



NHSBSA strategy 2024-2029

We deliver business service excellence to the NHS to help people live longer, healthier lives.

Contents

03 Introduction

05 Our purpose, vision and values

08 Who we are and what we do

10 Our achievements

11 Our strategic goals

14 How we will deliver our vision

17 Stakeholders

18 Strategy on a page

Introduction from the Chief Executive and Chair

Charting a course towards excellence

Welcome to our five-year strategy for 2024 to 2029. We hope you will find a compelling story of a unique organisation with a clear sense of purpose, focused on delivering business service excellence and on challenging ourselves to do more and better for our stakeholders, customers, people and for taxpayers.

Reading this document, the chances are you've crossed paths with our services – perhaps more times than you realise. And if you're part of the NHS family or a member of the wider health and social care community then this is even more likely. Our platforms, systems and services touch countless lives, facilitating the flow of around £100 billion in NHS funds annually and supporting over three million present, past and future NHS colleagues throughout their careers and beyond..

At the core of all we do is a profound commitment to improving the health and wellbeing of every individual we serve and a belief that providing excellence in business services – for the NHS by the NHS – will ultimately help people to live longer and healthier lives. It's our collective sense of purpose – our "man on the moon".

We aspire to be more than just the NHS's business, we aim to be the digital train track on which national and at scale business services operate, driving productivity, efficiency and customer experience.

We want this strategy, our strategy, to be more than merely a document; it is a manifesto that guides all we do and helps us chart a course towards excellence. The strategy is anchored by our strategic goals which are centred around our people, our customers, delivering value and efficiency and being a good corporate citizen, minimising our environmental impact and maximising our social impact. We've set ambitious targets for each of these, with clear measures that challenge us to reach even higher, recognising that whilst we have much to be proud of, we have much more still to do.



Michael Brodie
Chief Executive



Sue Douthwaite
Chair, NHSBSA Board

In recent years we have become well known for our ability to transition complex and complicated services and to digitise, automate and transform them, utilising the data and insight gathered to improve patient outcomes, patient safety and value for money.

We know that over the period of this strategy some areas will require a relentless focus. We also need to listen to feedback and learn from best practice. We need to transform some of our key platforms, systems and services, we need to strengthen some of our core capabilities, and we need to develop capacity to ensure that as an organisation we are in good shape for the future.

That's all about investing in our people, their skills and expertise, as part of our People Promise. So, to every colleague who contributes their talent, passion and commitment, we extend our deepest gratitude. Together we are more than simply a workforce, we are a community united by a shared purpose and collective drive to make a difference.

This is our commitment. This is our journey.
This is our strategy.

Michael Brodie, Chief Executive.
Sue Douthwaite, Chair, NHSBSA Board.



Our platforms, systems and services touch countless lives, facilitating the flow of around £100 billion in NHS funds annually.”

Our purpose, vision and values

Clarity of purpose, a compelling vision and established values help to ensure that we are on a path to sustained success; they serve as our guiding lights, steering the course of our journey in a purposeful and meaningful direction. Our purpose defines why we exist, our vision paints the picture of what we aspire to achieve, and our values embody the principles that guide us. Together they form the cornerstone of our identity as an organisation and shape our actions, decisions and choices.

Our purpose

We deliver business service excellence to the NHS to help people live longer, healthier lives.

Our purpose encapsulates the reason for our existence and makes the all important link for our people and our customers between providing excellent business services to the NHS and helping people live longer and healthier lives. It is hard to think of a greater purpose for any organisation.



Our purpose defines why we exist, our vision paints the picture of what we aspire to achieve, and our values embody the principles that guide us.”

Our vision

Our vision is to be *the* provider of national, at scale business services for the health and social care system, transforming and delivering these services to maximise efficiency and meet customer expectations.

This vision is our aspirational and compelling picture of the future. It will help to guide our decision making and is of course aligned to our strategic goals. Being “*the* provider of national, at scale business services” challenges us to lead the way in delivering excellence in such services for the NHS and wider health and social care system. Delivering platforms and services once, nationally and at scale drives efficiency, taxpayer value and consistency, but national delivery can also go hand in hand with these services being consumed locally by individual organisations, NHS colleagues or the public. So we will continue to work with stakeholders to understand local needs and how our services can best serve them.



