

NHSBSA Business Plan 2022-23



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Welcome – Michael Brodie



The Secretary of State for Health and Social Care recently described the NHS Business Services Authority (the NHSBSA) as **“an impressive and energised organisation which is committed to supporting the NHS.”** I obviously agree. The NHSBSA is an extraordinary organisation with a vital and central role in supporting the NHS to be at its best. We saw this from the outset of the coronavirus pandemic, where we stood up over 50 new services at pace to support the

frontline NHS and wider health and care system and we know there are further challenges ahead for us to support as the NHS learns to live with COVID-19, and as it recovers and reforms. We are in a unique position to help the NHS through the services, systems and platforms we deliver.

We are the expert national delivery organisation relied upon by Government and the health and care system to provide a range of high-volume business services and core platforms to support the day-to-day smooth running of the NHS. We are the NHS supporting the NHS and this is both a privilege and responsibility we hold with care.

Our transactional services include supporting NHS primary care, processing over one billion prescription items each year and 50 million dental claim forms and reimbursing pharmacists and dentists over £10 billion for the essential services they provide to the public. So, we keep services in primary care flowing.

We support the public in gaining access to healthcare services and help with the cost of the medication and dental services to which they are entitled through a broad range of schemes we operate. Last year we took over the running of the Healthy Start scheme, making the scheme more accessible and increasing the uptake of those receiving support.

And we support the NHS workforce – the dedicated doctors, nurses and other health professionals on which the NHS depends – throughout their journey from ‘hire to retire’. We do this by providing support for those in training via our NHS Learning Support Fund and NHS Bursary Scheme and by providing access to NHS roles through the NHS jobs platform. We also administer the Electronic Staff Record (ESR) platform which is the national HR and payroll platform used by over 1.5m NHS colleagues and we provide the NHS Pension Scheme, supporting our former colleagues throughout their retirement.

The at scale and national nature of our services provides us with a huge wealth of data and insight, which we manage safely and responsibly and then utilise to amplify our impact by producing actionable insight.

A critical part of our success is our people. All our colleagues care about the work they do, and we recognise the importance of the role they play. Through our employee engagement survey, our people tell us they value the NHSBSA as a great, inclusive place to work and they appreciate the support we offer. However, we will not rest on our laurels and will continue to focus on offering the best possible experience for our people and look to address the challenges they face.

Welcome – Michael Brodie

Our relationships with our stakeholders are incredibly important to us and we've deepened our collaboration over the last year with NHS England (NHSE), the Department of Health and Social Care (DHSC), the UK Health Security Agency (UKSHA) and other key organisations within the health and care system as this is a key building block of our success alongside our fantastic people, our capability in delivery and our digital expertise. All this with taxpayer value and environmental sustainability running through everything we do.

Our strategy for 2022-2025 sets out our three big ambitions for the period. These ambitions focus on how we can transform the platforms which support the career pathway of health and care colleagues, help people to live longer, healthier lives, reducing health disparities and support the NHS and health and care system to deliver greater efficiencies.

This business plan sets out where we will focus our efforts over the next year to deliver against these ambitions. It sets out a range of actions and key deliverables which will help us to deliver high quality services to our customers, improved patient outcomes and better value to the taxpayer. To do this we will continue to focus relentlessly on the experience of our customers, we will enhance our relationships and networks across the health and care system, engaging further with stakeholders and tailoring our support to where we can have the greatest impact.

Finally, I hope you find this an interesting and compelling read and agree that we have set ourselves stretching, challenging but achievable targets for the year ahead.

Michael Brodie

Chief Executive of NHS Business Services Authority, April 2022.

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 which support the priorities of the NHS, Government and local health economies, and in doing so we manage around £39 billion of NHS spend annually. By providing these services nationally and at scale, and by digitising services and utilising leading edge technology we deliver great taxpayer value, providing huge savings for the NHS which can then be reinvested in frontline care. As our reputation develops as a trusted delivery partner, the breadth and depth of services that we have been asked to provide has grown significantly.

We rely on the skills, energy, and commitment of each and every one of our people to do a great job for our customers and each other. We look to encourage and enable colleagues to create high performing teams. We are committed to creating an inclusive culture where everyone feels they can give and be their best, embracing differences knowing they make us stronger. We also recognise the importance of reflecting the needs of the customers we serve and communities we are from. Our people have performed extraordinarily well in extraordinary times. Everything we deliver is because of the commitment, passion and determination of our people right across the organisation.

Workforce Services

We provide a broad range of services to support the NHS workforce and beyond.

This includes:

- NHS Pensions – administering the NHS Pension Scheme for members, employers and pensioners;
- NHS Jobs – managing the online recruitment service for the NHS in England and Wales;
- HR Shared Services – a shared Human Resources and learning service for the NHS and wider health and care system;
- Electronic Staff Record (ESR) – an integrated workforce solution provided to NHS organisations in England and Wales including recruitment, HR, Payroll and learning capabilities;
- Student Services – providing financial advice and support to healthcare students through their professional training.

2021



1.74 MILLION

UNIQUE PORTAL USERS
of Electronic Staff
Record (ESR)



£45 BILLION

OF NHS PAY PROCESSED
via the Electronic Staff Record
(ESR) each year



£12.1 BILLION

PAID TO PENSIONERS
each year



ALMOST

3.5 MILLION

APPLICATIONS SUBMITTED
on NHS Jobs



OVER

6,700

SUCCESSFUL RECRUITMENTS
supported by HR Shared Services



NEARLY

7,000

ORGANISATIONS ONBOARDED
onto the new NHS Jobs platform

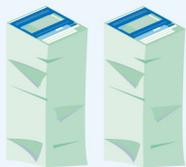
Primary Care Services

We support NHS Primary Care commissioners, providers and wider care systems.

