

BUSINESS SERVICES ORGANISATION

Minutes of Proceedings

The hundred and twenty sixth meeting of the Board of the Business Services Organisation was held on Thursday 24 October 2019 at 10.00 am in the Boardroom, BSO Headquarters, 2 Franklin Street, BT2 8DQ.

Present:

Mrs Julie Erskine - (Chair)

Mr Mark Campbell
Miss E P Gordon
Mr Sean McKeever
Mr Jeremy Stewart
Professor D Whittington

Mr Liam McIvor (Chief Executive)
Mr Simon McGrattan (Interim DoF)
Mrs Paula Smyth (Interim Director of HR&CS)
Mr Sam Waide (Director of Operations)

In Attendance:

Mrs Karen Bailey (Director of CCP)
Mr Gary Loughran (Encompass Programme Director) – for Agenda item 8.2
Mrs Maxine Paterson (Head of Shared Services) – for Agenda item 8.5
Miss Amanda Mills (Board Secretary)

1. Chair’s Welcome and Opening Remarks and Apologies

The Chair welcomed everyone to the meeting.

Apologies for absence were received from Mr Robert Bannon and Mr Alphy Maginness.

2. Declaration of Conflicts of Interest

There were no conflicts of interest declared.

3. Minutes

(i) *Minutes of Meeting held on 26 September 2019*

The minutes of the meeting held on 26 September 2019 were agreed as a true and accurate record of proceedings.

4. Matters Arising from Minutes

(i) *Action Template – Paper BSO 56/2019*

Members noted the action template arising from the September Board meeting.

5. Chair's Business

The Chair confirmed that the Board risk workshop is scheduled to take place on Thursday 28 November 2019 following the Board meeting. The recruitment process for the Director of Finance post is progressing with the final interviews scheduled for 18 November 2019. The Chair informed members that Accounts Receivable will formally receive their Centre of Excellence status on 3 December 2019 and the Chair has been invited to attend the event. The Chair is currently reviewing the draft HSC Board Members Handbook which has been prepared by members of the ALB Board Effectiveness Sub-Group which is part of the IHRD process and is designed to assist Boards in developing their Corporate Governance. The final version of the Handbook will be issued to Board members in due course. In answer to a question members were advised that the Outcome Report from the Board Pairings meetings is near completion and will be placed on a future Board agenda for discussion. The Chief Executive informed members that Internal Audit are scheduled to commence an audit on Board effectiveness in November.

6. Chief Executive's Report

TIG

The Chief Executive highlighted the key issues arising from the most recent TIG meeting (23 October 2019). The key issue relates to the sustainability of the transformation programme and the pressure on HSC organisations to confirm that they can sustain the transformation programmes into the 2020/21 financial year.

HSCB Closure

The target date for the closure of HSC remains in schedule for March 2022. The Memorandum of Understanding (MOU) between the DoH and HSCB in relation to arrangements for Digital Health and Care NI is near completion.

Industrial Action

The Chief Executive advised members that he has received correspondence from Unison and Nipsa stating their intention to hold a ballot for industrial action. At this stage there is uncertainty if the proposed industrial action will be consolidated and that the trade unions will work collectively to agree a strike date.

Recruitment Director of HR&CS

BSO has received formal approval to proceed with the recruitment process for the Director of HR and Corporate Services Post.

7. Items for Approval

7.1 *Draft Annual Quality Report for 2018/19 – Paper BSO 58/2019*

Members considered and approved the final draft of the BSO Quality Report for 2018/19. It was noted that the Report is scheduled to be published on the BSO website week commencing 11 November 2019.

7.2 *HRCs Policies*

7.2.1 *Revised Draft Complaints Procedure – Paper BSO 58/2019*

Members considered and approved the revised draft complaints procedure which has previously been considered by SMT and recommended for Board approval by the BDC at its meeting on 28 August 2019.

