

## **BUSINESS SERVICES ORGANISATION**

### **Minutes of Proceedings**

The one hundred and fifty ninth meeting of the Board of the Business Services Organisation was held on Thursday 23 February 2023 at 10.00am in the Boardroom, BSO HQ, 2 Franklin Street, Belfast and via MS Teams.

#### **Present:**

Mrs Julie Erskine (Chair)

Mr Robert Bannon	Mrs Karen Bailey (Chief Executive)
Mr Mark Campbell	Mrs Karen Bryson (Director of Finance)
Miss Patricia Gordon	Mrs Paula Smyth (Director of HR&CS)
Mr Sean McKeever	Mr Martin Bradley (Interim Director of Operations)
Professor Dorothy Whittington	

#### **In Attendance:**

Miss June Turkington (Interim Chief Legal Adviser)  
Mr Mark Bradley (Interim Director of CCP)  
Mr Ben Doran (Head of ITS)  
Mr Thomas McCaffrey, Comms Manager  
Miss Amanda Mills (Board Secretary)

#### **1. Welcome/Apologies**

An apology for absence was recorded for Karen Hunter.

#### **2. Conflicts of Interest Declarations**

There were no conflicts of interest declared.

#### **3. Minutes of BSO Board Meetings held on 26 January 2023**

The minutes of the Board meeting held on 26 January 2023 were agreed as a true and accurate record of proceedings.

#### **4. Board Action Template – Paper BSO 98/2023 refers**

Members noted the contents of the Board Action Template.

#### **5. Chair's Business**

The Chair briefed members on key meetings she attended during the month of February 2023. Members were reminded that the interviews for the Director of Digital Director of Operations are scheduled to take place on Tuesday 28 February 2023 at the Leadership Centre.

The Chair suggested, if possible, Board members could attend Board meetings in person from March 2023 onwards to allow the Board to return to BAU mode.

It was noted that today's Board meeting would be Mark Bradleys last meeting before he retires in March 2023 and to that end wished Mark a very long and happy retirement and thanked him for his professionalism and commitment to the BSO.

#### **6. Chief Executive's Report -Paper BSO 99/2023 refers**

At the outset the Chief Executive reiterated the Chairs best wishes to Mark Bradley for the future on behalf of SMT and acknowledged his professionalism and commitment to the BSO.

The Chief Executives continue to meet on a weekly basis and in person on a monthly basis. The inaugural Chief Executive Development Workshop took place on the 31 January 2023 which is being facilitated by Nikon with further workshops scheduled throughout the year.

Encompass have announced a Go Live date of 11 November 2023 for South Eastern Trust. BSO are committed to pro-actively support this process and will keep apprised of this process via the BSO Encompass Support Group and other governance mechanisms. An Audit Report on the Governance processes for Encompass has recently been published and this has been placed on the Agenda for the next meeting of the BSO Encompass Support Group for review and discussion.

At a recent meeting of the Encompass Programme Board the Chief Executive sought assurance from the Programme Board that Encompass has determined an achievable critical path to ensure the programme is on track for Go Live as it was recognised that once Go Live is implemented the contract will start to be drawn down in respect of payments. The Programme provided assurance and will be monitoring risks and readiness at key stages before 'go-live'. The addendum for funding to provide for BSO resource support to enable the Encompass programme was approved and BSO is in the process of recruiting posts to support the programme. The CEX also confirmed workshops will be organised in respect of the business as usual BAU which is BSO's particular responsibility going forward.

It was suggested that the Encompass Programme Director, Veronica Devlin and the SRO DR Dermot Hughes should be invited to a future Board meeting to provide an update this major programme.

The Chief Executive and Chair attended a Critical Friend Workshop hosted by Deloitte in respect of the Equip Programme on 21 February 2023. In answer to a question by Professor Whittington the Chief Executive briefed members on the concept of the Critical Friend process which basically invites key personnel from other organisations who have experienced the implementation of big change systems and learn from their expertise and knowledge. The Chair informed members that she found the workshop very enlightening and suggested at some point this year inviting Deloitte to brief the Board on the critical friend process; it was noted that the Equip Programme Manager is scheduled to make a presentation to the Board in April.

