service Areas**
- **'Transforming Organisational Performance' (TOPs 2) Programme**
- **Monitor Performance on a Real Time Basis**
- **Right First Time – Reduce Rework**
- **External Benchmarking**
- **Engage Proactively with Customers**

7.5 In the current financial environment, it is essential that the BSO continues to build on efficiencies already gained over the last number of years. The establishment of these targets will enable the organisation to meet those financial demands, whilst improving services for customers.

7.6 During the 2011-12 financial year the BSO instigated a programme of work aimed at reducing the overall goods and services spend of the organisation by 15-20% and identifying new areas for income. This work stream was known as 'Transforming Operational Performance' and, faced with challenging cost pressures into 2015-16, BSO has re-established the programme (TOPs 2). Like the previous initiative, TOPs2 will look at options for new ways of working that will improve operational efficiency and may also assist in reducing the use of goods and services. The reduction of internal operating costs within BSO will involve examination of new ways of working.

7.7 These new ways of working will include the development of a digitisation programme ('Digit First'). beginning with a systematic examination of transactions, prioritising those with clear savings/benefits and investing to save where appropriate. It will also involve the commencement of a dashboard programme of analytics throughout BSO which will permit Real Time Performance Monitoring. This should enable the monitoring of performance and availability of business-critical application services for all users at all locations all the time, thereby enabling immediate action, rather than reaction. It also enables better planning and better informed decision making.

7.8 Rework is defined as doing the same task more than once. Ensuring activities are carried out correctly first time is more advantageous and cost effective than detection and resolution at a later stage. This will enable our staff to focus on value-added activities. As an example, inaccurate or incomplete information will require action by a staff member, which may have been avoided.

7.9 Benchmarking is the process of comparing performance with other organisations. It enables us to:

- Compare our costs and performance with similar bodies*
- Review performance trends over time*
- Evidence performance in relation to value for money*
- Highlight areas of concern or where costs might be reduced*
- Become more efficient and manage our resources more effectively*

7.10 Proactive engagement with customers will enable BSO to better anticipate their needs and help them avoid potential issues. The goal of proactive customer engagement is to identify and resolve issues before they become problems. The BSO has a range of formal and informal engagement mechanisms with our customers. The more formal arrangements include customer partnership forums for each area of service provided, Director-level meetings and annual customer satisfaction surveys which inform the annual business planning process.

8. Strategic Objective 2 – Grow Our Services and Customer Base

8.1 Since its establishment, the BSO has worked closely with our customers to maintain the core range of services and introduce new and innovative services to support improved health outcomes, care and treatment for the people of Northern Ireland. Since 2009, BSO has delivered:

- on-going operational improvements,*
- implemented new technology and*
- new services which exploit our existing infrastructure.*

8.2 In April 2014, our founding legislation was amended to enable BSO to provide services across all the component areas of the DHSSPS umbrella, including the NI Fire and Rescue Service (see Figure 1 – Summary of BSO Service Developments.)

8.3 During 2015-18, we will continue to work with our customers to define needs for new services and consolidate new business. We will also set targets for growth which will be monitored through our Corporate Balanced Scorecard and our Performance against Annual Business Plan.

8.4 On 28 November 2014, the Minister for Health, Social Services and Public Safety announced a review of administrative structures within the HSC system. The Terms of Reference and scope of the review was formally issued by the Permanent Secretary and HSC Chief Executive on 8 January 2015. The review will encompass the DHSSPS and all of its Arms' Length Bodies (ALBs) and will focus on the roles and relationships between regional bodies and “the scope of any expansion of shared services within the Business Services Organisation in order to improve efficiency and effectiveness.” The correspondence from the Permanent Secretary also advised that the work flowing from the review will feed into future planning cycles, including 2015-16.

8.5 How will the BSO Services and Customer Base Grow?

Key Elements

- **Engage with Customers to Define Needs for New Services**
- **Be Responsive to Customer Demands**
- **Set Targets for Growth**
- **Consolidate New Business**
- **Expand to Further Areas of Shared Services Business**

8.6 Growth is defined as an increase in the ability of the organisation to provide services. This growth includes both the development of new services and the expansion of existing services.

