

BUSINESS SERVICES ORGANISATION

Minutes of Proceedings

The hundredth and third meeting of the Board of the Business Services Organisation was held on Thursday 23 November 2017 at 10.00 am in the Conference Room, Greenmount House, Woodside Industrial Estate, Ballymena, BT42 4TP.

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)

In Attendance:

Mrs Karen Bailey (Director of Customer Care and Performance - CCP)

Mr Alphy Maginness (Chief Legal Adviser)

Mrs Maxine Paterson (Interim Head of Shared Services) for Items 4 (iii) and 8.1

Mr Peter Wilson (Head of PaLs) and Mrs Orla Donaghy (Head of Social Care Procurement) for Item 11.1

Mr Raymond Compston (Interim Head of Accounts Payable) for Item 8.1.

Ms Amanda Mills (Board Secretary)

1. Chair's Welcome and Opening Remarks and Apologies

The Chair welcomed Mr Sean McKeever to his first meeting of the Board.

Apologies for absence were received from Mr Deep Sagar and Mr Sam Waide.

2. Declaration of Conflicts of Interest

There were no conflicts of interest declared.

3. Minutes

- (i) *Minutes of Meetings held on 26 October 2017*

The minutes of the meeting held on 26 October 2017 were agreed as a true and accurate record of proceedings.

4. Matters Arising from Minutes

- (i) *Action Template – Paper BSO 90/2017*

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

Miss Gordon requested an update on the position regarding approval of the Business Case for investment in extended IT support for BSO regional services and the wider regional network. The Director of CCP advised that this matter is on the agenda for a meeting of the Technology Infrastructure Board (TIB) taking place later today. As previously advised this issue was scheduled to be discussed at the BSO's mid-year accountability review meeting with the Permanent Secretary in mid- November however this meeting has been rescheduled to take place in January 2018.

(ii) Assessment of Board's Effectiveness – Minute 8.3 refers

The Chair thanked members for completing the questionnaire to evaluate the effectiveness of the BSO Board. She advised that problems have arisen with the Survey Monkey software which has delayed the presentation of the results.

(iii) Update on Strategic Resourcing Innovation Forum (SRIF) – Minute 9.1 refers – Paper BSO 91/2017

The Interim Head of Shared Services presented a progress report on each of the four workstreams contained in the SRIF Workplan. Members of SRIF attended a Service Design Training Programme which all found to be beneficial. A sub group is scheduled to present proposals to the main Performance Improvement Workstream Group relating to the process to stream-line pre-employment checks. In addition a workshop has been organised to review the options for a portal whereby successful applicants can upload their documents required as part of the pre-employment checking process; the target date for completion of this proposal is 31 March 2018. A region wide e-learning and skills training programme is currently being developed in consultation with the Leadership Centre and the target date for completion of this project is also 31 March 2018.

(iv) Update on BSO Communications Strategy – Minute 11 (i) refers

The Director of CCP advised members that BSO recently hosted interviews to appoint a cache of Project Managers, of which one will be appointed to take forward the BSO Communication Strategy and Implementation Plan. The Director of HR&CS has actively been working on a number of Social Media issues and briefed members on a meeting he had with a company regarding “Storytelling” as a step to improve communication. The Director of CCP has also met with the NI Fire and Rescue Service (NIFRS) following their achievement in attaining an award for Communication. It was noted that a targeted Communication Action Plan will be produced in the New Year once the Project Manager is in post.

5. Chair's Report

The Chair updated members on meetings she had attended during November 2017.

In light of the appointment of two new non- executive directors to BSO and following discussion with the Chairs of GAC and BDC it has been decided that Mr McKeever will become a member of both GAC and BDC, Mr Sagar a member of BDC and Mr Campbell will also be co-opted to the BDC. Mr Stewart has agreed to assist with complaints reviews.

6. Chief Executive's Report

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

(i) *FPL System Upgrade*

The Chief Executive briefed members on ongoing performance issues relating to the upgrade of the Finance, Procurement and Logistics (FPL) System on 5 October 2017. It was recognised that there has been significant progress to resolve the systems issues and BSO is continuing to hold daily conference calls with the supplier's senior management team to address the outstanding issues and ensure focus is maintained.

(ii) *BSO Ground Clearing Meeting with DoH*

Members were briefed on the issues discussed at the BSO Ground Clearing meeting with DOH held on 7 November 2017. This meeting is a preparatory meeting for the mid- year accountability meeting with the Permanent Secretary scheduled to take place in January 2018.

(iii) *BSO Strategic Planning Day*

BSO Senior Management held its annual Strategic Planning Day on 8 November 2017. The agenda for the day took on a different format as in previous years and included a sharing and celebration of quality initiatives across the organisation. Given that the organisation is due to renew its Corporate Plan for 2018-21, participants had been asked to consider their priorities at service level over the next three years. The focus of the event was therefore to identify key activities and outcomes for 2021 aligned with the proposed BSO Strategic Objectives. An issue which emerged from the day was whether the organisation should review its values and associated behaviours and to consider whether a vision statement was needed in addition to a mission. It was suggested that the Board should take some time out in the New Year to consider these matters.