This includes:

- Policy, clinical and professional expertise – providing support and advice on policy, clinical guidance and regulations to our customers and sponsors;
- Our operations – processing all the NHS prescriptions in England that are dispensed in Primary Care, providing a range of services to over 25,000 NHS contracted dentists who deliver NHS dental services across England and Wales, facilitating payments to GPs and delivering contractual support for primary care ophthalmic services;
- Provider Assurance – an end-to-end national provider assurance service that facilitates effective management of contracts and activity delivered under those contracts. It also delivers the Vaccine Damage Payment Scheme to support those who are severely disabled as a result of a vaccination against certain diseases;
- Scanning services – a solution that delivers monetary savings and reduces the need for physical storage through cloud solutions.

2021



OVER
1 BILLION
PRESCRIPTIONS ITEMS
processed



70 MILLION
ITEMS SCANNED
to save space and increase
efficiency



100%
OF DENTAL CLAIM FORMS
are submitted
electronically



£2.4 BILLION
PER YEAR PAID
to dental contractors for
treatment provided to patients



Real Time exemption checking
rolled out to
7,100
PHARMACIES



£44.6 MILLION
ANNUAL BENEFIT
to NHS generated through
assurance activities

Citizen Services

Helping citizens to gain access to health care services and support schemes.

This includes:

- Health and Community Services – supporting patients and customers to gain help with costs associated with health care through our exemptions offering and helping eligible families with young children to make healthier food choices so they can get the best start in life;
- Overseas Healthcare Services – administering registrations and claims for visitors, movers and those requiring planned treatment abroad, as well as managing the Global Health Insurance Card scheme and transforming the service in line with new ways of working;
- Customer and Contact Services – multi channel, multi award-winning contact centre, resolving millions of customer queries quickly and first time across several call streams;
- England Infected Blood Support Scheme – providing ex-gratia support to people and families affected by infected blood products;
- Exemption Services – helping patients access help with health costs to which they are entitled and reducing loss through fraud and error through incorrect exemption claims;
- Operational Optimisation Team - optimising delivery of operational services across the organisation including business planning.

2021



OVER
300,000
APPLICATIONS
to the new digital
Healthy Start scheme



£508 MILLION
PAID TO STUDENTS
in NHS Bursary Payment and
Learning Support Fund grants



ISSUED OVER
2 MILLION
DIGITAL EXEMPTION CERTIFICATES



MANAGED OVER
2 MILLION
APPLICATIONS FOR GLOBAL
HEALTH INSURANCE CARD



COMPLETED
91 MILLION
REAL TIME
ELIGIBILITY CHECKS



MANAGED
2.6 MILLION
CONTACTS
to the contact centre

Our operational business services depend upon colleagues from across the NHSBSA to support them in the delivery of our brilliant business and ambitions.

Digital, Data & Technology (DDaT)

We are an innovative business empowering our customers through easy-to-use digital services.

Our Digital, Data and Technology approach defines how we will use:

- Digital services to stay abreast of and keep pace with future change;
- Technology to underpin our existing services and deliver our ambitions; and
- Insights from our data to make connections, predict outcomes and deliver rapid understanding.

The smart deployment of DDaT supports innovation and our ability to take on new activities and opportunities as they arise. We work collaboratively with our partners, service delivery colleagues and users to deliver design led and insight driven services at national scale.

We use the power of our data to create and to support the enhancement of information and knowledge through ethical and secure management and processing of data. We will continue to deploy agile and flexible technology, with an anywhere, anytime and any device approach.

Our DDaT collaboration will continue to position the NHSBSA as a leader in delivering a good user experience and supporting evidence-based decision-making.

Finance, Commercial & Estates

The Finance, Commercial and Estates directorate plays a vital part in sustaining the smooth running of the NHSBSA. Managing over £39 billion of NHS spend every year and corporate revenue and capital budgets of £283.88 million and £33.97 million respectively, it is essential that we are accountable for that resource and our processes are as efficient as possible.

The directorate comprises:

- A finance function that supports and delivers service excellence and value for money for the wider organisation;
- A Loss and Fraud Prevention function that mitigates the risk of waste and takes action against economic crime;
- Secure commercial solutions and outcomes that meet the needs of the business; and
- Estates services that create flexible environments which enable agile working.

Strategy, Performance, Business Development & Growth

The directorate drives and supports the strategic direction of the business. We enable the NHSBSA to deliver on our brilliant business, big ambitions and wider health care and government priorities by overseeing and assuring our performance and the realisation of benefits. Working together we connect our people and partners to ensure collaboration across the health and care system in which we operate ensuring our customers and their experience is at the centre of all we do.

This includes:

- Leading strategy and performance assurance to the Board, Leadership Team and our Sponsors;
- Supporting and enabling the delivery of key NHSBSA and wider system activities by providing knowledge and resource across the business;
- Innovating, using new approaches and insights to better understand our customer and stakeholder requirements, as well as being alert to changes in the wider system redesign;
- Leading the development and delivery of the Customer Experience Strategy across the NHSBSA;
- Co-Leading the delivery of the Taxpayer Value Programme across the organisation to drive out value;
- Leading and coordinating the partnership and opportunities development across the NHSBSA, working closely with DHSC, NHSE Regions and ICS;
- Leading due diligence activities across the organisation;
- Providing clinical and professional leadership;
- Protecting the confidentiality of people's health and care information through our role as Caldicot Guardian, ensuring its appropriate use; and
- Proactively looking to maintain and build collaborative relationships across the wider system and internationally, making every contact count.