8.7 The BSO service provision is responsive to the needs of our customers. Better understanding of our customer needs enables improved efficiency, customer service and planning. At a time of changing and increasing customer demands, the BSO will define the needs of our customers and identify and scope new business opportunities to meet those needs. These may include the extension of shared services, further expansion of the e-health agenda and the development of services to meet the increasing and changing leadership demands across the HSC. The potential expansion of Shared Services merits particular reference as it includes not only the extension of those services currently provided to all regional HSC bodies, but the concept of expanding functions within the BSO in order to improve efficiency and effectiveness. This concept is referenced in the DHSSPS Review of HSC Administrative Structures which is currently underway.

8.8 With effect from April 2014, amendments to the Health and Social Care Act (Northern Ireland) have enabled the BSO to provide services to the wider DHSSPS family, including the Northern Ireland Fire and Rescue Service. The BSO is also now able to provide services to the DHSSPS or on behalf of the DHSSPS as required. These changes will facilitate BSO in setting targets for growth both within and outside of our existing customer base.

8.9 Following a period of considerable growth, consolidating new business will enable the BSO to ensure that the performance of these parts of the business continue to improve as they are fully integrated into the organisation.

9. Strategic Objective 3 - Pursue and Deliver Excellence through Continuous Improvement

9.1 In 2011 the DHSSPS launched “Quality 2020, ‘A 10-year Strategy to Protect and Improve Quality in Health and Social Care in Northern Ireland”. The 2020 Quality Strategy for HSC draws its strategic relevance from the “Transforming Your Care” (TYC) 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 and social.

9.2 The goals of the 2020 Quality Strategy are described 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.*

9.3 BSO continues to develop a corporate and strategic approach to quality and continuous improvement which is in line with the Quality 2020 Strategy. There are three key dimensions to the BSO approach to quality excellence, involving our customer, staff and processes.

9.4 Excellent organisations consistently add value for customers by understanding, anticipating and fulfilling needs, expectations and opportunities. Customers are the ultimate judges of quality excellence and it the aim of BSO over the lifetime of this Corporate Strategy to continue to provide quality excellence along with value-for-money for our customers.

9.5 People are the most valuable asset in organisations. Organisations that value staff pay attention to shared values and promote a culture of empowerment for the achievement of both organisational and personal goals. Excellent organisations generate

increased value and levels of performance through continual improvement and systematic innovation by harnessing the creativity of their staff.

9.6 An excellent organisation will foster best practice and innovation and have processes that are focussed on the satisfaction of internal and external customer needs and expectations. Processes, aligned with strategy, mission and objectives, have to add value to customers and other stakeholders.

9.7 BSO currently has a corporate quality excellence accreditation in the form of the Investors in People Standard (IIP) and has undertaken to explore the feasibility of attaining the new Governance Mark of Excellence launched by the Chartered Institute of Public Finance and Accountancy (CIPFA).

9.8 It is clear that financial constraints will be a part of our life for the foreseeable future and will continue to impact on HSC resources. We will continue to monitor their effects on our drive for quality excellence and seek to meet them with innovation.

9.9 How will the BSO Pursue and Deliver Excellence through Continuous Improvement?

Key Elements

- **Re-focus the Culture of the Organisation around Continuous Improvement**
- **Foster Best Practice and Innovation**
- **Strive for Organisational Excellence**
- **Raise the Profile of our Organisation and Specialists**

9.10 BSO wants to ensure that members of our staff are able to bring all their creative talents to work and to contribute to the best of their ability to the delivery of services to our customers. We will continue to develop an employee engagement framework, which will include events for all staff, guiding principles on staff engagement within the organisation and the commitment to appropriate regular face to face communication between staff and management. The employee engagement framework will be used to encourage a culture of innovation, best practice, continuous improvement and 'can do'.

