

BSO Business Plan 2025-26

BSO Annual Business Plan 2025-26

Background

The Business Services Organisation (BSO) was established on 1 April 2009 under the Health & Social Care (Reform) Act (NI) 2009. 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. The organisation has grown significantly and expanded its capability to provide a growing range of value for money services to 18 customer organisations and the Department of Health. 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.

BSO Annual Business Plan 2025-26

The BSO Annual Business Plan was approved by the Department of Health in 2025 and sets out our objectives over the next year. This plan supports year 2 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.

This year's Annual Business Plan 2025-26 is the result of a new and dynamic approach that prioritises collaboration, inclusivity, and alignment across all levels of senior management. Recognising the value of collective expertise and diverse perspectives, we initiated this process through an interactive business planning workshop, bringing together senior leaders to create the foundation of our strategic approach for 2025-26.

This workshop served as a platform to foster open dialogue, encourage innovative thinking, and ensure that every voice was heard in shaping our business plan. By working collaboratively, we aimed to align our objectives, identify opportunities for development, and address potential challenges with a unified strategy.

This inclusive approach underscores our commitment to creating a business plan that not only aligns to our organisational goals, but also reflects the insights and aspirations of our leadership team. The result is a comprehensive, forward-looking plan designed to drive success, accountability, and cohesion throughout the year ahead.

As we move forward, this plan will serve as a roadmap for achieving our priorities while embracing the collective strength of our team and fostering a culture of collaboration and shared purpose.

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

BSO Strategic Objective 1: Build strategic partnerships with our customers to deliver high quality services, demonstrating value and effective ways of working				
Focus	In 2025-26, We will?	Progress Measurement	When will we Report on Progress and How?	Who is responsible (SRO)
1. Service Delivery	Ensure BSO delivers high quality services to our customers.	a) Achieve and maintain all corporate KPIs as set out in the Organisational Corporate Balance Scorecard.	Monthly reports to ELT and Board.	Director of SP&CE
2. Develop New Business Model.	Develop a new charging model from baselining activity that enables suitable and transparent costings. Implement new SLA process and template with clearly	a) Agree on method to integrate the new Corporate Overhead approach by September 2025. b) Ongoing (Iterative) evaluation of pilot SLA process.	Report to ELT and Board September 2025. Update / completion reports to ELT and	Director of SP&CE



	<p>defined roles and responsibilities for BSO and Customers, including new KPIs.</p>	<p>c) Implementation by 1 April of phase 1 Service areas and 30 June for Phase 2 Service Areas</p> <p>d) Design new corporate scorecard to reflect new KPIs June 2025.</p> <p>e) Design new customer performance reports to reflect new KPIs by June 2025</p>	<p>Board in April and June 2025.</p> <p>Report to ELT / Board in June 2025</p> <p>Report to ELT / Board June 2025</p> <p>Implement new delivery against SLA (performance management) performance reports July 2025.</p>	
<p>3. Growth, income generation, cost recovery, commercial, savings targets.</p>	<p>Develop a Financial Plan with the objective of achieving the financial breakeven and capital resource limit targets in line with the BSO Business Plan.</p>	<p>a) Develop a Financial Plan for Board approval by 31 May 2025.</p> <p>b) Develop the roll forward budget and communicate to ELT and budget holders by 31 May 2025.</p> <p>c) Present monthly financial performance report to BSO Board.</p> <p>d) Complete a Mid-Year Assessment and communicate to ELT by 30 November 2025.</p>	<p>May 2025 Board Meeting.</p> <p>Monthly Financial report to the Board.</p> <p>Monthly Financial report to the Board.</p> <p>Report to ELT and GAC before submission to the Department.</p>	<p>Interim Director of Finance</p>



<p>4. Growth, income generation, cost recovery, commercial savings targets.</p>	<p>Completion of the Annual Year End consolidated Financial Statements to include hosting of SPPG for BSO in line with DOH guidance and engagement with external auditors and support the GAC throughout the year. Work in partnership with SP&CE to produce the BSO Annual Report and Accounts.</p>	<p>a) Agree the NIAO annual external audit strategy with external auditors to support them presenting to BSO GAC by February 2026.</p> <p>b) Engagement meeting with external auditors and support communication and engagement with BSO managers during January to July 2025.</p> <p>c) Present the audit plan to SMT, Audit Forum and Senior Finance Team by February 2026.</p> <p>d) Development of internal finance year-end financial statements plan in partnership with external auditors.</p>	<p>January 2026.</p> <p>January/February 2026.</p> <p>February 2026.</p> <p>May 2026.</p>	<p>Interim Director of Finance</p>
<p>5.Savings.</p>	<p>Seek to deliver a recurrent savings plan for savings requested by DoH and work with our customers to identify and investigate savings for</p>	<p>a) Development of a recurrent savings plan to deliver any agreed savings for DoH and our customers.</p>	<p>Quarterly Update reports to ELT and Board.</p>	<p>Interim Director of Finance</p>

	our customers through efficiencies and service prioritization.			
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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 2025-26, We will?	Progress Measurement	When will we Report on Progress and How?	Who is responsible (SRO)
6. Leadership.	Implementation of Year 3 of BSO People Strategy.	a) Delivery of in year actions as set out in the BSO Year 3 People Strategy.	Quarterly Reports to ELT, BDC and Board. Q1: June 2025 Q2: September 2025 Q3: December 2025 Q4: March 2026	Director of People and Place
7. Our People.	Develop BSO workforce plan.	a) BSO will develop an overarching workforce plan, with each Directorate having a sub plan specific to their needs.	December 2025.	Director of People and Place

