



Business Services
Organisation

Providing Support to Health and Social Care

BSO Annual Business Plan 2026-27



Background

The Business Services Organisation (BSO) was established on 1 April 2009 under the Health & Social Care (Reform) Act (NI) 2009. The organisation is an Arm's Length Body of the Department of Health and is overseen by a Board of Executive and Non-Executive Directors.

One of the key drivers for the creation of the BSO was to create a customer focused organisation to provide a wide range of regional business support functions and professional services in support of the Health & Social Care (HSC) system across Northern Ireland.

As an organisation, we're committed to continuing the delivery of safe, efficient and value for money services for our customers as we navigate an ever-changing landscape.

Executive Summary

The BSO Annual Business Plan 2026–27 sets out our priorities for the third and final year of the Corporate Strategy 2024–27. Against a backdrop of significant change and financial pressure across the health sector, our plan outlines how we will continue to deliver high quality, value-driven services to Health and Social Care (HSC) in Northern Ireland.

Our work for the year will continue to focus on our three strategic objectives, that were agreed as part of our underpinning Corporate Strategy 2024-27:

1. Customer

We will strengthen our partnerships with customers by improving transparency, value for money and service quality. Our key actions will include finalising the new charging model, realising cost savings through operational efficiencies, benchmarking our services, enhancing our performance, and embedding a more commercial approach across BSO.

2. People

We will invest in our workforce by supporting and investing in our staff. Our key actions will include delivering the first year of our refreshed People Strategy, developing a strategic workforce plan and strengthening our staff engagement, as well as health and well-being.

3. Innovation

We will prioritise innovative improvements across BSO and Health and Social Care (HSC) in Northern Ireland. Our key actions will include the development of the BSO Innovation Hub, supporting digital transformation by ensuring BSO is ready for Equip

and progressing our Sustainability Strategy by embedding cleaner and greener practices across BSO.

BSO Annual Business Plan 2026-27

The BSO Annual Business Plan was approved by the Department of Health in 2026 and sets out our objectives over the next year. This plan supports year 3 of the BSO Corporate Strategy 2024 – 27. Progress against achievement of the objectives set out in the BSO Annual Business Plan is continuously monitored and reported to the Executive Leadership Team and BSO Board quarterly, and the Department of Health Sponsor Branch annually.

The BSO Corporate Objectives are aligned to our values and will continue to be the focus of our work during the coming year. Our core objectives are:

- **BSO Objective 1 - Customer:** Build strategic partnerships with our customers to deliver high quality services, demonstrating value and effective ways of working
- **BSO Objective 2 - People:** Support and invest in our people, their potential and their contribution in ensuring BSO is a great place to work
- **BSO Objective 3 - Innovation:** Offer opportunities that continue to enable and support innovative improvements across HSC

Against each of these objectives, our key areas of focus for this year are summarised below:



BSO Annual Business Plan 2026-27

BSO Strategic Objective 1: Build strategic partnerships with our customers to deliver high quality services, demonstrating value and effective ways of working				
Focus	In 2026-27, we will...	We will measure our progress by...	Reporting Frequency	Who is responsible (SRO)
1. Supporting the System Reset: Financial Focus	a) Finalise the full baselining exercise to support the redesign of the new charging model	Baselining completed for 100% of Directorates by agreed deadline.	Quarterly reporting to Board	Director of Finance
	b) Complete the redesign and implementation of the new Charging Model that enables suitable and transparent costings.	Charging Model approved by the Executive Leadership Team and BSO Board following the completion of the baselining exercise. 100% of cost components itemised in the final Charging Model.	Progress report to ELT by agreed deadline	Director of Finance

	<p>c) Conduct benchmarking, where available, of our services against other shared service providers (e.g. NHS Wales, NHS England)</p>	<p>Benchmarking exercise scoped and agreed by 30th June 2026</p> <p>Benchmarking completed, where available, for all service areas (100%) by 30th November 2026</p> <p>Benchmarking report and plan for future periodic benchmarking presented to ELT and Board by 28th February 2027</p>	<p>Progress report to ELT by November 2026</p>	<p>Director of SP&CE</p>
	<p>d) Identify savings from our current operations across all Directorates</p>	<p>Savings targets set and agreed for all Directorates by 31st May 2026.</p> <p>Plans in place to deliver savings targets for all Directorates by 31st December 2026.</p>	<p>Monthly reporting to ELT</p>	<p>Director of Finance</p>