Our values

Our values have been developed with our people for our people.

They form our moral compass, shaping our culture and influencing behaviours at all levels. They reflect the fact **We CARE**.

Collaborative – we work together

We create efficient and effective relationships with new and existing partners both locally and nationally. We work together in a co-operative and mutually beneficial manner to achieve common goals and solve problems. We do this through great communication, respect for others, compromise and a willingness to share resources, responsibilities, and credit for successes. We know that by harnessing diverse perspectives, skills and experiences we can achieve great things.

Adventurous – we try new things

We embrace new ideas, seek new opportunities and explore new possibilities. We learn quickly and we will evolve to meet the demands of the current and future landscape. We will continuously explore ways of doing things differently to provide business service excellence.

Reliable – we do what we say we will

We fulfill our commitments to each other, our customers and our stakeholders. We are a trusted organisation even when faced with challenges, ensuring that we are honest and transparent in all that we do. We have strong relationships which result in better outcomes for the wider NHS and the people within our communities.

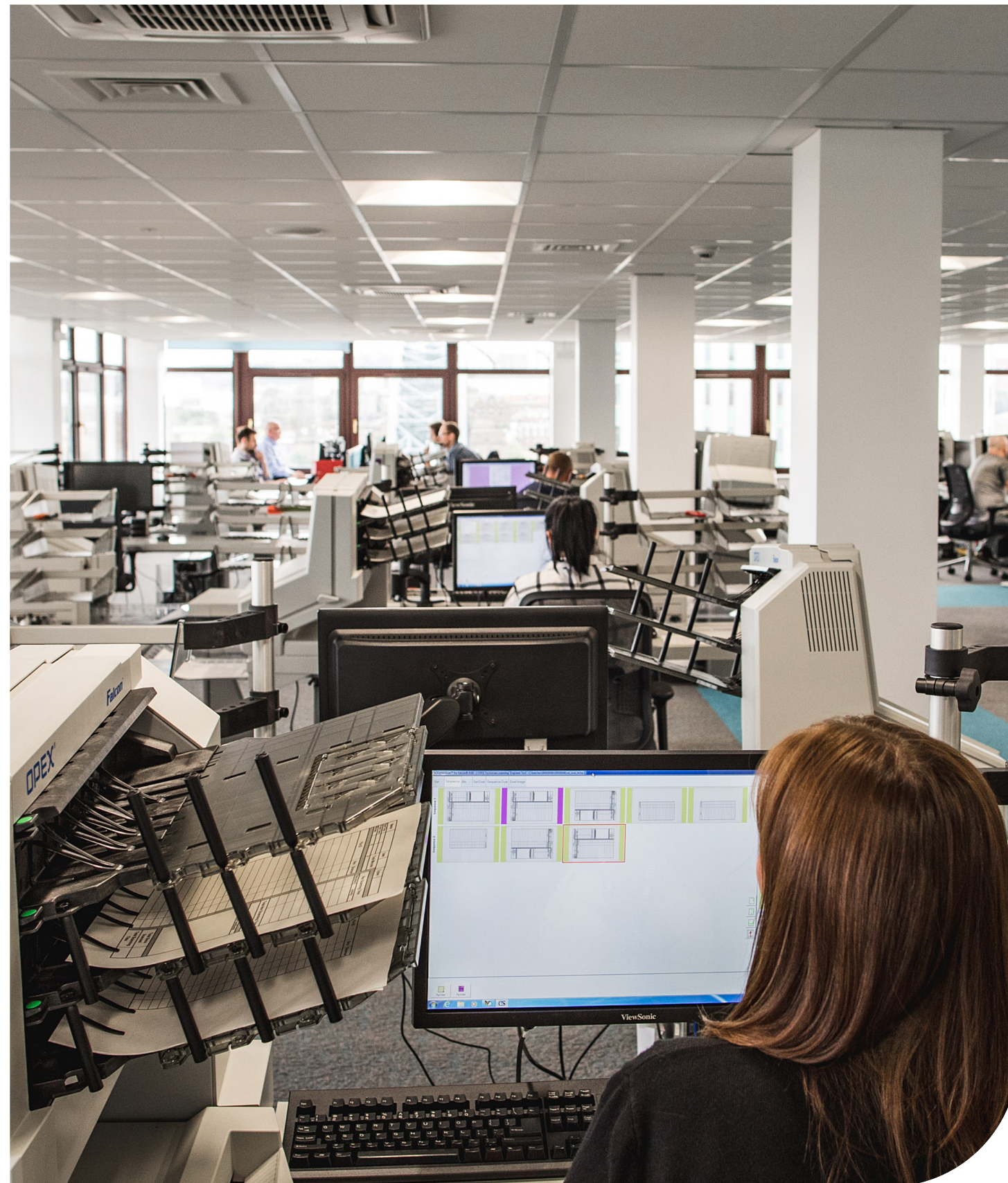
Energetic – we give everything our best every day