People & Corporate Services

The People and Corporate Services directorate provides a wide range of services including Human Resources, Learning and Organisational Development, Communications and Marketing, Wellbeing and Inclusion, Information Governance and Security and Safety, Health and Environment.

We:

- Support the organisation with corporate risk, governance, health and safety and environmental sustainability;
- Deliver best in class communications and marketing to support achievement of the NHSBSA's strategic goals and enable the effective and efficient operation of our services;
- Provide corporate HR services that advise and support our managers and employees through the employee life cycle;
- Provide Learning and Organisation Development services that support the organisation as it transforms, utilising talents and bringing about change through people and improvements to build future capability;
- Ensure we are a diverse and inclusive workplace, supporting the wellbeing of our people; and
- Are responsible for the information security of the NHSBSA.

Portfolio & Prioritisation

Maintaining and prioritising NHSBSA Change Portfolio to ensure a smart approach to delivery and driving transformation.

We:

- Oversee the delivery of the NHSBSA's Portfolio of Change, applying the Government Functional Standard and other best practice to how we do this;
- Co-ordinate the change portfolio throughout its cycle from outline change proposal through to project closure and subsequent benefits realisation reviews;
- Provide business analysis, project and programme management and support and assurance activities in support of delivering the agreed portfolio of change;
- Actively contribute to the NHS Portfolio Management community in establishing and maintaining professional standards aligned to the expectations of the pan government programme and project delivery profession.

Workforce Transformation

Leading and driving transformation across NHSBSA workforce services and platforms to ensure customers have an easy to use service that is fast and efficient.

Focusing on:

- Electronic Staff Record (ESR) Transformation;
- NHS Pensions McCloud Reforms;
- Recruitment Systems Transformation.

The Workforce Service Optimisation team helps to move transformed services and platforms to business as usual, helping and supporting our customers to optimise the use of our workforce systems and services, delivering great customer experience and ensuring their most efficient operation.

2021



**BEST COMPANIES
TWO STAR ACCREDITATION**
for outstanding engagement with
our people and **top not-for-profit
organisation to work for
in the UK**



**STONEWALL
TOP 100
EMPLOYERS**
5th place and
Gold Award Employer
status



ACHIEVED GOLD STANDARD
and were the top performing
organisation in the enei

(Employers Network for
Equality and Inclusion) 2021 TIDE (Talent,
Inclusion and Diversity Evaluation)

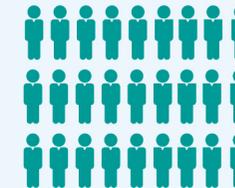


North East
Better Health
at Work Award
Maintaining Excellence

MAINTAINED AMBASSADOR STATUS
in the Better Health At Work Awards



**ON OUR JOURNEY TO NET
ZERO BY 2030**
we have managed reductions of:
50% Greenhouse emissions,
61% water consumed,
55% waste, **70%** paper (to Q3)



84
APPRENTICES
across the business

Our Purpose, Vision and Values

Our Purpose

Our purpose is to be **a catalyst for better health**. We do this by working collaboratively with our stakeholders, customers and partners across the health and care system with the intention to innovate, try new things and explore different ways of working. We drive efficiency for the taxpayer and help people to live longer, healthier lives by reducing health disparities. We do this to support DHSC and NHSE priorities, the delivery of the Health and Care Act, NHS Long Term Plan and COVID-19 recovery plans.

Our Vision

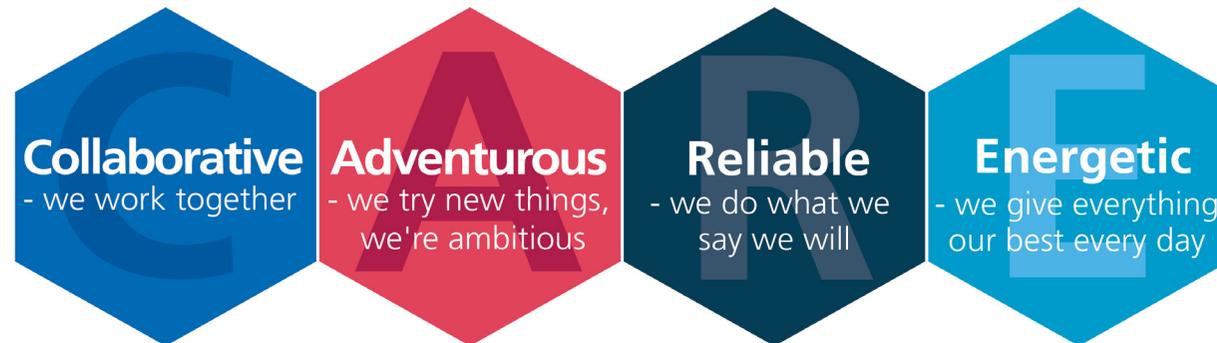
Our vision is to be **the delivery partner of choice for the health and care system**. We work with our sponsor team in DHSC and other key stakeholders such as NHSE. We have focused on building on our existing relationships, creating new networks and establishing meaningful partnerships with key stakeholders to ensure we are best placed to have a positive impact on the health and care system, which is rapidly changing. Our capabilities and expertise support us to achieve our vision.

Our Values

Our values have been developed with our people, for our people. They reflect the fact we CARE passionately about what we do. We know that the way we approach our work contributes to our colleagues' health, wellbeing and sense of connection to the business, allowing us to transform our vision into reality. We know how important our people and our culture are to our success and we continue to build on being a great, inclusive place to work.