	<p>Implement actions from IIP and IIW report.</p> <p>Continue to enable access to learning and development opportunities for personal development.</p>	<p>b) Develop action plan based on the IIP reports to take forward key recommendations.</p> <p>c) A comprehensive training programme will be provided with both 'in person' and 'digital' delivery.</p>	<p>June 2025.</p> <p>March 2026.</p>	
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BSO Strategic Objective 3: Offer opportunities that continue to enable and support innovative improvements across HSC

Focus	In 2025-26, We will?	Progress Measurement	When will we Report on Progress and How?	Who is responsible (SRO)
8. Education, Learning and Innovation	<p>Offer shared learning events to generate ideas between service areas.</p> <p>Arrange innovation events to identify potential areas for growth, and position BSO as an enabler for transformation across HSC.</p> <p>Ensure all BSO staff are digital ready and utilizing all working platforms effectively.</p>	<p>a) Organise and deliver shared learning events to all BSO staff, to support and develop leadership, communication and collaborative working.</p> <p>b) Deliver 2 x innovation workshops, e.g. hackathon and bring together ELT, Board and ADs to identify and prioritise potential areas by March 2026.</p> <p>c) Develop a Digital platform for all BSO staff around examples of quality improvements, innovation to share</p>	<p>Meet Quarterly - Report no. of Improvement initiatives per quarter.</p> <p>Plan to be produced after initial workshop and report monthly thereafter.</p> <p>By March 2026.</p>	<p>Director of SP&CE</p> <p>Director of Digital</p>

		<p>examples of best practice to enhance shared learning practices across the BSO.</p> <p>d) Develop further digital training initiatives for BSO staff.</p>	By March 2026.	Director of Digital
9. BSO Review.	Implement key actions from strategic review.	<p>a) Complete engagement with independent party to test success of implementation of strategic review to date by April 2025.</p> <p>b) Develop implementation plan of key actions and recommendations from independent review by May 2025.</p> <p>c) Practically progress outputs and recommendations from review.</p>	<p>Quarterly Update reports to Programme Board and Oversight Board.</p> <p>Q1: June 2025 Q2: September 2025 Q3: December 2025 Q4: March 2026</p>	Director of SP&CE
10. Sustainability.	<p>Appoint BSO Sustainability Manager.</p> <p>Implement actions within the 6 BSO Workstreams to achieve DoH targets and recommendations.</p>	<p>a) Sustainability Manager to be in post by August 2025.</p> <p>b) Completion of actions by the 6 workstreams.</p> <p>c) Develop first Sustainability Mitigation Report as required by The Climate Change (Reporting Bodies) Regulations (Northern Ireland) 2024 by 31 Oct 2025.</p>	<p>August 2025.</p> <p>March 2026 - Quarterly Update reports to ELT.</p> <p>Draft report to ELT by September 2026</p>	Director of SP&CE

<p>11. Digitisation.</p>	<p>Continue the delivery of the HSCNI Digital Portfolio on behalf of our customers, including but not limited to: encompass and equip.</p> <p>Ensure BSO is equip ready.</p> <p>Continue to work toward the BSO Digital Vision.</p>	<p>a) Project delivery timelines. Quarterly financial spend of in year budget in line with projected expenditure and allocated budget.</p> <p>b) Completion of actions from equip readiness group.</p> <p>c) Evaluate requests for investment in digital products to ensure they support the digitization of BSO processes.</p>	<p>DHCNI Portfolio reports Programme Board every 6 – 12 weeks Monthly Finance review Monthly BSO ITS SMT.</p> <p>Quarterly reports to ELT.</p> <p>Q1: June 2025 Q2: September 2025 Q3: December 2025 Q4: March 2026</p> <p>Quarterly report to the Digital Vision Oversight group.</p>	<p>Director of Digital</p>
<p>12. Accommodation, assets and facilities.</p>	<p>Continue to Implement BSO Asset Management Strategy.</p>	<p>a) Invest, were possible, in the BSO estate</p> <p>b) Planning for Year 3 - Implementation of BSO Asset Management Strategy.</p> <p>c) Planning for 26/27 Lease renewal or alternative accommodation.</p> <p>d) Ongoing planning and consolidation of BSO estate in line with current pilot hybrid model.</p>	<p>Monthly updates to ELT/Monthly reports to Board.</p>	<p>Director of People and Place</p> <p>Director of Operations</p> <p>Director of People and Place</p>