9.11 Organisational Excellence can be defined as “delivering sustained superior performance that meets and, where possible, exceeds the expectation of stakeholders.” The three key aspects of performance which characterise an excellent organisation can therefore be defined as:

- Sustained
- Superior
- Meeting/exceeding Stakeholder expectations.

9.12 There are three key dimensions to the BSO approach to organisational excellence, involving our **customers, staff and processes**. Our approach is based on the following premises.

9.13 Excellent organisations consistently add value for customers by understanding, anticipating and fulfilling needs, expectations and opportunities. Customers are the ultimate judges of quality excellence.

9.14 People are the most valuable asset in organisations. Organisations that value staff pay attention to shared values and promote an environment of empowerment for the achievement of both organisational and personal goals. Excellent organisations generate increased value and levels of performance through continual improvement and systematic innovation by harnessing the creativity of their staff.

9.15 An excellent organisation will have processes that are focussed on the satisfaction of internal and external customer needs and expectations. Processes, aligned with strategy, mission and objectives, have to add value to customers and other stakeholders.

9.16 An info-graphic outlining BSO's approach to organisational excellence can be found on page 18 of this document and further details can be found in our Annual Quality Report on our website.

9.17 The BSO was established to provide a wide range of business and specialist professional services to the wider HSC environment and is committed to continually raising the profile of our organisation and specialist staff. We will make greater use of digital media, including our recruitment processes in accordance with evolving social media strategies within HSC generally and our organisation in particular. As part of our commitment to investing in our people, the BSO undertakes significant training and development activity for staff to support quality excellence. This includes the attainment of professional qualifications and accreditations.

9.18 Our ITS staff are actively encouraged as part of their training and development plans to undertake ITIL training. ITIL is the most widely accepted approach to best practice service management. Some 22% of BSO employees working in Procurement and Logistics (PaLS) are professionally qualified with a Diploma in Procurement and Supply from the Chartered Institute of Purchasing and Supply.

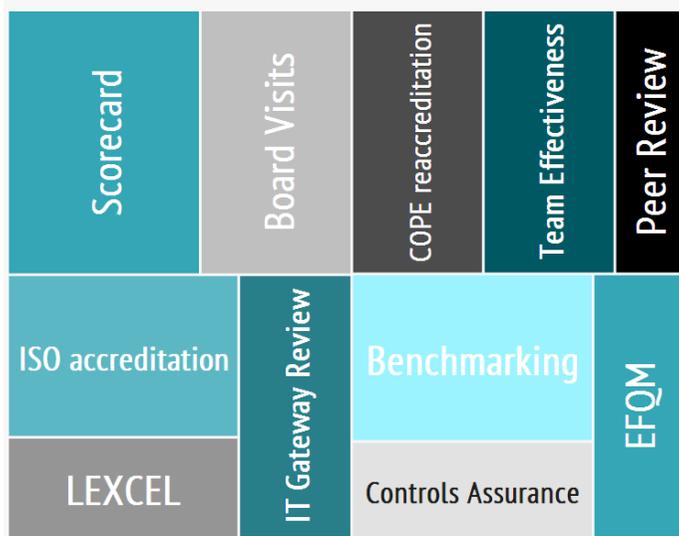
9.19 Internal Audit staff members are actively encouraged to gain accreditation through an accountancy body or as a certified internal auditor. Similarly, our Finance staff members are encouraged to gain accreditation through an accountancy body. Our

Counter Fraud investigators are encouraged to work towards a qualification as an accredited counter fraud specialist and technicians through the Counter Fraud Professional Accreditation Board.