We want our people to take pride in their work, understand and feel valued for the role they play in our success and the contribution we make to the wider health and care system and society. Our values are embedded across the organisation and guide us in our decision making and delivery of our services. Our We CARE colleague recognition scheme is one of our ways of saying thank you to our colleagues for the fantastic job they do.

Our Values - we CARE



Our Leadership Principles

How we behave defines the kind of organisation we are. These six simple principles provide a framework and set expectations for our leaders to role model:

1

Align what you say and do. People notice everything and watch out for this.

4

Disagree. But don't be disagreeable. There's a world of difference and this defines how safe people feel to speak up.

2

Keep your promises. Small or large. People expect this.

5

Speak well of people in public and in private. There are no secrets that do not get shared.

3

Be good to be around, especially when things go wrong. This is when you get truly measured.

6

Be grateful. Say thank you. Recognise good work, excellent delivery and great behaviours. It matters.

Being a great, inclusive place to work

Our people are critical to the success of the NHSBSA, and we recognise just how important a role they play. Through our employee engagement survey, our colleagues tell us they value the NHSBSA as a great place to work and appreciate the wellbeing support we offer. They feel that as an organisation, the NHSBSA cares about them. It is therefore important that we continue to be a great inclusive place to work, where colleagues can be themselves and thrive. We are prioritising our future focus, concentrating on attraction, development and retention. A key focus of this is reward and recognition for our colleagues, who all play such a critical role in the success of our brilliant business.

The strong sense of community and belonging we have at the NHSBSA is a fundamental part of what makes us a great place to work, and our approach to diversity and inclusion is integral to that. We are committed to having a diverse workforce which is representative of the populations we serve. This not only leads to better decision making and innovation, but supports our people to deliver accessible, easy to use services which meet the diverse needs of our customers. Both of these aims are fundamental to our success as an organisation.

Our Diversity and Inclusion strategy focuses our activity on the four key areas we are currently under-represented by in our workforce and our leadership community; people who identify as Black, Asian and Minority Ethnic (BAME), having a Disability or Neurodiversity, as LGBTQ+, and Women. This includes diversifying our recruitment panels, developing a Race Inclusion Plan and creating a Shadow Board, which has ring-fenced seats for colleagues identifying from those groups. We talk more about this on page 37.

We are NHS people

NHSBSA and supporting wider priorities

COVID-19

The pandemic has caused disruption across the nation and especially in the health and care system for the last two years. Nationally, regionally and locally the impact continues to be felt and the NHSBSA will continue to support the NHS to meet the challenges that COVID-19 has surfaced. During the pandemic we stood up, at short notice, 50 new services to support the NHS frontline and wider health and care system, utilising our digital, contact centre, workforce and at scale transaction capabilities. We will continue to provide such services and support the health and care system to deliver in an evolving world across all three main areas of work aligned to the DHSC's key priorities – COVID-19, recovery and reform.

Taxpayer value

We know that there will be funding challenges ahead and that it will be imperative to deliver taxpayer value across everything we do. Delivering better value is in our DNA and since the last spending review we have reduced our operating costs by one third and have identified savings for the wider health and care system of over £300 million. We will continue to focus on delivering value for money and have implemented a Taxpayer Value Programme to use best practice frameworks and continuously improve how we deliver our services.

Adapting to new ways of working

The pandemic has brought with it a significant change in our ways of working and we have created the Our Way Ahead programme to build

on our learnings. We have spent time listening to our colleagues as well as assessing the business need to ensure that our future working environment meets the needs of our people and our customers. As we look to implement a 'future model' of working, we want to embrace the opportunities this will bring, including maximising flexible ways of working for our people. And as we progress and implement Our Way Ahead, we will review our building requirements to ensure we are getting best value from our estate.

Environment and sustainability

In 2020 we declared a climate emergency to acknowledge the risks posed by global warming and climate change. Since then, we have committed to going Net Zero by 2030. We have already made good progress through reducing our greenhouse gas emissions by 77% over the last ten years and we have halved our waste since 2009/10. We have signed the NHS plastic free pledge as part of our mission to eliminate single use plastics from our business. We are also exploring opportunities to further reduce our paper consumption, our waste and the energy we use in our buildings to create a sustainable future. Our new strategic goal recognises our increasing responsibility to play our role in this global challenge.

As we start to put our 2022-25 Strategy in to action, our organisational and wider system priorities will be a key part of our delivery across our brilliant business and our ambitions. Our Strategy for 2022-25 can be found [here](#).

Our Strategic Goals

Our strategic goals help us bring our purpose and vision to life, and they focus on the things that are important to us. Our goals underpin how we deliver our business, our strategy and our ambitions. We measure delivery against these goals, and this is captured in our Balanced Business Scorecard and Business Plan reporting.

We review our goals annually to ensure they align with not only our priorities, but also with those of the wider health and care system. We have amended an existing goal and created a new goal for 2022/23. Our sixth goal of 'System Recovery and Resilience' has been changed to reflect the Secretary of State for Health and Social Care's priorities of system recovery and reform, highlighting the support we continue to give to the recovery from COVID-19. We have also added a seventh goal on 'Environmental Sustainability', recognising the important role we play in supporting the NHS and Government targets as well as achieving our own goal of Net Zero by 2030.

Customer – our customers are at the heart of what we do and we design and transform our services based on this. We deliver what we say we will.

Customer measures

1. We will build on our service excellence of paying customers on time and accurately during 2022-23.
2. We will build on our brilliant business delivering our Right First Time and Delivered in Full on Time targets for 2022-23.