7.2.2 *BSO Manual Handling Policy – Paper BSO 59/2019*

Members considered and approved the revised BSO Manual Handling Policy which has previously been considered by SMT and recommended for Board approval by the BDC at its meeting on 28 August 2019.

7.3 *Revision to Standing Orders and Standing Financial Instructions – BSO 60/2019*

The Director of CCP paper BSO 60/2019 which set out proposed revisions to the BSO Standing Orders and Standing Financial Instructions. Professor Whittington enquired if reference should be made in the SOs, where on occasion, the Board has to move into confidential mode. The Director of CCP agreed to raise this matter at the BSO's Mid Year accountability meeting with DOH scheduled for 21 November 2019.

8. *Items for Noting*

8.1 *Finance Report – Month 6 – Paper BSO 61/2019*

The Interim Director of Finance presented paper BSO 61/2019; a finance report for the six month period ending 30 September 2019.

The summary financial position shows the reported income and expenditure position for the period, with an overall surplus reported for this period. The surplus has been generated by core services. BSO is still awaiting confirmation of its bid for additional transformation funding iro Shared Services Recruitment. BSO is continuing to provide this service at present but have advised DOH Sponsor Branch that it cannot be sustained in the long term without additional funding. A Business Case has been submitted to DOH outlining areas of potential impact resulting from EU Exit. At present BSO is seeking clarification if the allocation received to date is ring-fenced.

Members noted the finance report.

8.2 *Encompass Update – Paper BSO 62/2019*

The Encompass Programme Director updated members on the Encompass Programme. The Full Business Case (FBC) has been formally submitted to the DOH and it is hoped to have it signed off early in 2020. Encompass have secured the lease for accommodation at Clarendon Dock (10 year lease with a 5 year break option). The Gateway Review has now moved to Amber Status however it was acknowledged there still remains a number of actions arising from the Gateway Action Plan. A recruitment process has commenced for a number of posts in anticipation that the FBC will be formally approved by DOH.

A significant discussion ensued concerning the process to the formal sign off the contract and the Chief Executive asked the Board for their endorsement of the proposed contract approval process, ie BSO will authorise on behalf of HSC following an instruction from the Permanent Secretary. The Board endorsed this approach and expressed appreciation of the amount of work undertaken by both the Encompass Programme Director and the Head of ITS with this complex programme of work.

8.3 *Corporate Balanced Scorecard – Paper BSO 63 /2019*

The Director of CCP presented paper BSO 63/2019 which set out the performance of key service areas in the BSO for the period up to 30 September 2019. She highlighted those measures with a red/amber rag rating and explained the circumstances which led to this evaluation.

Discussion centred on Indicator C9 – “General Recruitment – Overall Time to fill (HSC – wide) within 70 days”. The Chief Executive explained that SS Recruitment are meeting the KPIs for internal processes however the delay is caused outwith the control of SS Recruitment, eg the time it is taking for interview panels to complete the various stages of their recruitment process. To that end the Chief Executive suggested that the Head of Shared Services, along with the Head of Strategic Resourcing Innovation Forum (SRIF) and the Head of Shared Services Recruitment should be invited to the December Board meeting to brief them on the strategic actions being taken to improve all aspects of recruitment.

Members noted the BSO Corporate Scorecard.

8.4 *Annual Business Plan Update Performance Report – Period Ending 30 September 2019 – BSO 64/2019*

The Director of CCP presented paper BSO 64/2019 which set out a summary exception report on the performance against the Annual Business Plan for 2019/20 as at 30 September 2019. It was noted at the end of Quarter 2, 94% of the actions within the Business Plan were reported as complete within the agreed tolerance level.

In answer to a question from Miss Gordon the Chief Executive briefed members on the establishment of the International Nurse Recruitment project facilitated by BSO and the onus on CEC to deliver training programmes.

Members noted the Annual Business Plan Update Performance Report.

