



# Annual Business Plan 2018/19

Summary Exception Report on Performance, Period Ending December 2018



## Introduction

The purpose of this report is to provide a summary of progress to date to the BSO Board and DHSSPS Sponsor Branch on how well the organisation is delivering the key actions identified within the annual Business Plan 2018/19. These actions are linked to the organisation's Corporate Objectives for 2018-21 and include Departmental Priorities and Targets.

### Traffic Light System Rating

The Traffic Light System 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 brief commentary will be included against all those actions where the rating is Red or Amber: this should make clear the remedial action being taken to ensure achievement by year end and reasons for extension of timeline or any cancellation of action.



Traffic Light BRAG Rating Description Key	
<b>RED</b> 	<b>Action forecast to be or has been delivered significantly (i.e. in excess of one quarter) outside completion date</b> <b>or:</b> <b>significantly outside agreed tolerance level (e.g. on Corporate Scorecard).</b>
<b>AMBER</b> 	<b>Action forecast to be or has been delivered outside (but no more than one quarter) of completion date</b> <b>or:</b> <b>outside agreed tolerance level (e.g. on Corporate Scorecard).</b>
<b>GREEN</b> 	<b>Action forecast to be delivered by the completion date</b> <b>or:</b> <b>within agreed tolerance level (e.g. on Corporate Scorecard).</b>
<b>BLUE</b> 	<b>Action complete.</b>

## Summary of Traffic Light Rating System (Period Ending 31 December 2018)

The table below shows a summary of the Traffic Light rating system assigned to 53 Actions within the Business Plan for the period ending 31 December 2018.

Traffic Light	Period Ending June 2018	Period Ending Sept 2018	Period Ending Dec 2018	Period Ending March 2019
<b>RED</b>	-	-	1 (2%)	
<b>AMBER</b>	7 (15%)	5 (9%)	7 (13%)	
<b>GREEN</b>	38 (79%)	36 (68%)	30 (57%)	
<b>BLUE</b>	3 (6%)	12 (23%)	15 (28%)	

At the end of the 3<sup>rd</sup> quarter of 2018/19, 85% of the actions within the Business Plan were reported as Blue/Green.

### Frequency of Reporting

The report will be produced on a quarterly basis for consideration by the Board and the DoH.

### Exception Reporting

Exception Reporting for those actions rated Red and Amber will occur as noted above. It should be succinct and structured in terms of providing a reasons for the exception and identifying actions to address the situation and highlighting any emerging organisational risk as a consequence of the exception. The Board may wish to receive a Summary Exception Report only.

## BSO Strategic Objective 1: Deliver High Quality, Valued Services to Our Customers

Key Priorities/Targets	Key Actions	BRAG Status	Comment
<p><b>3. Implement New Framework Agreement on IT (Technology Partnership Agreement).</b></p> <p><i>[carried over from BSO Business Plans 2016-17 and 2017-18]</i></p>	<ul style="list-style-type: none"> <li>Award contract by December 2018</li> </ul> <p><b>Responsibility: Directors of Operations and Customer Care &amp; Performance and Chief Legal Adviser</b></p>	<p>9</p> 	<p>The outcome of the ITT assessments are known. These will only be released following a quality check when the “Moderation Report” and “Award Letters” are finalised by PaLS.</p> <p>Contract will be awarded in February 2019.</p>

## BSO Strategic Objective 2: Develop Our Services in Partnership with Our Customers

Key Priorities / Targets	Key Actions	BRAG Status	Comment
<p><b>5. Continue to expand Shared Services.</b></p> <p>[carried over from BSO Business Plans 2016-17 and 2017-18]</p>	<ul style="list-style-type: none"> <li>Implement plans for new Interpreting Service provision to Deaf and Hard of Hearing Community in line with HSCB policies and direction <b>by September 2018 (Responsibility: Chief Executive – Head of Shared Services to co-ordinate);</b></li> </ul> <p><i>[carried over from BSO Business Plan 2017-18]</i></p>	<p>11</p> 	<p>Delays due to HSCB. HSCB has appointed a project manager to progress implementation for September 2019.</p>
<p><b>6. Ensure Shared Service Logistics model, systems and structures identified in the Outline Business Case are established and embedded in accordance with Ministerial approval and implementation plans.</b></p> <p><i>[HSC Strategic Procurement Action Plan issued by DHSSPS – Action 24].</i></p>	<ul style="list-style-type: none"> <li>Complete drafting of costs proposals to engage remaining Trusts in implementation of integrated supply chain model <b>by March 2019.</b></li> </ul> <p><i>[carried over from BSO Business Plan 2017-18]</i></p> <p><b>Responsibility: Director of Operations</b></p>	<p>14</p> 	<p>SHSCT- despite repeated engagement SHSCT has delayed making a decision and changed parameters. The responsibility for decision-making currently rests with SHSCT.</p> <p>PaLS have continued engagement with NHSCT.</p> <p>BHSCT- awaiting go live date.</p>