3. We will identify and pilot new customer experience measures throughout 2022-23, to ensure we are able to understand and learn from our customers.
4. We will reduce the proportion of upheld complaints received in 2022-23 compared to 2019-20 (pre-COVID-19).

Our People – we enable our people to be their best by creating a fantastic colleague experience, providing ongoing development opportunities with an eye to future needs and being a great, inclusive place to work. Maintaining our Two-star accreditation with Best Companies means we have an outstanding commitment to engagement with our people, of which we are truly proud.

People measures & insight

1. We will increase our overall engagement score in the Best Companies survey in 2022-23.
2. We will develop measures in relation to attraction, recruitment, retention, talent and development to strengthen our commitment to our people.
3. We will maintain the Ambassador accreditation from Better Health at Work in 2022-23.
4. We will maintain Employers Network for Equality and Inclusion Gold Standard Employer status in 2022-23.

Social Impact – we use our capabilities to reduce health inequalities and support our local communities and economies by using our systems, services and data insight to have a positive impact and help create better health and care for the wider population.

Social impact measures

1. We will establish service baselines and increase uptake of help with health cost exemptions and other schemes we administer during 2022-23.
2. We will meet the Government's recommended target of 2.3% for apprenticeships in 2022- 23.
3. We will maintain the Armed Forces Covenant Employer Recognition Scheme Gold Award in 2022-23.
4. We will increase total volunteering days in 2022-23 compared to 2021-22 as more opportunities are reinstated following COVID-19.
5. All contracts above £10,000 will evaluate social value in line with the Government Social Value Model with a minimum of 10% of criteria allocated during 2022-23.

Value – we create value for our customers and stakeholders in the outcomes we deliver, and we generate efficiency across the health and care system, as well as in our own organisation, to provide better taxpayer value.

Value measures

1. An agreed Taxpayer Value Programme is established and delivered throughout 2022-23, undertaking a minimum of three end to end reviews allowing us to identify efficiencies.
2. We will achieve financial balance during 2022-23.
3. We will achieve a minimum of £75m wider system efficiencies during 2022-23 and report quarterly on our performance.

Ambition – we are a forward-thinking organisation, as reflected in our big ambitions but recognise there are financial challenges ahead. We seek to innovate to improve our services, make better use of our rich data and share our expertise to support the NHS workforce and population health agendas as well as deliver taxpayer value.

Ambition measures

1. We will deliver our annual business plan targets for our three Big Ambitions during 2022-23.

System Recovery & Resilience – we will support the health and care system in times of challenge and recovery by using our capabilities and expertise. We will develop and deliver services to meet the needs of our system colleagues and the population of the UK.

Environmental Sustainability - we are committed to protecting the environment and delivering against our Net Zero target and working towards a greener NHS, supporting a sustainable, healthier future for all.

System recovery and resilience measures

1. We will deliver against each of the agreed service levels for the COVID-19 services that we continue to deliver throughout 2022-23, providing quarterly updates within Business Plan reporting.

Environmental Sustainability measures

1. We will deliver against the reduction in greenhouse gases target published within our Environmental Sustainability Strategy for 2022-23.

Our Goals



Brilliant Business

All organisations love to have the opportunity to develop new services and undertake exciting transformation work. We're no different. But it's important to always retain a focus on those core services on which our existing customers rely. Providing these 'business as usual' functions well, delivering great quality services and value for the taxpayer gives us the permission to develop our big ambitions. Delivering our core services well requires all our people to understand their roles not only within the NHSBSA, but within the wider health and care system too, valuing each other's contributions and supporting each other through a "One NHSBSA" approach.

This includes all our colleagues whether working in essential functions such as finance, strategy, people, communications and governance or in our operational services. Delivering our 'business as usual' services efficiently, effectively and professionally is what we describe as our brilliant business in recognition of the hard work our people do every day

To deliver brilliant business we need to really understand our customers, their experiences and expectations. We put the customer at the centre of everything we do and we have segmented them into four groups:

1. **Our Users** – anyone who uses our services, from a member of the public to clinical providers;
2. **Our Sponsor** – we are accountable to the DHSC;
3. **Our Commissioners** – anyone who commissions a service from us for example NHSE or the Scottish and Welsh Assemblies; and
4. **Internal customers** – our internal NHSBSA colleagues.

We want to deliver great customer experience and value. We listen to customers' feedback and design services that meet their diverse needs and make things easier for them. We are committed to improving customer experience and we have designed a new customer charter to underline how important this is. Our customer charter provides a shared set of promises and agreements to uphold in all of our interactions with our customer groups and will be embedded in all that we do.

Our Customer Charter



Colleagues



Service Users



Sponsor



Commissioners

Our six customer principles flow from our CARE values



Respect and Empathy

We will treat you fairly and professionally, respecting your individual needs and priorities.



Help and Support

We will provide as much help and support as we can across our services, and explain why if we can't.



Act on feedback

We will actively listen to, and act on feedback.



Keep our promises

We aim to keep the promises and deadlines we give to you, and let you know quickly if they change.



Clear communication

We aim to provide you with correct information and give clear regular updates on progress.

