

**BUSINESS SERVICES ORGANISATION**

**Minutes of Proceedings**

The hundred and fifth meeting of the Board of the Business Services Organisation was held on Thursday 25 January 2018 at 10.00 am in the Boardroom, 2 Franklin Street, Belfast BT2 8DQ.

**Present:**

Mrs Julie Erskine (Chair)

Mr Robert Bannon  
Mr Mark Campbell  
Miss E P Gordon  
Mr Sean McKeever  
Mr Jeremy Stewart  
Prof Dorothy Whittington

Mr Liam McIvor (Chief Executive)  
Mr Hugh McPoland (Director of HR & Corporate Services – HRCS)  
Mrs Wendy Thompson (Director of Finance – DoF)  
Mr Sam Waide (Director of Operations)

**In Attendance:**

Mr Alphy Maginness (Chief Legal Adviser)  
Mrs Karen Bailey (Director of Customer Care and Performance – CCP)  
Miss Amanda Mills (Board Secretary)

**1. Chair’s Welcome and Opening Remarks and Apologies**

The Chair welcomed everyone to the meeting.

An apology for absence was received from Mr Deep Sagar.

**2. Declaration of Conflicts of Interest**

There were no conflicts of interest declared.

**3. Minutes**

- (i) *Minutes of Meetings held on 21 December 2017*

The minutes of the meeting held on 21 December 2017 were agreed subject to a minor amendment suggested by Professor Whittington.

**4. Chair’s Business**

The Chair updated members on meetings she had attended during January 2018.

The Chair briefed members on the key issues discussed at the mid- year accountability review meeting with the DOH on 16 January 2018. She advised that the meeting was very positive and in particular discussion focussed on the AFC Pay Award for 2017/18 and the necessary documentation required permitting the BSO to process the 1% pay uplift and arrears before 31 March 2018.

## **5. Chief Executive's Report**

The Chief Executive briefed members on key business activities which have taken place since the last Board meeting.

The interviews for the Director of Human Resources and Corporate Services took place on 18 January 2018 and an offer of employment has been made to Mrs Karen Hargan, subject to the various pre-employment checks and terms and conditions. It is expected that Mrs Hargan will take up post in early April.

### ***Transformation Implementation Group (TIG)***

The Chief Executive made a presentation on the NI Electronic Care Record (NIECR) to TIG on 10 January 2018. Members were advised that they would be receiving an update on NIECR by Mr Stephen Beattie, E Health Programme Manager, at the February Board meeting.

### ***Public Sector Shared Services Programme (PSSSP)***

The Chief Executive advised members that the PSSSP Board approved a revised Outline Business Case (OBC) completion date of 30 June 2018. This extension will enable more thorough engagement with the Strategic and Technical Advisory Groups during delivery approach and model options development and analysis. The individual preliminary benchmarking reports for each organisation was presented to PSSSP members and on first sight BSO is demonstrating cost effectiveness compared to the other public sector organisations. However members were advised that these figures have to be further analysed and tested in the business case process.

## **6. Items for Discussion**

### **6.1 Financial Matters**

#### ***(i) Finance Report – Month 9 – Paper BSO 1/2018***

The DoF presented paper BSO 1/2018; a finance report for the nine month period ended 31 December 2017.

The summary financial position shows the reported income and expenditure position for the period, with an overall surplus reported for the period of £53k and forecast of a year-end break even position for BSO.

Members noted the Finance Report.

## **7. Items for Noting**

### **7.1 Report on BSO Prompt Payment for Period Ending 31 December 2017 – Paper BSO 2/2018**

The Chief Executive presented paper BSO 2/2018 which set out the percentage of invoices paid within 10 working days and within 30 calendar days in December 2017 by Payment Shared Services. It was noted that 92.83% of HSC invoices had been paid within 30 calendar days.

Members noted the prompt payment report.

### **8.2 Corporate Balanced Scorecard – BSO 3/2018**

The Director of CCP presented paper BSO 3/2018 which set out the performance of key service areas in the BSO for the period up to 31 December 2017. She highlighted those measures with a red rag rating and explained the circumstances which led to this evaluation.

Performance in the General Recruitment overall time to fill posts has slightly improved and a number of streamlining actions have been developed and agreed with Trusts for implementation in January 2018 which hopefully dovetail into an implementation plan to reduce the time taken for pre-employment checks. Members were encouraged that BSO is moving in the right direction and also that following a recent audit report on SS Recruitment which was rated as Satisfactory.

Staff absence has increased in December due to seasonal illness. Mr Bannon advised members that the BDC debated at length the sickness absence figures and the AD HR briefed members on the actions being taken with line managers to manage absence, particularly short term absence. Members were reassured of the actions being taken by HR.

Members noted the Corporate Balanced Scorecard.