<p>2. Supporting the System Reset: Investment in three stages through:</p> <ul style="list-style-type: none"> a) Optimisation b) Emerging Opportunities c) Innovation 	<p>Optimise our current core business by:</p>			
	<p>i) Identifying and implementing efficiencies in current operations and service delivery</p>	<p>Efficiency opportunities identified across all Directorates by 31st December 2026.</p> <p>Minimum 3 implemented efficiencies per Directorate by 31st March 2027.</p> <p>Annual efficiency savings delivered or forecast to be delivered \geq agreed target.</p>	<p>Monthly reporting to ELT</p>	<p>ELT led by Director of Finance</p>
<p>ii) Sharing efficiency and optimisation lessons across Directorates to streamline our operations</p>	<p>Quarterly cross-directorate efficiency learning sessions delivered (4 per year).</p> <p>Learning summary report issued to ELT within two weeks of each session.</p> <p>75% adoption rate of applicable lessons across all Directorates by 31st March 2027 via change champion survey</p>	<p>Quarterly Reporting to ELT</p>	<p>Director of SP&CE</p>	

	iii) Identifying cost savings based on the implementation of efficiencies.	Cost-savings quantified and validated within 90 days of implementation. ≥90% of validated savings reflected in financial reporting.	Quarterly Reporting to ELT	Director of Finance
	iv) Agreeing an approach with the Department of Health as to how BSO should invest these savings to grow	Proposal submitted to DoH by 31 st March 2027	Quarterly Reporting to Board	Chief Executive (ELT)
Consider emerging and innovative opportunities to drive medium and long-term growth by:				
	i) Identifying emerging and innovative opportunities to drive growth	Opportunities Working Group set up by 31 st May 2026 Quarterly cross-directorate sessions delivered to identify emerging and innovative opportunities (4 per year). Opportunities Working Group to select opportunities to progress on	Quarterly Reporting to ELT	Director of SP&CE

		a quarterly basis (4 sets of opportunities per year).		
	ii) Identifying the cost and benefits of identified opportunities	<p>Cost-benefit analysis to be completed on identified opportunities on a quarterly basis</p> <p>Two opportunities prioritised on a quarterly basis (8 opportunities prioritised by 31st March 2027)</p>	Quarterly Reporting to ELT	Director of Finance
	iii) Agreeing an approach as to how BSO can fund these opportunities	Proposal submitted to DoH by 31 st March 2027	Quarterly Reporting to Board	Chief Executive (ELT)

3. Maximising our performance through our Performance and Improvement Framework	Maximise our performance by:			
	a) Developing guidance, tools and templates to support performance and improvement across BSO	Agreed Performance and Improvement Framework tools and templates delivered in agreed staged timescale Average 80% user satisfaction score from Directorates by 31 st March 2027	Monthly reporting to ELT Report completed and presented to ELT by 31 st March 2027	Director of SP&CE
	b) Designing and agreeing a new Corporate Scorecard to drive strategic performance improvement	Newly designed Corporate Scorecard approved by ELT and Board by 31 st December 2026	Monthly reporting to ELT	Director of SP&CE
	c) Designing and agreeing new Customer Performance Reports through targeted customer engagement to drive transparency, performance and continuous improvement	Customer Performance Report templates co-designed with 75% of our customers participating by 31 st March 2027	Quarterly Reporting to ELT	Director of SP&CE

		Customer Performance Reports approved by 31 st March 2027		
4. Embedding a commercial mindset and approach	Embed a commercial mindset and approach by:			
	a) Defining what a “ commercial mindset ” means for BSO	Definition of “commercial mindset” approved by ELT by 30 th June 2026	Monthly reporting to ELT	Director of SP&CE / Finance
	b) Developing and agreeing a plan for introducing a more commercial approach to service delivery and operations	Plan for more commercial approach developed by 31 st August 2026 5 “commercial mindset” Briefings held per Directorate for staff by 31 st March 2027	Monthly reporting to ELT	Director of SP&CE / Finance