We approach our work with enthusiasm and a positive attitude. We are motivated to deliver excellent services to all our customers. We go above and beyond to give our best every day, and we are passionate about our purpose.

These values are embedded in the fabric of our organisation and create a shared identity, helping to build trust in our brand. They serve as the foundation for our strategic choices, ensuring that we do the right thing in the right way for our people and our customers.



Who we are and what we do



Who we are

We are an Arm's Length Body of the Department of Health and Social Care (DHSC), responsible for providing platforms and delivering services that support the priorities of the NHS, Government and local health economies. Over £100 billion of NHS spend flows through our systems annually.

Delivering business service excellence

Our service portfolio is grouped into three areas providing essential services to health and social care system providers, the NHS workforce, and citizens. The delivery of systems, making payments, and enabling access to health services all generate a wealth of data. We ensure the safety, security and accuracy of our data, and then we analyse it to produce insights that support better decision-making across the NHS and wider health and social care system.

Our expertise lies in taking on new services, transforming and then operationalising them.



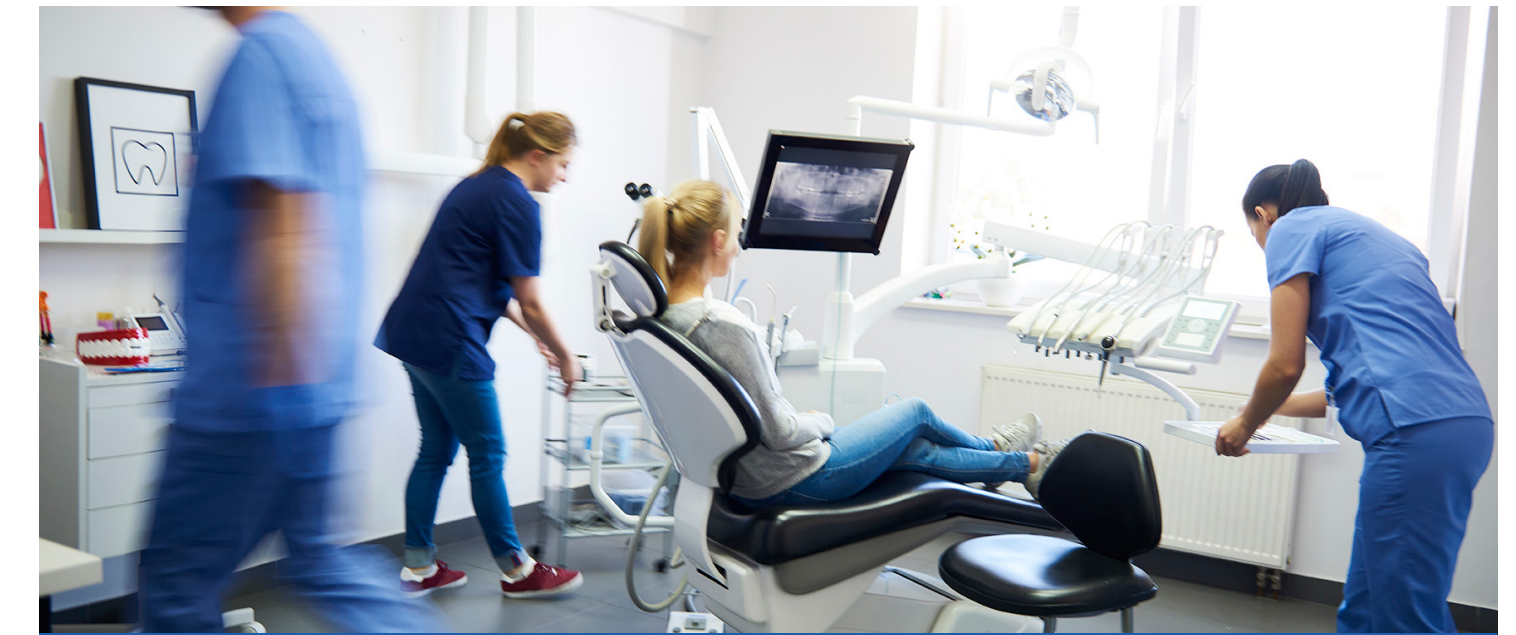
Workforce Services

- **Student Services**
Supporting future NHS and health and social care workforce through funding students
- **NHS Jobs**
Providing the national NHS recruitment platform
- **Electronic Staff Record (ESR)**
Managing the largest centralised HR and payroll system in the world
- **NHS Pensions**
Operating the NHS Pension Scheme
- **HR Shared Services**
A shared service for HR and recruitment solutions



Citizen Services

- **Customer Operations**
Delivering services through multi-channel contact routes for citizens across the UK
- **Health Exemption Services**
Exemption checking and providing services to those who are entitled to help with health costs
- **Health and Community Services**
Including Healthy Start and administering the England Infected Blood Support Scheme on behalf of DHSC
- **Overseas Healthcare Services**
Managing global reciprocal healthcare arrangements, including the Global Health Insurance Card (GHIC)