### **8.3 Annual Business Plan Performance Report, period ending 31 December 2017 – Paper BSO 4/2018**

The Director of CCP presented paper BSO 4/2018 which set out a summary exception report on the performance against the BSO Annual Business Plan for 2017/18 as at 31 December 2017. It was noted that at the end of quarter two of 2017/18, 77% of the actions within the Business Plan were reported as complete within the agreed tolerance level.

Members noted the Annual Business Plan Performance Report for the period ending 31 December 2017.

### **8.4 Update on Payroll Improvement Project**

The DoF briefed members on the Payroll Improvement Project. The project has three workstreams:-System Performance, Review of Structures of Payroll Shared Services and Payroll Quality.

System performance has steadily improved since March 2017 and information supplied by the software supplier and verified by BSO ITS staff, has indicated that the performance improvement plan has delivered increased stability and improved performance. The supplier has identified further enhancements to the payroll system (HRPTS) however additional investment would be required. This matter will be placed on the agenda for the next meeting of the Customer Assurance Board (CAB).

A review has been undertaken on the structure and skill mix within Payroll Shared Services to assess that it is fit for purpose and to make recommendations for enhancement as required. The review involved all key stakeholders and some payroll staff and will be quality assured by an independent source. A summary report including recommendations will be presented to the next CAB meeting.

The main focus of the Payroll Quality workstream is overpayments and the various elements and tasks required to deliver a robust process. The first phase of this project is to develop procedures to prevent overpayments and to work with HSC colleagues to confirm final lists of potential historical overpayments which require review.

Members recognised the amount of work involved by the Payroll Team to improve the performance of Payroll and asked the DOF to thank them on their behalf.

## **9. Reports from Committees**

### **9.1 Business and Development Committee (BDC)**

#### **(i) *Report of Meeting held on 18 January 2018***

The Chair of BDC briefed members on the key issues considered by the BDC at its meeting on 18 January 2018. Members received an update on the potential areas of growth and development in BSO and again were reminded that BSO can only act within its statutory limits. A further update will be presented to the Committee in the summer. The Head of ITS presented to BDC a Significant Event Audit (SEA) Report following an incident which occurred in October 2017 whereby HSC incurred a number of network connectivity issues. At the invitation of the Chair Mr McKeever briefed members in detail of this incident.

Members were reassured that a “lessons learned” exercise was produced following the incident.

## **10. ITEMS FOR APPROVAL**

### **10.1 BSO Social Media Policy – Paper BSO 6/2018**

Members considered and approved subject to a minor amendment the BSO Social Media Policy. It was noted that this document had previously been considered by both SMT and BDC and recommended for formal ratification by the Board

**10.2 *BSO Customer Relationship Strategy 2017-21 – Paper BSO 7/2018***

Members considered and approved the BSO Customer Relationship Strategy for 2017-2021. It was noted that this document had previously been considered by both SMT and BDC and recommended for formal ratification by the Board.

**11. Presentation**

**11.1 Presentation by Head of Leadership Centre – “Be on Board Programme”**

Diane Taylor, Head of Leadership Centre and Paula Kelly, Principle Consultant made a presentation on a new development programme for non executive directors facilitated by the Leadership Centre. Members were advised that the inaugural programme has been organised and it was agreed that the Leadership Centre would feed back to the Board the evaluation report from the attendees.

**12. Any Other Business**

**(i) *Declaration and Register of Interests 2017/2018 – Paper BSO 9/2018***

Members noted paper BSO 9/2018 which set out a summary of Board members’ Register of Interests for 2017/18. Members were reminded that they must inform the Chief Executive’s Office if any changes occur to allow the register to be amended.

**(i) *BDC Membership***

The Chair advised that Mr McKeever is standing down as a member of the BDC with immediate effect.

**(ii) *Transformation Implementation Group – (TIG)***

The Chief Executive briefed members on a paper which was considered at a TIG meeting held on 24 January 2018 on HSC restructuring proposals. He advised that he has secured agreement from DOH that officers from the Transformation Directorate should be invited to attend a meeting of SMT to discuss the implications for BSO. The Chair suggested that it would be timely to also issue an invitation to the Permanent Secretary in his role as Chair of the Transformation Implementation Group to attend a future Board meeting. The Chief Executive agreed to discuss this matter with the Permanent Secretary at his next scheduled meeting and come back to members.

**(iii) *International Travel***

The Chief Executive requested the Board’s endorsement for two members of staff from ITS to attend two conferences in Sweden and Vienna in late January and late February 2018.

Members endorsed this request.

13. **Date of Next Meeting**

The next meeting of the BSO Board will take place on Thursday 22 February at 10.00am in the Conference Room, PALs, 77 Boucher Crescent, Belfast.

The Chair thanked everyone for attending and closed the meeting.

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Chair

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Chief Executive

Date \_\_\_\_\_