<p><b>8.</b> Implement new services to NI Fire and Rescue Service (NIFRS).</p> <p><i>[carried over from BSO Business Plans 2016-17 and 2017-18]</i></p>	<ul style="list-style-type: none"> <li>Continue to scope potential for provision of Legal Services to NIFRS by December 2018.</li> </ul>	<p>16</p> 	<p>There is no change in the position; NIFRS was to provide additional information about the use of service in relevant areas of law. Alphy Maginness and Rita Marsden met with NIFRS on 20th September 2018 for further discussion. This meeting was useful and the sharing of information to provide further insight on likely use of the DLS service was discussed and agreed. NIFRS has yet to decide about the provision of a service from DLS. It was explained that BSO would require a 6 month lead in period if it was decided to take up the service.</p>
<p><b>10.</b> Plan for new HSC Regional Clinical Systems.</p> <p><i>[carried over from BSO Business Plan 2017-18]</i></p>	<p>Support the Senior Responsible Officer (SRO) to complete an Outline Business Case (OBC) for replacement of:</p> <p>the regional Pathology system <b>by December 2018</b> (with the aim of completed procurement by <b>December 2019</b>)</p>	<p>19</p> 	<p>Detailed work has commenced to map technical information across HSCNI Pathology. This has been a significant undertaking and the extensive regional working between Trusts, NIBTS and BSO. Delays in OBC submission while additional option analysed. Work is ongoing to address queries from DOH in respect of Encompass option.</p>

## BSO Strategic Objective 3: Demonstrate Continuous Improvement in Pursuit of Excellence

<p><b>19.</b> Commission a study of key HSC Leadership Centre programmes to demonstrate the link between leadership development and better outcomes for patients, clients and service users.</p>	<ul style="list-style-type: none"> <li>Academically validated study produced and formation of increased leadership development alliances <b>by March 2019</b></li> </ul> <p><b>Responsibility: Chief Executive (Head of HSC Leadership Centre to co-ordinate)</b></p>	<p>38</p> 	<p>HSCLC have opened discussions with UU on carrying out a study on the links between leadership development and increased organisational effectiveness. A literature review is currently underway.</p>
<p><b>23.</b> Continue to work towards continuous improvement of cyber-security arrangements and expanding out-of-hours support arrangements for ITS.</p>	<ul style="list-style-type: none"> <li>Recruitment of Cyber Security Programme and Project Management staff <b>by September 2018;</b></li> </ul> <p><b>Responsibility: Director of Customer Care &amp; Performance</b></p>	<p>45</p> 	<p>Cyber Programme Manager recruited and in post from 1<sup>st</sup> August 2018.</p> <p>Recruitment of the remaining team is taking longer than expected, external resource has been identified in the short term. Recruitment to commence in January 2019. The remaining team (Programme Cyber team, 2 x 8A post, 1 x 7 post, 1 x 4 post) are currently out with recruitment with the expectations for staff in post March/April 2019.</p> <p>OOH Support Programme Manager now in post.</p>

## BSO Strategic Objective 4: *Help Our People Excel at What We Do*

<p><b>29.</b> Implement the 'run, grow, transform' organisational structure of ITS as agreed by BSO Senior Management Team.</p>	<ul style="list-style-type: none"> <li>Phase One of ITS restructuring as agreed implemented, subject to appropriate DoH approval by <b>December 2018.</b></li> </ul> <p><b>Responsibility: Director of Customer Care &amp; Performance</b></p>	<p>53</p> 	<p>Awaiting Departmental approval on aspects of restructuring.</p> <p>Further work has been done as requested by DoH and submitted for approval.</p>
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