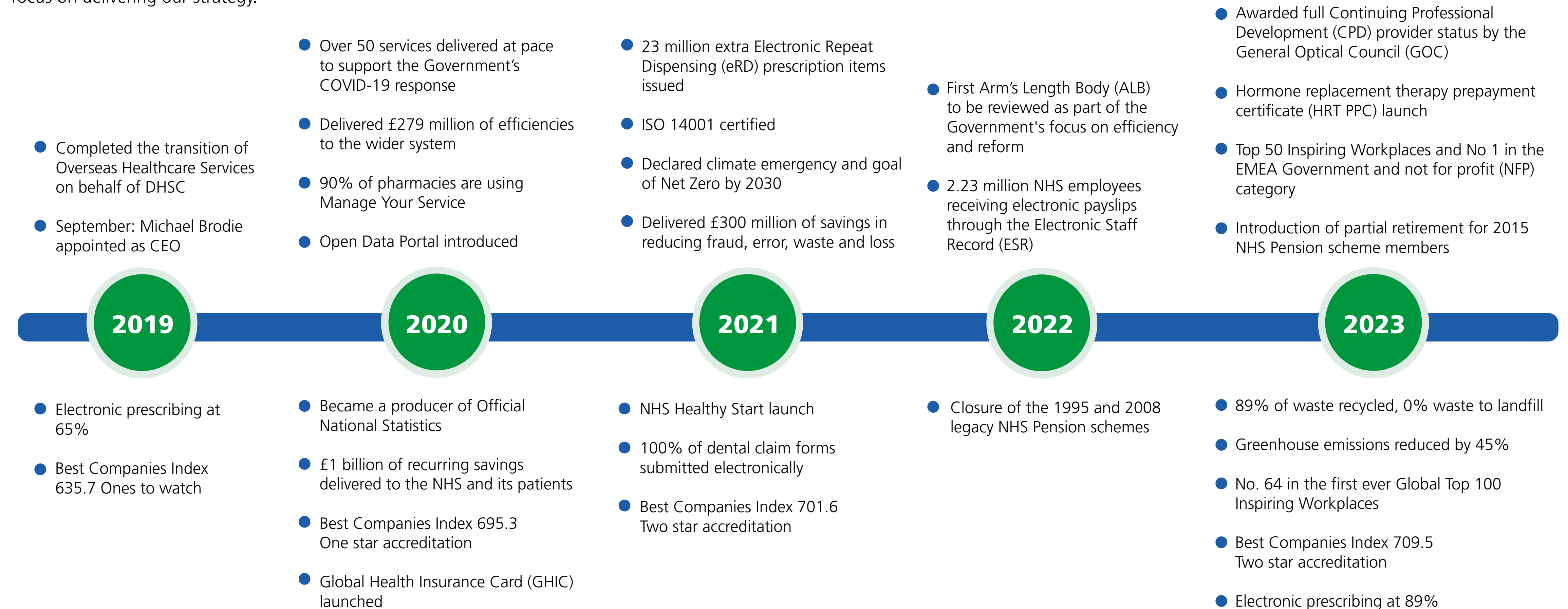


Primary Care Services

- **NHS Dental Services**
Paying dentists for the services they provide on behalf of the NHS
- **NHS Prescription Services**
Paying dispensing contractors for the services they provide on behalf of the NHS
- **Provider Assurance**
Supporting providers of NHS services, ensuring delivery against contract requirements
- **Vaccine Damage Payment Scheme**
Administering the scheme on behalf of DHSC
- **Scanning Services**
Digitising paper records and reducing storage costs for the NHS

2019 – 2023: Our achievements

We are proud of our achievements over the last five years and the positive impact these have had on the NHS and wider health and social care system. We are excited about the next five years as we focus on delivering our strategy.



Our strategic goals

Our strategic goals are the building blocks that transform our aspirations into solid, achievable outcomes and support us to improve the service excellence we deliver day to day. We have set ourselves bold and ambitious measures to deliver our goals, which are our north star in charting our course towards excellence.



The health and social care system is constantly changing and transforming, and our strategic goals provide us with a framework for responding to external challenges, embracing opportunities, and adjusting course as needed.



Our goals are set out under four important themes: customer, our people, value and efficiency, and environmental, social and governance (ESG). We believe we have identified a bold and ambitious set of measures within these to which we can hold ourselves to account over the next five years.



CUSTOMER

Providing a great experience and meeting needs first time.



OUR PEOPLE

Creating the best place any of us have worked.



VALUE AND EFFICIENCY

Creating an efficiency mindset, delivering services that represent best value to the taxpayer.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

Minimising environmental impact, maximising social impact and being well governed.

Customer

Providing a great experience and meeting needs first time.