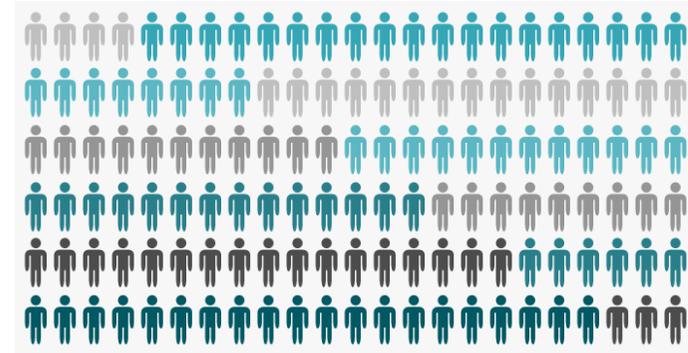
9.20 All members of teaching staff within the Clinical Education Centre (CEC) are qualified nurses from all fields of practice and a range of specialisms. All of our nursing and midwifery teaching staff are required or supported to obtain the PGCE teaching qualification via the University of Ulster, ensuring that the delivery of education is provided by educational, as well as clinical experts. All members of nursing and midwifery staff are registered with the Nursing and Midwifery Council (NMC) and come from all fields of practice and a range of specialisms. All Allied Health Professional education and training programmes are delivered by experienced and skilled staff from within and far beyond Northern Ireland.

9.21 The CEC also has developed strong inter-agency working with our partners in HSC Trusts to ensure that all members of teaching staff receive appropriate, high quality and relevant clinical updating on a yearly basis, thereby ensuring that clinical competence is a core component of professional development and appraisal processes.

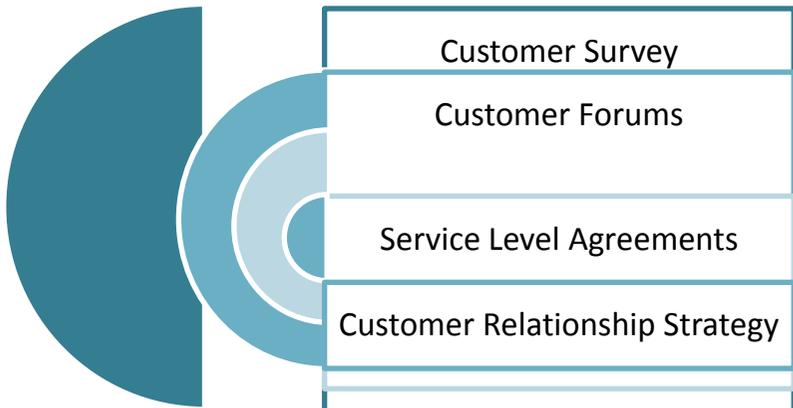
Figure 3 - QUALITY EXCELLENCE in BSO



Our processes are assessed internally and externally to ensure their optimisation



We have a range of initiatives to support our staff in the provision of a high quality service



We have built quality into the management of our customer relationships – which are vital to the success of the BSO

10. Strategic Objective 4 - Enhance the Contribution and Development of Our People

10.1 Like the TYC Review, the Quality 2020 Strategy recognises the valuable role the HSC workforce will play in enabling transformation of services. We regard our workforce to be the BSO's most important asset and value the contribution each individual member of staff makes to delivering services to the high standards that our customers expect.

10.2 We wish to be seen as a great place to work with staff who are skilled to do their job to the best of their ability. By investing in our staff and ensuring that they have the right skills, tools and processes, we are investing in the improvement of health and social care services. We seek to enhance further the contribution and development of our people to achieve real results and continuous improvement for BSO.

10.3 We recognise the importance of 'taking our people with us' as we deliver our strategy. Effective engagement at all levels, listening to views on major issues and involving our managers in creating strategy is how we plan to do business. It is our aim to excel at internal communications.

10.4 How will the BSO Enhance the Contribution and Development of Our People?

Key Elements

- **Have a Robust Performance Management and Appraisal System**
- **Promote High Impact Leadership throughout the Organisation**
- **Harness Creativity and Ideas**
- **Support Staff with the Right Skills, Tools and Processes**
- **Talent Management**
- **Excel at Internal Communications**

10.5 BSO wishes to be seen as a great place to work with members of staff who are skilled to do their job to the best of their ability. Whilst investing in current members of staff, we wish to recruit people who will bring an attitude to the organisation which will support our culture of customer focus and continuous improvement. Whilst recruiting staff, we will bear in mind not only their qualifications but also their attitude to and aptitude for the work. We will recruit staff who will support our value systems by their behaviours and who can contribute to organisational objectives.

