

BUSINESS SERVICES ORGANISATION

Minutes of Proceedings

The one hundred and sixty eighth meeting of the Board of the Business Services Organisation was held on Thursday 25 January 2024 at 10.00am in the Boardroom, BSO HQ, 2 Franklin Street, Belfast, BT2 8DQ.

Present:

Mrs Julie Erskine (Chair)

Mr Robert Bannon

Mr Mark Campbell

Mr Mark Lowry

Mr Sean McKeever

Mr Maynard Mawhinney

Mr Frederick Smyth

Professor Dorothy Whittington

Mrs Karen Bailey (Chief Executive)

Mr Ben Doran (Interim Director of Digital Ops)

Mrs Karen Hunter (Director of SP&CE)

Mr Simon McGrattan (Acting DoF)

Mrs Paula Smyth (Director of People & Place)

Ms Lesley Young (Director of Operations)

In Attendance:

Mr Thomas McCaffrey (Head of Communications)

Miss Amanda Mills (Board Secretary)

1. Apologies

There were no apologies for absence.

2. Conflicts of Interest Declarations

There were no conflicts of interest declared.

3. Minutes of BSO Board Meeting held on 23 November 2023

The minutes of the meeting held on 23 November 2023 were agreed as a true and accurate record of proceedings.

4. Matters Arising from Minutes

Chief Executive's Report - Agenda item 7 Refers

Professor Whittington enquired now that a number of large scale digital programmes have gone live would there be a Lessons Learned Paper be published at some time down the line. The Acting Director of Digital Operations confirmed that he is currently preparing a Digital Report which will cover all digital programmes, including a section on Lessons Learned, and once it is completed he will circulate to the Board and make a presentation on the key issues.

5. Action Template – Paper BSO 1/2024 refers

Members noted the contents of the Board Action Template. The Head of Communications confirmed that the celebratory event to mark the successful go live of the NDIS, NIPACs, Core LIMs and Encompass systems will take place on Friday 2 February 2024 and formal invitations will be issued to Board members.

6. Chairs Business

The Chair briefed members on the key meetings she attended during the months of December and January. At the outset the Chair welcomed the three new Non Executive colleagues to their inaugural Board meeting and advised members that she had met them earlier in the week when they took up post to commence their induction process. Following discussion at that meeting it was agreed that Mr Smyth would become a member of the GAC and the BSO Review Oversight Board and Messrs Lowry and Mawhinney become members of the BDC and the Remuneration and Terms of Service Committee. Discussions are ongoing to determine the NED/Executive Director pairings for 2024-25. The Chair also took the opportunity to place on record a special note of thanks to Miss Patricia Gordon who resigned as a NED in early December to take up a similar position in Belfast Trust. The issue of the vacancy for a 4th NED was raised and the Chair is hopeful that this post will be confirmed in the near future by DoH.

7. Chief Executive's Report - Paper BSO 174/2023 refers

The Chief Executive presented her monthly report to the Board which included details of key meetings attended during the month of December and January. On behalf of Executive Directors the Chief Executive also wish to acknowledge the support and commitment of Miss Gordon during her tenure as BSO NED.

Following the success of Encompass Go Live and the other digital programmes work has commenced to move ahead with the go live for Belfast Trust scheduled for June/July 2024 followed by Northern Trust in November 2024. She reminded members that the issue of 24/7 support still remains a risk and negotiations have been taking place around this matter during meetings regarding the production of SLAs. In answer to a question from Mr Mawhinney regarding the next series of Encompass Go Lives, the Interim Director of Digital Operations confirmed that the Encompass Programme Team have developed detailed action plans and Go Live Readiness Assessments along with Lessons Learned documentation following the Go Live at South Eastern Trust to assist them with the planning for the Encompass Go Lives in Belfast and Northern Trusts. A key lesson learned from the SET go live was the focus on staff training and development to ensure smooth transition. A significant discussion ensued for the benefit of the new NEDS on the Encompass Programme to help them gain a better understanding of this major Programme and BSOs responsibilities. To that end the Chair suggested issuing a further invitation to the SRO Encompass and the CDIO to update members on the Encompass Programme. In the intervening period the Interim Digital Director of Digital Operations offered to brief the NEDSs offline on any queries they have around Encompass.

A significant amount of time has been spent on trying to get the Equip Full Business Case (FBC) over the line. Members were briefed on the key issues which required significant attention prior to and after the Christmas holidays; the affordability of the Equip Programme was challenged by DOH Economists and eventually had to be underwritten by the Permanent Secretary in early January which allowed the FBC to be approved. Subsequently a final Gateway Health Check commenced which was rag rated Amber. Negotiations are currently ongoing with the Global Supplier which at times has proved challenging however it is hoped that the contract will be

completed and signed to everyone's satisfaction. Once the contract is signed BSO will appoint a Systems Integrator which will oversee this major contract (10 year duration). The Chair congratulated the Chief Executive, in her role as SRO Equip Programme, and the senior team on the level of work and diligence that has been undertaken to reach this position and appreciated the CX for her regular updates during this period. It was agreed that once the Equip Contract has been completed the Equip Programme Manager would make a presentation to the Board.

BSO have been asked to identify Priorities for Savings for 2024-25 in respect of recurring revenue income. BSO's Executive Leadership Team (ELT) met in early January to examine where savings could be made and responded to DOH with the caveat that the savings may have a major impact on provision of BSO services.

As alluded to in previous Board meetings the Evolve Programme which was implemented to centralise digital services for the region has been postponed due to a lack of funding.