(iv) *Meeting with NI Medical and Dental Training Agency (NIMDTA)*

The Chief Executive and the Interim Head of Shared Services met with the Chief Executive of NIMDTA regarding the processing of pay for Junior Doctors. The meeting outlined the issues relating to the movement of medical personnel between Trusts as part of their medical staff rotation, which is further compounded by the issuing of multiple contracts to medical staff by HSC bodies to facilitate payment for locum shift cover. At the meeting BSO outlined a proposal to manage the rotation of staff (for payment purposes only) to help manage HRMC issues which impacts affected employees. Another option being investigated is to implement a single employer contract for junior medical staff which would negate the requirement for start/leave employment for personnel associated with the rotation between Trusts in NI.

(v) *Re-accreditation of Legal Services for ISO 2015*

The Chief Executive informed members that following an ISO Audit the Directorate of Legal Services was accredited to the revised ISO Standard.

7. Items for Approval**7.1 *Complaints Policy and Associated Procedure – Paper BSO 92/2017***

The Director of HR&CS presented the BSO Complaints Policy and Associated Procedure for members' approval. The draft policy has previously been considered by SMT and the BDC for formal ratification by the Board.

Members approved the Complaints Policy and Associated Procedure subject to some constructive suggestions by Mr Campbell and Professor Whittington.

8. Presentation

(i) Presentation by Interim Head of Shared Services and Interim Head of Accounts Payable (AP) – “Payments Shared Services – The Story so Far”

Mrs Maxine Paterson (Interim Head of Shared Services) and Mr Raymond Compston (Interim Head of Accounts Payable) made a presentation to members on the progress made on the work of the AP Department since its establishment in January 2014. In particular members were briefed on the objectives of the AP Department over the next two years (2018 – 2020) which included increased use of Cloud Invoicing, Interfaces and increased use of automation/digitalisation for the presentation of invoices to 95% of total volume. It was noted that the total amount of invoices paid in November 2017 was 137,019 compared to 57,209 in April 2014 and in terms of benchmarking the cost per processing an invoice by AP staff is significantly lower than other organisations we have benchmarked against to date.

9. Items for Discussion

9.1 Financial Matters

(i) Finance Report – Month 7 – Paper BSO 93/2017

The DoF presented paper BSO 80/2017; a finance report for the seven month period ended 31 October 2017.

The summary financial position shows the reported income and expenditure position for the period, with an overall surplus reported for the period of £45k and forecast of a year end break even position for BSO. The surplus has been generated by Core Services.

Members were alerted to possible risk around an assumed level of income for the rent of Centre House which is normally allocated to the BSO on a non-recurring basis. DoH has indicated to BSO that the Department of Finance (DFP) have indicated they will not allocate the funding in the 2017/18 year. BSO have commenced discussions with the DOH and will place this issue on the agenda for the accountability review meeting in January.

Members noted the Finance Report.

10. Items for Noting

10.1 Corporate Balanced Scorecard – Paper BSO 94/2017

The Director of CCP presented paper BSO 94/2017 which set out the performance of key service areas in the BSO for the period up to 31 October 2017. She highlighted those measures with a red rag rating and explained the circumstances which led to this evaluation.

Members noted the Corporate Balanced Scorecard.

10.2 BSTP - Shared Services Project - Highlight Report

The Chief Executive confirmed that the last meeting of the BSTP Programme Board took place on 6 November 2017 where it was agreed to formally close the project and move to business as usual under the governance umbrella of the Business Systems Forum (BSF).

10.3 Report on BSO Prompt Payment for Period Ending 31 October 2017 – Paper BSO 95/2017

The Chief Executive presented paper BSO 95/2017 which set out the percentage of invoices paid within 10 working days and within 30 calendar days in October 2017 by Payment Shared Services. It was noted that 92.24% of HSC invoices had been paid within 30 calendar days.

The Board noted the report provided.

10.4 Regional Policy on Partial Retirement – Paper BSO 96/2017

Members noted the Regional Policy on Partial Retirement which has been formally endorsed by the Trade Unions.

11. Presentation on Social Care Procurement (SCP)

Members receive a presentation from Mr Peter Wilson, Head of Procurement and Logistics Service (PALS) and Mrs Orla Donachy, Head of SCP on the implementation of SCP. In particular members were briefed on the role of PALs in the procurement of Social Care and the governance structure for HSC SCP.

12. Any Other Business

There was no any other business.

13. Date of Next Meeting

The next meeting of the BSO Board will take place on Thursday 21 December 2017 at 10.30am in the Boardroom, BSO HQ, 2 Franklin Street, Belfast.

The Chair thanked everyone for attending and closed the meeting.

Chair

Chief Executive

Date _____