BSO Strategic Objective 2: Support and invest in our people, their potential and their contribution in ensuring BSO is a great place to work

Focus	In 2026-27, we will...	We will measure our progress by...	Reporting Frequency	Who is responsible (SRO)
<p>5. Implementing Year 1 of our refreshed People Strategy</p>	<p>Deliver Year 1 of our refreshed People Strategy 2026-2029</p>	<p>Year 1 action plan in place by 30th June 2026</p> <p>Action Plan complete by 31st March 2027</p>	<p>Monthly reporting to ELT</p> <p>-Quarterly reporting to Board through BaDC</p>	<p>Director of People & Place</p>
<p>6. Delivering Workforce & Succession Planning</p>	<p>Develop a strategic workforce plan.</p>	<p>Strategic Workforce Planning Group by 30th June 2026</p> <p>Directorate Workforce Plans in place by 31st December 2026</p>	<p>Monthly reporting to ELT</p> <p>Quarterly reporting to Board through BaDC</p>	<p>Director of People & Place</p>

<p>7. Prioritising staff health and well-being</p>	<p>Implement recommendations from the Investors in Well-being assessment</p>	<p>Delivery of health and well-being action as set out in the People Strategy Year 1 action plan by 31st March 2027</p> <p>Complete organisational self-assessment of HSC Strengthening our Core Framework by 31st March 2027</p>	<p>Monthly reporting to ELT</p> <p>Quarterly reporting to Board</p>	<p>Director of People & Place</p>
<p>8. Developing an Engaged Workforce</p>	<p>Provide the conditions to have an engaged and appropriately skilled workforce</p>	<p>Deliver a comprehensive training programme for staff by 31st March 2027</p> <p>Monitor exit data until 31st March 2027</p> <p>Performance manage attendance throughout BSO by implementing the Attendance Accountability Framework</p> <p>Deliver the BSO Awards 2026 to recognise our staff</p>	<p>Monthly reporting to ELT</p> <p>Quarterly reporting to Board</p>	<p>Director of People & Place</p>

BSO Strategic Objective 3: Offer opportunities that continue to enable and support innovative improvements across HSC

Focus	In 2026-27, we will...	We will measure our progress by...	Reporting Frequency	Who is responsible (SRO)
9. Developing the BSO Innovation Hub	Develop the BSO Innovation Hub by:			
	a) Agreeing the scope and design of the BSO Innovation Hub	Scoping document approved by ELT by 31 st October 2026	Q3 and Q4 Reporting to ELT and Board	Director of Operations
	b) Developing the framework for the delivery of the BSO Innovation Hub	Delivery framework completed and approved by 28 th February 2027	Q3 and Q4 Reporting to ELT and Board	Director of Operations

<p>10. Supporting major digital transformation across BSO by ensuring staff readiness for Equip.</p>	<p>Ensure our people are ready to use Equip through training and development and transition from the old to the new system</p>	<p>Completion of required readiness actions by go-live date</p> <p>Delivery of the required training programme by go-live date</p> <p>Implementation of change impacts and target operating models that impact BSO.</p>	<p>Monthly reporting to ELT</p> <p>Quarterly reporting to Board</p>	<p>Director of People and Place</p>
<p>11. Delivering our Sustainability Strategy across BSO</p>	<p>a) Continue to deliver against the BSO Sustainability Strategy by completing agreed actions for 2026-27 across the six Sustainability workstreams</p>	<p>90% of planned sustainability actions completed by 31st March 2027</p> <p>Carbon emissions reduced from established 2024-25 baseline by 31st March 2027</p>	<p>Quarterly reporting to ELT and Board</p>	<p>Director of SP&CE</p>

	b) Deliver the Sustainability E-learning course by August 2026.	Module developed and launched by 31 st August 2026. 85% staff completion rate within 6 months of launch.	Quarterly reporting to ELT and Board	Director of SP&CE
--	--	--	--------------------------------------	-------------------