#### **7. Approval of Release of Information for Corporate Credit Card Application and Changes to the Bank of Ireland Bank (BOI) Mandate – Paper BSO 100/2023**

The DoF referred to the August 2022 Board meeting where members approved the recommendation to establish a new corporate credit card facility for BSO to support business needs. In line with new regulatory requirements BOI have requested the identification and

address verification of two controlling BSO members along with details of all current Board members, including their dates of birth and country of residence. The two nominated Executive Board members will be Karen Bailey, Chief Executive and Karen Bryson, DoF along with Mrs Hannah Francis, AD Finance who will be authorised to approve payments and authorise changes to the BSO Bank Accounts.

Members endorsed the recommendations to enable progression of the BSO's Corporate Credit Card facility and the proposed changes to the current bank mandate as a result of the recent changes in staff officials requiring authorisation.

## **8. HR Policies**

### **(i) Retire and Return Policy – Paper BSO 101/2023 refers**

The Director of HR&CS presented the Retire and Return Policy which has been reviewed by SMT and recommended for Board endorsement. It was noted that this policy provides an opportunity for a member of staff to retire and take their HSC pension and then apply to work for the BSO to fill a vacant post within their service area wherein a post is proving difficult to recruit through the normal recruitment processes. It was emphasised that this policy will only be implemented in exceptional circumstances and the process will be monitored by SMT for governance purposes. Members welcomed this initiative and approved the Retire and Return Policy.

### **(ii) Assistance to Study Policy – Paper BSO 102/2023 refers**

Members considered and approved the Assistance to Study Policy which has been recommended for approval by SMT and BDC at its meeting on 20 December 2022.

## **9. Finance Report – January 2023 – Paper BSO 103/2023 refers**

The summary financial position shows the reported income and expenditure position for the period, with an overall surplus reported for this period. The detailed forecast exercise was completed in January and BSO is still on target to achieve breakeven.

Work is progressing well to consolidate the SPPG's income and expenditure into BSO's financial statements for 2022/23.

Members noted the Finance Report for Month 10.

At this stage of the meeting Ms Lesley Young, incoming Director of Operations joined the meeting and was introduced to the Board.

## **10. Corporate Balanced Scorecard – January 2023 – Paper BSO 104/2023 refers**

The Interim Director of CCP presented paper BSO 104/2023 which set out the performance of key service areas in the BSO for January 2023 and highlighted the measures with a red RAG rating and explained the circumstances which led to the evaluations.

Members were advised that work is continuing to produce a more enhanced performance management framework which once embedded will prove to be a more meaningful document for the Board, SMT and every service area.

Members noted the BSO Corporate Scorecard.

**11. Business and Development Committee (BDC)**

**Report of meeting held on 6 February 2023 – Paper BSO 105/2023 refers**

The Chair of BDC briefed members on the key issues arising from the BDC meeting held on 6 February 2023.

The Director of HR&CS provided members with an update on the Hybrid Working Pilot Scheme which was formally launched on 1 January 2023 and requires staff to work from the office 3 days per week and 2 days at home. SMT received an initial update report on 9 February 2023 and further reports will be presented on a quarterly basis. BSO has also appointed a Critical Friend to review the outworkings of the evaluation reports of the scheme.

The BSO People Strategy is near completion and it is planned to launch the Strategy at the BSO Leadership Conference scheduled for 27 June 2023. Professor Whittington expressed interest in the Strategy and asked that at an appropriate time a presentation be made to the Board.

Following a suggestion by the Chair it was agreed that in going forward the BDC agenda should be issued to all Board members for information and if an agenda item is of a particular interest they can contact the Chair of BDC and request to attend the meeting.

The minutes of the BDC meeting held on 20 December 2022 were noted by members.

**12. AOB**

There was no Any other Business matters raised.

**13. Date of Next Meeting**

The next meeting of the BSO Board will take place on **Thursday 23 March 2023 at 10.00 am**, at BSO HQ.

The Chairman thanked everyone for attending and closed the meeting.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Chief Executive

Date \_\_\_\_\_

