

BUSINESS SERVICES ORGANISATION

Minutes of Proceedings

The one hundred and sixtieth meeting of the Board of the Business Services Organisation was held on Thursday 23 March 2023 at 10.00am in the Boardroom, BSO HQ, 2 Franklin Street, Belfast.

Present:

Mrs Julie Erskine (Chair)

Mr Robert Bannon
Mr Mark Campbell
Miss Patricia Gordon
Mr Sean McKeever

Mrs Karen Bailey (Chief Executive)
Mrs Karen Bryson (Director of Finance)
Mr Martin Bradley (Interim Director of Operations)
Mrs Karen Hunter (Director of Strategic Planning and Customer Engagement – SP&CE)

In Attendance:

Miss June Turkington (Interim Chief Legal Adviser)
Mr Ben Doran (Head of ITS)
Mrs Alison Andrews, AD HR
Mr Thomas McCaffrey, Comms Manager
Miss Amanda Mills (Board Secretary)

1. Welcome/Apologies

Apologies for absence were received from Professor Whittington and Paula Smyth.

2. Conflicts of Interest Declarations

There were no conflicts of interest declared.

3. Minutes of BSO Board Meetings held on 23 February 2023

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

4. Board Action Template – Paper BSO 106/2023 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 March 2023. She advised members that the interviews for the Director of Digital Operations took place on 28

February 2023 however the successful candidate subsequently withdrew his acceptance of the post. Discussions are now underway to look at alternative options to recruit this key senior executive post.

The Chair along with the Chief Executive attended an Accountability meeting with the Permanent Secretary on 10 March 2023; the Chief Executive will brief members of key issues discussed at the meeting under her CX Report.

The Chair has been invited to open OREC NI's annual Conference scheduled for 27 March 2023 and suggested to members that a future Board meeting be held in Lissue Premises which also facilitates PALs staff. The CX Office will liaise with the Head of PALs and OREC to agree a suitable date and also ask for short presentations to be made on their service areas .

The Chair stated that she would like to reinstate the Board pairing exercises which were stood down during the Pandemic. The Chair will have a conversation with the Director of SP&CE about how to take this matter forward.

6. Chief Executive's Report -Paper BSO 107/2023 refers

The Chief Executives continue to meet on a weekly basis and in person on a monthly basis; the main focus of recent meetings has been around the challenges currently facing the Health and Social Care system in NI. The Chief Executive recently attended an Efficiency Programme Workshop on 15 March 2023 for senior staff from across Trusts, DoH, PHA and BSP; the DoF and Director of SP&CE also attended.

At the last meeting of the Performance and Transformation Executive Board (PTEB) the Chief Executive along with the Interim Director of Operations and the Interim Head of Shared Services made a presentation on Recruitment Shared Services which by all accounts was very well received. The independent review commissioned by BSO on RSSC is near completion and will be presented in the first instance to SMT.

The Equip Programme is moving to the design phase and a number of baselining workshops have been organised. It is envisaged that the Equip programme will go live in 2024 and it was noted that the Equip Programme Manager has been invited to make a presentation to the Board in the Spring.

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. The BSO/Encompass Future State modelling Workshops have been confirmed for 28 April 2023 and 25 May 2023 and will be attended by SMT and key BSO and Encompass staff. The outworking's of the workshops will be presented to the Board by way of assurance in the Summer. The Board also welcomed that the Programme Director and the SRO of Encompass will be attending the May Board meeting to provide an update on the Encompass Programme.

The Chief Executive briefed members on the key items discussed at the Accountability Review meeting held on 10 March 2023. In particular she advised that Permanent Secretary's interest in visiting ITS to learn more about this key service area.

The BSO Review process is continuing with the BSO Strategic Review Programme Board (SMT members) meeting on a monthly basis to review progress and the BSO Oversight Programme Board (Board and SMT members) meeting on a bi-monthly basis. As a consequence of the BSO

Review, revised Job Descriptions for the Directors of Finance and HR&CS have been sent to DOH for evaluation.

The Chief Executive briefed members on a meeting with SPPG on 7 March 2023. At the meeting SPPG indicated their intention of only funding BSO for those services specifically delivered for SPPG; currently SPPG (and formerly HSCB) funded BSO for some regional services. This exercise would prove to be a very time intensive and intricate piece of work and the Chief Executive has alerted Chris Matthews, Deputy Permanent Secretary of this request. A lengthy debate ensued and it was agreed that to complete this exercise at the current time would not be in the public interest and there would be limited benefit in SPPG removing themselves from the regional services included in the previous SLA. The Chair stated that the BSO has a number of urgent priorities and a large work portfolio, stabilising RSSC being the main priority. The Chief Executive thanked members for their support and confirmed that they will relay this information to both SPPG and DoH Sponsor Branch.

7. Finance Report – February 2023 – Paper BSO 108/2023 refers

The summary financial position shows the reported income and expenditure position for the period, with an overall surplus reported for this period. The financial plan has been updated to reflect the mid year assessment which took place in January 2023 and BSO is still on target to achieve breakeven.

Members were advised of the main budget adjustment for Month 11 is the inclusion of income relating to the AFC and medical and dental pay award scheduled to be paid at the end of March 2023.

Members noted the Finance Report for Month 11.

8. Corporate Balanced Scorecard – February 2023 – Paper BSO 109/2023 refers

The Director of SP&CE presented paper BSO 109/2023 which set out the performance of key service areas in the BSO for February 2023 and highlighted the measures with a red RAG rating and explained the circumstances which led to the evaluations.

Mr McKeever enquired if BSO produced a corporate Performance Report as the scorecard only illustrates a small number of KPIs. The Director of SP&CE confirmed that the Strategic Planning Directorate are currently producing a Performance Management Framework (PMF) which will enhance the reporting arrangements of KPIs, and will raise an early alert with our customers of those service areas who are under performing. In tandem with the introduction of the PMF BSO has commenced a process of producing continuous improvement plans following a deep dive on some of BSO service areas. The Chair reiterated that the reinstatement of the Board Pairing Exercises will provide NED colleagues an added level of assurance however reminded colleagues that the Board only needs to be aware of high level strategic information.

Members noted the BSO Corporate Scorecard.

9. Board Governance Self Assessment – Action Plan – Paper BSO 110/2023 refers

The chair presented the outstanding actions relating to the Board Governance Self Assessment and it was noted that 2 of the 3 outstanding actions are outwith the BSO's control. The Chair advised that she took the opportunity of raising this matter with the Permanent Secretary at the Accountability Meeting on 10 March 2023 and briefed him on the significant amount of work

and time required to complete and questioned the benefit of the Board Governance Self Assessment Exercise. The Permanent Secretary agreed to raise this matter with DOH officials. Members were advised that the recruitment exercise for the 3 vacant BSO NED positions has been postponed until the Summer and to that end this matter has been included in the BSO's Corporate Risk Register as 4 NEDs (including the Chair) term of office is due to end in December 2024.

10. BSO Ophthalmic Committee – Appointment of Optometry Northern Ireland (ONI) Representative – Paper BSO 111/2023 refers

As required by the General Ophthalmic Services Regulations (NI) 2007 members noted the appointment of the ONI representative, Ms Deirdre McAree to the BSO Ophthalmic Committee with effect from 7 March 2023.

11. AOB

There was no Any other Business matters raised.

12. Date of Next Meeting

The next meeting of the BSO Board will take place on **Thursday 27 April 2023 at 10.00 am**, at BSO HQ.

The Chairman thanked everyone for attending and closed the meeting.

Chair

Chief Executive

Date _____