Meeting customer need is first and foremost, but we also want our customers to be satisfied with the services provided, exceeding their expectations. Customers will have a positive experience, and we will equip them with the information they need to make informed decisions. We will make sure they are aware of what is available to them and what they are entitled to. Actively seeking feedback and listening to customers allows us to understand and address concerns, making adjustments to enhance our service offering, ensuring we deliver value.

1. Our customers have excellent experiences when using our services.

- ✔ 75% of our services achieve a score of high or very high in the customer satisfaction survey.

2. Our customer satisfaction score for the Future Workforce solution will be higher than that of ESR.

- ✔ A customer satisfaction score of high or very high.

3. We will significantly improve customer satisfaction of the Pensions Service.

- ✔ Pensions employers and member's customer satisfaction scores will be high or very high.

Our people

Creating the best place any of us have worked.

Our people are crucial to the overall success of the NHSBSA and collectively contribute to building a positive culture. We foster an inclusive work environment that promotes engagement and wellbeing as part of our People Promise. We want our colleagues to be satisfied and fulfilled in their roles as well as having opportunities for development and progression in their careers, as part of our employee value proposition. Quite simply, we want the NHSBSA to be the best place any of us have worked, where everyone matters and colleagues can contribute, influence and flourish.

1. We will achieve world class levels of workplace engagement.

- ✔ We will achieve 3-star accreditation in Best Companies Index.

2. We are a truly inclusive employer where all colleagues feel they belong.

- ✔ We have a diverse workforce, at all levels, that is representative of the communities we serve.

3. We are an employer of choice with appropriate, transparent and wide-ranging opportunities to attract, develop and retain the right people, with the right skills in the right roles.