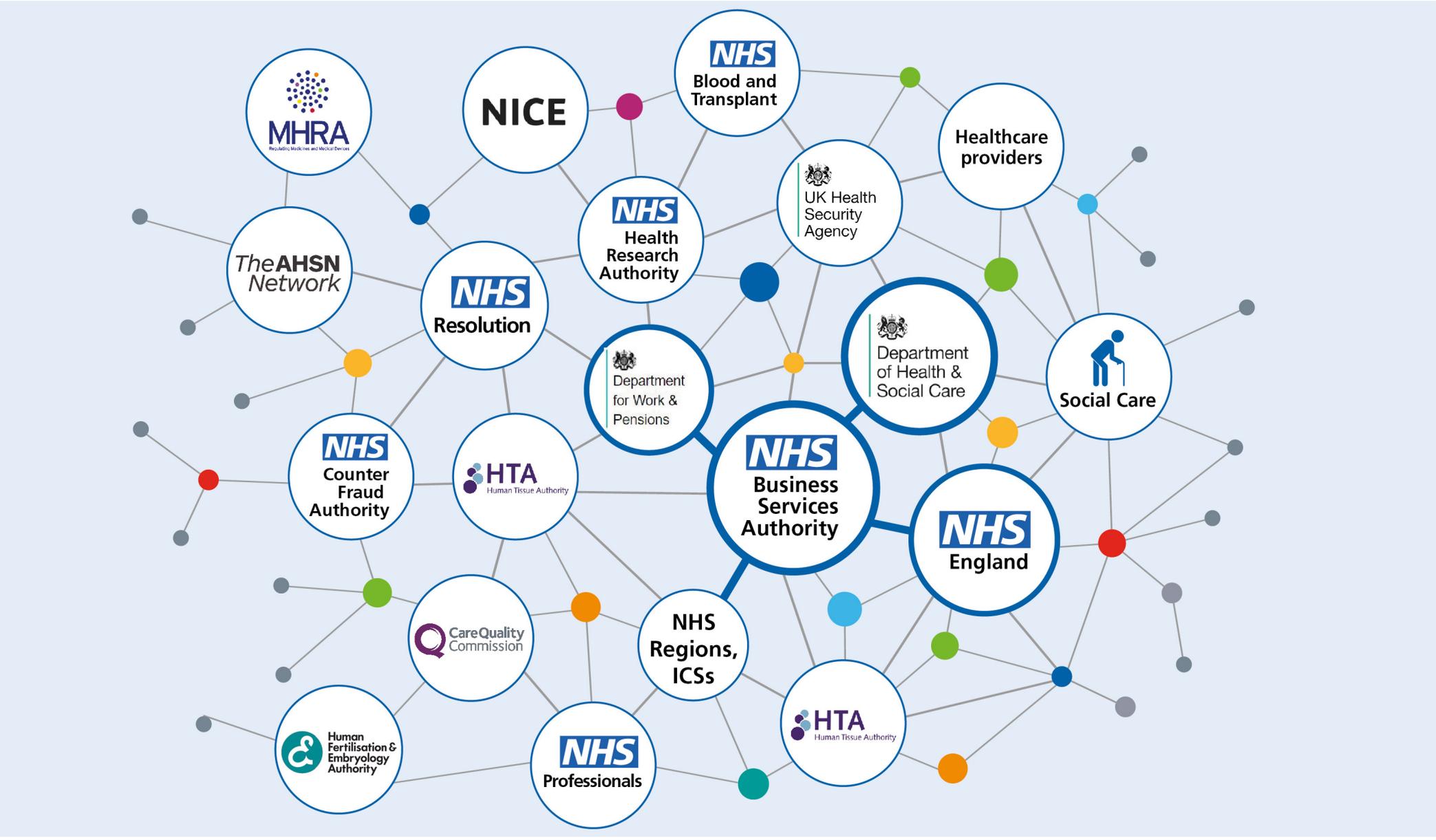


Easy to access

We aim to provide easy to use, accessible services with information that is free from jargon.

To ensure we are delivering our brilliant business throughout the year, we measure key performance indicators and produce a monthly Balanced Business Scorecard that reports on our progress to our sponsor, to our Board and to our people across our strategic goals and identifying each of these customer groups. In addition, we provide quarterly progress reports and an end of year report on the delivery of our commitments.

Our stakeholders



How we deliver

Capabilities of our people and partners

Our capabilities give us the ability to deliver our brilliant business every day; they are the things we do really well. They are a combination of the skills, experience, technologies and abilities that our people and our partners bring together to ensure we provide great customer experience, as well as delivering against our strategy.

The capabilities listed below are the overarching high-level view of what makes us a unique organisation, that is well placed to support the NHS and health and care system now and in the future.

Digital Expertise

Our digital expertise allows us to transform the way we deliver our services providing end to end digital solutions that are designed with the customer at the centre. Using data insight and user research we provide great customer experiences.

Business Transformation & Innovation

We innovate in all that we do and transform the services we deliver. We collaborate across the system to share good practice and learn from each other.

Strategic Sourcing

We secure taxpayer value while choosing innovative partners to support our drive and ambitions, whilst embracing sustainability and creating a positive social impact.

Relationships & Networks

We use our relationships and networks to ensure our services reflect need and reach across the health and care system to make a positive difference.

Delivery

Our experience and expertise make us the delivery partner of choice for the NHS and wider system. We deliver effective and efficient services, products and platforms that support citizens and the NHS.

Data & Insight

Our data is invaluable. We use this to provide insight across the health and care system that supports decision making, drives innovation and supports improvements in the health of the UK population.

Technologies

We use and develop the best technologies to ensure high quality service delivery, making things easier for our customers and our people.



Supporting Strategies

To support the delivery of our NHSBSA Corporate Strategy 2022-25 we have 8 supporting strategies. These strategies take the vision of the corporate strategy and give more context to the vision and delivery at directorate and service level.



Customer Experience: Driving a culture of delivering strong customer service across our organisation, ensuring the experiences of our customers are understood and that we meet their expectations and needs.



Communications and Marketing: Building our reputation as the delivery partner of choice for the health and care system, supporting customers to access our services through behaviour change campaigns and connecting our people to our organisation.