8.5 Extension and Replacement of Business Systems Transformation Programme (BSTP)

The Head of Shared Services, Mrs Maxine Paterson, provided members with an overview of the extension of the BSTP Programme. The programme is at planning phase and a Strategic Outline Business Case (SOC) is currently being developed and will be sent to DOH once it receives formal endorsement by the E Health Strategic Programme Board and Business Systems Forum (BSF). The DoH has confirmed that Liam McIvor will be the SRO for this project and a group has been established in BSO for governance purposes. It is anticipated following DOH approval of the SOC funds the programme will be initiated in January 2020.

8.6 Medical and Dental Pay Award 2018/19

At the invitation of the Chair the Head of Shared Services briefed members on the actions being taken by Payroll Shared Services (PSSC) to implement the medical and dental pay award for 2018/19, including arrears. It was noted that the uplift and arrears are scheduled to be paid in November 2019.

8.7 EU Exit Preparedness

The Director of Operations updated members on BSO's EU Exit preparedness. The three key issues for BSO relate to Supply Chain, Data and Workforce. BSO has reinstated the sit rep process, on an exception basis, in the event of a no deal Brexit.

8.7 PALs Assurance Reports – April 2017 – September 2019 - Paper BSO 66/2019

The Director of Operations presented paper BSO 66/2019- Procurement Assurance Reports for the consolidated period April 2017 – September 2019.

Members noted the PALs Assurance Reports.

8.8 Corporate Risk and Assurance Report 2019/20 – Paper BSO 67/2019

The Director of CCP presented paper BSO 67/2019 outlining progress made to date on risk actions as at 30 September 2019. Members were reminded the Corporate Risk Register is presented to the GAC on a quarterly basis and the Board on a bi-annual basis. It was noted that two new risks have been proposed relating to CEC and the proposed industrial action following a ballot by the RCN. The Chair of GAC advised that the Risk and Assurance Report was considered by GAC on 16 October 2019 and were of the view that the CEC risk should be removed from the Corporate Risk Register and remain on the CEC Service Risk Register. The Chief Executive concurred with GAC's recommendation. Miss Gordon enquired if SMT had considered including workforce skills shortages in HSC.

The Chief Executive stated that he will discuss this matter with SMT.

Members noted the Corporate Risk and Assurance Report for 2019/20.

8.9 *Executive Summary of Annual Report for ORECNI 2018/19 – Paper BSO 68/2019*

The Director of CCP presented paper BSO 68/2019 which set out the activity undertaken by the Research Ethics Committees (RECs) in 2018/19. Members were asked to note that both RECs (A and B) continue to have the most efficient Key Performance Indicators (KPIs) in the UK exceeding the KPI targets on ethical decision timelines in all areas.

Members noted the Executive Summary for the RECs for 2018/19.

9. Governance and Audit Committee

9.1 *Report of Meeting held on 15 October 2019*

The Chair of GAC briefed members on the key issues considered at the GAC meeting held on 15 October 2019.

The Committee reviewed all priority one recommendations on a number of audit reports and in particular acknowledged the consistent satisfactory reports for Pals. The next GAC is scheduled for 14 January 2020 and representatives from Leadership Centre, Payroll SS and Information Governance have been asked to attend the meeting to update the committee on previous audit recommendations which have not been implemented.

Members noted the minutes of the GAC meeting held on 6 June 2019.

10. Any Other Business

(i) *Letter from Permanent Secretary*

The Chief Executive informed members that he had received correspondence from the Perm Secretary acknowledging the programme of work undertaken by BSO and the Cyber Security Programme Board to safeguard the HSC and GP networks from cyber attack.

(ii) *International Travel*

Members were asked to note the international travel arrangements for two members of staff from ITS to attend the Gartner Conference in Barcelona in November 2019.

11. Date of Next Meeting

The next meeting of the BSO Board will take place on Thursday 28 November 2019 at 10.00am in the Boardroom, BSO HQ, 2 Franklin Street, Belfast.

The Chair thanked everyone for attending and closed the meeting.

Chair

Chief Executive

Date _____