- ✔ Each directorate will deliver against an embedded and effective workforce plan.

Value and efficiency

Creating an efficiency mindset, delivering services that represent best value to the taxpayer.

We strive to provide taxpayer value by ensuring that we deliver high-quality services and products in a cost-effective way. We aim to identify opportunities to eliminate inefficiency through streamlining process, investing in technology to enhance productivity and automation, optimising resource allocation, and negotiating supplier contracts. In addition to this, we will work hard to mitigate loss and fraud, as well as addressing it when it is identified. Through this culture of continuous improvement, we can drive value and improve system usability as well as the overall customer experience.

1. We will operate within our funding allocation from the DHSC meeting any identified efficiencies.

- ✔ We will operate within our financial allocations.

2. We will identify and deliver wider system efficiencies, freeing up resources for front-line services.

- ✔ We will deliver £1 billion in wider system efficiencies by 2029.

3. We will meet the Government productivity target.

- ✔ We will deliver against the Government target as a minimum.

Environmental, social and governance (ESG)

As a public sector organisation delivering on behalf of the taxpayer, we are committed to our social responsibilities and contributing to a more sustainable future.

It is important that we understand our impact on the environment and how we might mitigate this through sustainable procurement, continued education and working to reduce emissions and waste. Reducing our environmental footprint and addressing climate change is critical to us.

We also recognise the important role we play in society and the positive impact we can have. Using our skills, expertise and time, we contribute to the wellbeing of the community through education, raising awareness of services, volunteering and supporting social mobility through our employment opportunities. We want to make a meaningful difference to the communities in which we work, building stronger relationships.

Through all of this good governance, we establish accountability, transparency and ethical behaviour, ensuring leadership with the right internal controls.

1. We will be environmentally sustainable.

- ✓ At the end of our strategy period, we will be on target to achieve Net Zero by 2030.

2. We will make it easier for our customers by implementing proactive entitlement (digital first) of our help with health costs services, ultimately helping people to live longer, healthier lives.

- ✓ 100% of customers will gain automatic entitlement across maternity exemptions, medical exemptions, NHS Healthy Start and the Low Income Scheme by March 2029.

3. We will make a long-term difference to the people and places we work in and with.

- ✓ We will donate 50,000 hours of volunteering to charitable and community organisations.

4. We are an organisation where talent from all socio-economic backgrounds is nurtured, harnessed and rewarded.

- ✓ We will achieve accreditation in the top 75 within the Social Mobility Index.

5. We will actively use our service data and insights to have a positive impact on health outcomes.

- ✓ We will produce an impact report to be included in the organisational annual report.

6. We will be fully compliant with the Government functional standards.

- ✓ We will be fully compliant with the 11 functional standards that apply to NHSBSA.



How we will deliver our vision – our key areas of focus

We recognise that to deliver our purpose, vision and strategic goals alongside service excellence in our core business, there are areas of our organisation where we need to maintain a sustained and enduring focus throughout the period of our strategy.

We know that we need to transform and future-proof key platforms, systems and services so that they deliver great value and fantastic experience for our customers.

We know that we need to develop greater capacity to help us deliver our portfolio of change and we need to begin a step change in some of our core capabilities in order to ensure that we remain fit for the requirements of the future.

We have therefore identified eight areas of focus which we have grouped below:



What we will achieve in the next five years

Transformation

Delivering the future NHS workforce solution

We will deliver a future NHS workforce solution to replace the existing Electronic Staff Record (ESR). It is more than a core HR and payroll system; it will empower NHS colleagues to carry out their roles effectively and efficiently, supporting them throughout their NHS working life. It will be accessible, easy to use, and provide data and insights to enable better national and local decision-making and workforce planning, whilst also facilitating around £50 billion of payments to NHS colleagues each year.

Developing modern, secure and scalable digital services and technology platforms

Our underlying platforms will be flexible, modern and support what we need to do. We will have a sustainable process for identifying, tracking and managing the risks of system debt. This will support us to deliver end-to-end services which are safe, efficient and stable, increasing productivity with a reduction in manual processes. We will see longer-term financial benefits from modern technology that is more cost-effective to run and manage.