People (including Diversity & Inclusion): Enabling our people to bring their best while creating a great, inclusive place to work.



Workplace: Transforming the workplace and creating flexible environments that enable agile working, centred around our people and connected through technology. Like other organisations we will be reviewing our estate requirements and our ways of working over the next year, in line with return to work and lease requirements.



Finance: Delivering greater value through a better alignment of incentives through the NHS commissioning and funding of NHS services for the NHS.



Digital, Data and Technology (DDaT): Supporting the organisation to make things easier for our customers through delivering innovative digital solutions, whilst building on our core capabilities we will make better use of data and predictive analytics to support the delivery of our ambitions and create a data driven culture. Delivering and supporting successful technologies to support the organisation in achieving its strategic goals.

(Individual strategies currently published – DDaT Strategy expected in Summer 2022).



Environmental Sustainability: Creating a sustainable healthy environment, which is built into the heart of our operations and services, and embedding sustainability within our supply chain, so that we reach our goal of Net Zero by 2030.



Professional & Clinical: Maximising the use of our clinical and professional knowledge and expertise to support the delivery of our Strategy, build robust relationships and networks benefiting the organisation and the wider system whilst supporting NHSBSA to be recognised as a clinically relevant, connected, credible and responsible partner in the health and care system.

How we are governed

Our Chief Executive Officer is supported by three Executive Directors and five Directors. The Leadership Team has undergone a review and the following roles have been added: two Associate Directors of Operations, a Head of Professional and Clinical Services and Head of Communications and Marketing. Weekly Leadership Boards are held where key issues are discussed, and decision making is undertaken. They are members of four decision-making boards in the organisation which cover Delivery, Strategy, People and Resources, and Governance.

Our Board is responsible for the strategic direction and integrated governance of the organisation, including the stewardship of its finances. In fulfilling these responsibilities, the Board reserves certain decision-making powers, including on strategy and budgets. Other key duties have been delegated to our two standing committees:

- Audit and Risk Management Committee; and
- Remuneration and Nominations Committee.

We manage a complex range of business activities on behalf of our Sponsor, the DHSC, to whom we are accountable. We have formal accountability reviews with senior Sponsors as part of a formal framework agreement. Strategic, policy and operational issues are reviewed alongside the corporate risk register, assurance arrangements and the latest financial position. Additionally, regular scheduled meetings are held with the individual service sponsors.

To ensure we are aligned to the work of our partners in the wider health and care system, members of our Leadership Team meet regularly with other Arm's Length Bodies and NHS organisations such as NHSE. Please see 'Our Stakeholders' section.

You can find out more about our corporate governance framework on our website. Our Annual Report and Accounts are published at the end of each financial year and you can view those on our website as well.

Our Big Ambitions and Business Plan Deliverables

We are an ambitious organisation. We are ambitious for our people and what they are capable of, we are ambitious for our customers and the services they should receive, and we are ambitious for the health and care system and the beneficial impact it can have on people's lives. We also recognise the constraints within which we operate and the importance of efficient delivery and taxpayer value. We have identified three key areas of focus which we believe we can develop to support and drive further change and transformation within the wider system. These are known as our Big Ambitions and are set out below:

Our Big Ambitions



Transform the platforms which support the career pathway of health and care colleagues



Help people to live longer and healthier lives, reducing disparities in health and care



Support the NHS and health and care system to deliver greater efficiencies

Transforming the platforms which support the career pathway of health and care colleagues

Our services support the health and care workforce from the point at which they start to think about a career with the NHS, right through to retirement. Our ambition is to transform our platforms and services which support this career pathway, enabling the delivery of the NHS people agenda through effective recruitment, retention and workforce planning. We will also deliver a great customer experience across the whole career pathway from student services through to retirement services.

We will do this by:

- ✔ providing key workforce data and insight to support better planning and decision making;
- ✔ ensuring our platforms and systems are easy to use and available on a range of devices, rolling out of NHS Jobs 3 and Electronic Staff Record (ESR) transformation;
- ✔ providing specialist HR and recruitment services freeing up time for managers across the NHS; and
- ✔ development of our retirement services, including the NHS Pension Scheme.

By successfully implementing our ambition we will:

- ✔ ensure students have easy access to the funding they require to support the beginning of their career in health and care;
- ✔ roll out NHS Jobs 3, which will make recruitment quicker and easier for all;
- ✔ use our data and insight to enable future planning across the system and improve workforce reporting including diversity and inclusion;
- ✔ have commenced the procurement and preparation for the transformation of ESR which will allow users (both employers and employees) to access the information they want when they want, making better use of workforce time;
- ✔ increase efficiencies across the system by providing at scale HR and recruitment services that deliver value for money and remove duplication; and
- ✔ ensure that people understand and have improved access to their pension and benefits and will be supported throughout their retirement as will their beneficiaries.

Key actions during 2022/23:

ESR

Increased Service Utilisation

- ✓ Increase the volume of unique users of the Electronic Staff Record (ESR) Employee Portal by 5% (current position is 88%) - March 2023.

Data Centre Transformation

- ✓ We will deliver ESR data centre transformation by 31 October 2022, with data centre live in crown hosted environments by 31 July 2022.

ESR Transformation to New Workforce Solution

- ✓ We will implement a new workforce solution as part of ESR transformation delivering a proof of concept by 31 March 2023.

Pensions

McCloud Reform

- ✓ We will migrate members from the Legacy Schemes 1995 & 2008 schemes to the 2015 scheme by 1 April 2022.
- ✓ We will deliver NHS Pensions Member Contributions changes by 31 October 2022.
- ✓ We will delivery all Legacy Scheme Changes with NHS Pensions by 31 March 2023.