The newly formed ELT will be attending a training session on Risk and Risk Appetite, the outcome of which will flow into the Board Workshop scheduled for 8 February 2024. A dedicated ELT training session on Finance has also been organised for the Spring.

8. Approval Items

8.1 BSO Fraud Policy and Fraud Response Plan - Paper BSO 3/2024 refers

Members considered and approved the revised Fraud Policy and subsequently noted the BSO Fraud Response Plan which was presented to GAC in June 2023. It was noted that the Fraud Policy will be reviewed on a bi-annual basis.

8.2 BSO's Pharmaceutical Committee Membership Nominations – Paper BSO 4/2024 refers

Members considered and approved the appointment of the following members to the BSO Pharmaceutical Committee:

Mr Philip Boyle for the period November 2023 to November 2027
Ms Zita Graham for the period November 2023 to November 2027.

It was noted that each member can serve a maximum of two consecutive terms or a maximum of eight years in a twenty year period.

8.3 BSO Ophthalmic Committee – Ratification of 2 New Members – Paper BSO 5/2024 refers

Members considered and approved the appointment of the following members to the BSO's Ophthalmic Committee for an initial four year term.

Ms Sara Cleland
Dr Michael Quinn

9. Finance Report – Month 9 – Paper BSO 6/2024 refers

The Acting Director of Finance presented paper BSO 6/2024; a finance report for the nine month period ending 31 December 2023. The summary financial position shows the reported income and

expenditure position for the period, with an overall deficit reported for this period due to the provision of surplus PPE stock. A meeting has been arranged with DOH on 8 February to discuss the financial savings identified by BSO and the stock issue. Members will be briefed on the outcome of this meeting at the February Board meeting. For the benefit of the new NEDs the Acting DoF briefed members on how this situation arose.

Members noted the finance report for Month 9.

10. Update on Management of PPE and Audit Qualification – Paper BSO 7/2024 refers

The Director of Operations updated members on the mitigating actions being taken to manage the levels of surplus PPE; these included engagement with 4 Nations Mutual Aid, donations to charitable organisations, and recycling/repurposing PPE stock. Alongside this the Directorate of Legal Services is supporting Pals around contractual issues.

Members noted the position.

11. Corporate Balanced Scorecard – December 2023 – Paper BSO 8/2024 refers

The Director of SP&CE presented paper BSO 8/2024 which set out the performance of key service areas in the BSO for the period up to 31 December 2023. She highlighted those measures with a red rag rating and explained the circumstances which led to the evaluations. For the benefit of the new NEDS the rationale for the Red and Amber rag ratings were explained in detail and were advised that the area of performance reporting and performance management is a workstream under the BSO Review. Work is ongoing with BSO's service areas and customers to review Key Performance Indicators (KPIs) to make them more meaningful. The outcome of the workstream will be presented to the BSO Strategic Review Programme Board. With regard to the performance measure regarding stock turnover ratio it was suggested that the reference to PPE stock should be removed as this masks the actual/real stock position. The Director of SP&CE will speak to the AD, Supply Chain to reflect the real stock position going forward.

Members noted the BSO Corporate Scorecard for December 2023.

12. Performance against Business Plan Report – Quarter 3 – Paper BSO 9/2024 refers

The Director of SP&CE presented paper BSO 9/2024 which set out a summary exception report on the performance against the revised draft Annual Business Plan for 2023/24 as at 31 December 2023. It was noted at the end of Quarter 3, 93.6% of the actions within the Annual Business Plan were reported as complete and within the agreed tolerance level. She added that 4.76% of the actions within the Business Plan were rag rated Light Red are in the main due to external factors which sit outside a BSO Service Area and are out with BSO Control.

13. Covid Inquiry – Module 3

The Director of SP&CE in her role as liaison for all Covid Inquiry matters advised members that BSO is in receipt of a Rule 9 request for Module 3 regarding Procurement and Logistics (Decision Making). The response is due to be returned to the Covid Inquiry Team by 27th February 2024 and to that end a small team has been established to address each of the 15 questions outlined in the correspondence. The team meet on a weekly basis to collate and review the evidence for submission and are online to meet the deadline for response. It is anticipated that BSO shall also receive a Rule 9 request for Module 5 (Procurement) in the near future.

14. Declaration and Register of Interests 2023/24 – BSO 10/2024 refers

Members noted the current Declaration and Register of Interests Template for 2023/24. The Chair reminded members to inform the CX Office of any amendments to keep the Register up to date.

15. AOB

15.1 BSO Directorate Overview – Paper BSO 11/2024 refers

Members noted the revised structure of the BSO following the review of the organisation. A more detailed document on the management responsibilities and governance framework will be produced and circulated once complete.

15.2 Board Risk Training Workshop – 8 February 2024

The Director of SP&CE briefed members on the agenda for the Risk Workshop scheduled for Thursday 8 February 2024. Apologies were noted from Mr Mark Campbell.

15.3 Induction Process for NEDS

The Director of SP&CE briefed members on the induction programme for the New NEDs; this will include a presentation from each Director providing an overview of their service areas (scheduled March 2024), attendance at the Board Development Programme facilitated by the Leadership Centre (March 2024) and completion of mandatory training programmes (for all NEDS). She also advised that in line with Information Governance compliance all NEDS must hold a HSCNI email address for access to BSO documents. The CX Office is liaising with ITS on securing the email addresses and ensuring members can access their emails on their personal devices.

16. Date of Next Meeting

The next meeting of the BSO Board will take place on Thursday 22 February 2024 at 10.00 am

The Chairman thanked everyone for attending and closed the meeting.

Chair

Chief Executive

Date _____