Investing in a transformed pension service

We will transform and have an exemplar pensions service with improved customer experience that meets NHS colleague expectations. We will have considered the most appropriate service delivery model and optimised our use of modern technology and platforms, with a digital-first approach to delivery, allowing self-service and increased accessibility.

Step change in capabilities

Setting ourselves up to deliver for the customer

We will be known for the differentiation we bring through our customer-centric focus. This means we will align every aspect of what we do to ensure we deliver service excellence, exceptional value and a more personalised customer experience.

What we will achieve in the next five years

Step change in capabilities

Focusing on efficiency and taxpayer value in all that we do

Externally, we will develop and deliver a new wider system efficiency programme with our Stakeholder Board. We will be known for creating capacity for the health and social care system so that it can focus on clinical delivery. We will develop the management tools, measures, governance and expectations to create the conditions for us to enhance delivery of efficiency. We will have minimised fraud, error and loss to ensure we are best placed to deliver value for money and taxpayer value.

Collaborating with stakeholders to design services which meet user needs

To deliver DHSC and NHS England (NHSE) policy priorities, we will work to influence new and existing policy at the right time and in the right way. We will help shape and inform policy, recognising the changes and redesign with Government, DHSC and NHSE.

Being a data-driven organisation

Internally, we will be data-driven by default, ensuring decisions are taken using the best available data and insight. Externally, we will be a trusted source of information and intelligence. By providing high-quality data and insight that is easy to access and understand, we will maximise the value of our contribution across the health and social care system.

An organisation fit for the future

Developing our future workforce

We will have a workforce that puts us in the best position to deliver our strategic goals and objectives, as well as workforce solutions that are inclusive, holistic and future-focused. We will have a framework that generates direction for other people interventions such as organisational design, talent management, recruitment and retention, succession planning, learning and development, and career development.

Stakeholders

Collaborating with external stakeholders is essential to ensure our success. They inform our decision-making through insight and help us manage risk. Working closely with our partners is vital to benefit the health and social care system as a whole.

- | | | |
|--------------------------------------|---|---|
| ➔ Department of Health & Social Care | ➔ Healthcare providers | ➔ NHS Counter Fraud Authority |
| ➔ NHS England | ➔ NHS Blood and Transplant | ➔ UK Health Security Agency |
| ➔ Department for Work & Pensions | ➔ NHS Wales | ➔ Home Office |
| ➔ NHS Health Research Authority | ➔ National Institute for Health and Care Excellence | ➔ Human Tissue Authority |
| ➔ NHS Resolution | ➔ The AHSN Network | ➔ Human Fertilisation & Embryology Authority |
| ➔ NHS Professionals | ➔ NHS Shared Business Services | ➔ Office for Health Improvement & Disparities |
| ➔ Social care | ➔ Medicines and Healthcare products Regulatory Agency | ➔ Directorate of Science Research and Evidence |
| ➔ NHS Regions, ICSs | ➔ Care Quality Commission | ➔ National Institute for Health and Care Research |

Strategy on a page

Our purpose

We deliver business service excellence to the NHS to help people live longer, healthier lives.

Our vision

To be *the* provider of national, at scale business services for the health and social care system, transforming and delivering these services to maximise efficiency and meet customer expectations.

Our strategic goals



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ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

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How we will deliver our vision – our key areas of focus

- ➔ Delivering the future NHS workforce solution
- ➔ Developing modern, secure and scalable digital services and technology platforms
- ➔ Investing in a transformed pension service
- ➔ Setting ourselves up to deliver for the customer
- ➔ Focusing on efficiency and taxpayer value in all that we do
- ➔ Collaborating with stakeholders to design services which meet user needs
- ➔ Being a data-driven organisation
- ➔ Developing our future workforce

Our values



2024

2029



We deliver business service excellence to the NHS to help people live longer, healthier lives.

NHSBSA strategy 2024-2029

 www.nhsbsa.nhs.uk

 @NHSBSA

 NHS Business Services Authority

The logo features a blue heart with the word "we" inside it, positioned above the word "CARE" in large, bold, multi-colored letters (blue, green, purple).