10.6 We will ensure that our workforce understands what we expect them to do and the performance standards expected of them. In turn, as an employer, we will invest in the development of their knowledge, skills and competence to ensure effective performance. We will communicate to staff collectively and individually through a robust performance management and appraisal system what BSO's performance expectations are. This will include ensuring that the Knowledge and Skills Framework becomes an integral part of the Performance Appraisal process. We will also implement a clear annual briefing about the Performance Appraisal system in February of each year, how and when it should be conducted and the expected outcomes. Our success will be measured by 90% of staff recording in the Staff Attitude Survey that they have completed a performance appraisal process with a Personal Development Plan and that staff receive any training identified as part of the process.

10.7 BSO wants to ensure that members of our staff are able to bring all their creative talents to work and to contribute to the best of their ability to the delivery of services to our customers. We will develop a Staff Suggestion Scheme to enable staff to contribute

the development and upgrading of services and the identification of new services and to harness creativity and new ideas. Success will be measured by a discernible and increasing number of suggestions, including those in regard to innovations to service provision.

10.8 BSO will ensure managers receive a regular update on a range of managerial skills to help them lead and manage the delivery of our services and to ensure that they know what is expected of them as managers. We will ensure that new appointees to managerial posts attend a management development programme which will include the following modules and/or elements:

- Financial Management Skills*
- Communicating to People*
- Motivational and Leadership Skills*
- Developing Customer Relationships*
- Working Collaboratively*
- Building Highly Effective Teams*
- Decision Making Skills*
- Managing Performance*
- Managers as Coaches.*

10.9 Through our HSC Leadership Centre, we will develop new Leadership Training Products linked to key themes (High Impact Leadership, Culture and Engagement, Building Service Reform and Efficiency). The HSC Leadership Centre will also seek to develop the feasibility of a Joint Leadership Initiative with the wider public sector.

10.10 Talent consists of those individuals who can make a difference to organisational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential. Talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to the organisation, either in view of their high potential for the future or because they are fulfilling business/operation critical roles. We will initiate an assessment of our future leadership, managerial and operational needs along the various categories of staff we have, namely administrative, professional (legal, finance, procurement, HR) and technical staff (ICT). This will be used to develop a succession planning initiative to ensure that BSO has an appropriate talent pool for future leadership, managerial and operational needs.

10.11 We will aim to ensure that members of BSO staff are supported with the right skills, tools and processes to deliver and improve our services. This will include the provision of job related (process) training as determined by individual business areas and mandatory training in areas such as fire safety, information governance, customer care and manual handling for warehouse staff and others as appropriate. We will also encourage team effectiveness and develop teams where necessary. Our success will be measured by staff attending 15 hours training or development per year with this target monitored through our Corporate Scorecard. In addition, our aim is for induction processes to be recognised among the best quartile responses within the next Staff Attitude Survey.

10.12 BSO will aim to excel at internal communications by implementing a revised Corporate Communication process based on Team Briefing and using appropriate digital methods in accordance with evolving policies and strategies on digital media. We will communicate primarily through the Team Briefing processes how we are performing against our corporate, directorate and team plans. Our success will be measured by a 10% improvement in relevant questions in the next Staff Survey relating to engagement and communication.

11. What will a Successful BSO Corporate Strategy 2015-18 Achieve?

11.1 The BSO Strategic Objectives for 2015-18 will be achieved through the Annual Business Plan and assessed against the following outcomes:

- Achievement of the targets and priorities set out in the BSO Corporate Scorecard and Annual Business Plan, including those relating to growth;
- Financial breakeven across the organisation;
- Successful delivery of Service Level Agreements with customers, including adherence to Key Performance Indicators;
- Increased customer satisfaction levels as indicated through the annual BSO Customer Satisfaction Survey;
- Overall organisational assessment by DHSSPS through the Accountability Review process;
- Enhanced reputation of BSO as a key part of the HSC;
- A culture that is committed to professionalism, innovation, best practice, continuous improvement and value-for-money.