My NHS Pension

- ✓ We will deliver a Minimal Viable Product for Private Beta for NHSBSA staff by 31 July 2022, followed by a public Private Beta to selected early adopters by 31 October 2022.
- ✓ We will formalise a wider Onboarding Roadmap based on feedback from Public Beta Early Adopters and User Research by 31 December 2022.

Recruitment Systems

NHS Jobs

- ✓ We will complete the onboarding of all NHS Jobs user organisations to the NHS Jobs 3 platform by 31 October 2022.
- ✓ We will exit and close the NHS Jobs 2 service and contract by 31 January 2023.

Supporting people to live longer and healthier lives, reducing disparities in health and care

We currently operate a range of schemes which help people to gain access to help with health costs to which they are entitled, for example pharmacy and dentistry. This help is increasingly important, as it means people do not have to choose between their medication and other essentials such as heating and food. We recognise how fundamental these services are to tackling health disparities and therefore we want to ensure we process every application efficiently and effectively. We will actively promote our services to specific audiences, so that we increase our reach and make sure as many people as possible who are entitled to the help can gain access to it.

We will also further develop our signposting and messaging to the citizens we serve joining up services and working with partners. We will also use our data and insight to facilitate better decision making for our partners at a national, regional and local level, including through the provision of population health and associated dashboards.

By successfully implementing our ambition we will:

- ✔ support people to access health care and support services that improve their health;
- ✔ have increased the number of people accessing the services they may not otherwise be able to afford, helping to reduce health disparities and improve outcomes;
- ✔ help children to get the best start in life through our Healthy Start scheme; and
- ✔ have enhanced our data products to increase the number of users, which will facilitate and drive better decision making across the health and care system, supporting the population health agenda.

Key actions during 2022/23:

Service Uptake

- ✓ We will establish a baseline of service uptake in a minimum of three NHSBSA services across England during 2022-23.
- ✓ We will measure improvements in take up of these services across England through a programme of focused signposting and navigation, and by working with NHSE leveraging National, Regional & Local campaigns during 2022-23.
- ✓ Working with DHSC and NHSE we will identify and agree three other priority areas where shared collaboration and focus will improve population outcomes during 2022-23.

Data & Insight

- ✓ We will identify where our data and insight can add most value, in the areas of health and inequalities and medicines management during 2022-23.

Workforce

- ✓ We will identify a minimum of three opportunities where our services, platforms and data can better support the NHS Workforce during 2022-23.

Levelling Up

- ✓ We will identify the areas and better understand how we impact the communities we operate in – first phase will focus on North East and North West locations during 2022-23.

Supporting health and care to deliver better value

There are challenging times ahead for the health and care system, therefore we need to maximise our resource using every pound wisely to ensure we deliver value for the taxpayer. Using our capability to deliver at scale, high volume platforms and services we are well positioned within the system to expand our service offering across our core service areas.

We will also improve collaboration and integration with partners to reduce duplication, delivering better value across the system.

We will continue the work we do to eliminate fraud, error and waste across all of the services we are responsible for.

In addition, we will use our data and insight to support better decision making around medicines management.

We will continue to deliver wider system efficiencies.

By successfully implementing our ambition we will:

- ✓ continue to be the delivery partner of choice offering more at scale services, delivering value and efficiency;
- ✓ change behaviours to prevent future fraud, error and waste across the systems and services we support;
- ✓ increase the number of users across our new and existing data products, to reduce system loss; and
- ✓ deliver wider system efficiencies, enabling money to be reinvested back into the NHS.

Key actions during 2022/23:

Loss and Fraud Prevention

- ✓ We will implement measures to identify and monitor the benefit of controls currently tackling system weakness across NHSBSA during 2022-23.

- ✓ We will educate customers and colleagues with the aim of reducing (and where possible eradicating) NHS fraud and loss during 2022-23.

- ✓ We will utilise data analytics and technology to reduce the impact of fraud and loss during 2022-23.

- ✓ We will collaborate with customers, colleagues, wider NHS and Government agencies to provide assurance in tackling fraud and loss during 2022-23.

Provider Assurance:

- ✓ We will work with NHSE to develop the future business case for the delivery of Provider Assurance by September 2022.

Other key activities during 2022/23:

To enable the organisation to continue to deliver brilliant business we will be undertaking the following activities:

Our Way Ahead

We will fully implement hybrid working practices and the appropriate culture change, to ensure that the NHSBSA remains both high performing and a great place to work by 31 March 2023.

Transforming Dental Systems

We will procure and implement a new dental systems solution, transforming existing services ensuring the delivery of cost effective and efficient ways to pay dental contractors and manage an assurance role on behalf of DHSC and NHSE by 31 August 2024.

Integrated Care Systems Restructure

We will ensure NHSBSA systems and processes are aligned to that of the new Integrated Care Systems to continue to deliver our Brilliant Business by 1 July 2022 and we will continue working with partners to ensure we align with ongoing requirements.

Nurse Milk Scheme

We will onboard a new supplier to continue to deliver the essential Nursery Milk Scheme and 'Go Live' with the new contract by July 2022.

Reduced Cost Hormone Replacement (HRT)

We will implement a new solution to deliver reduced cost HRT prescriptions in line with the Government commitment to support women experiencing menopause symptoms by 1 April 2023.

Vaccine Damage Payment Scheme

We will design and implement a digital and digital assisted VDPS solution that will provide better customer experience, ensure quality assurance and accurate reporting by 30 September 2022.

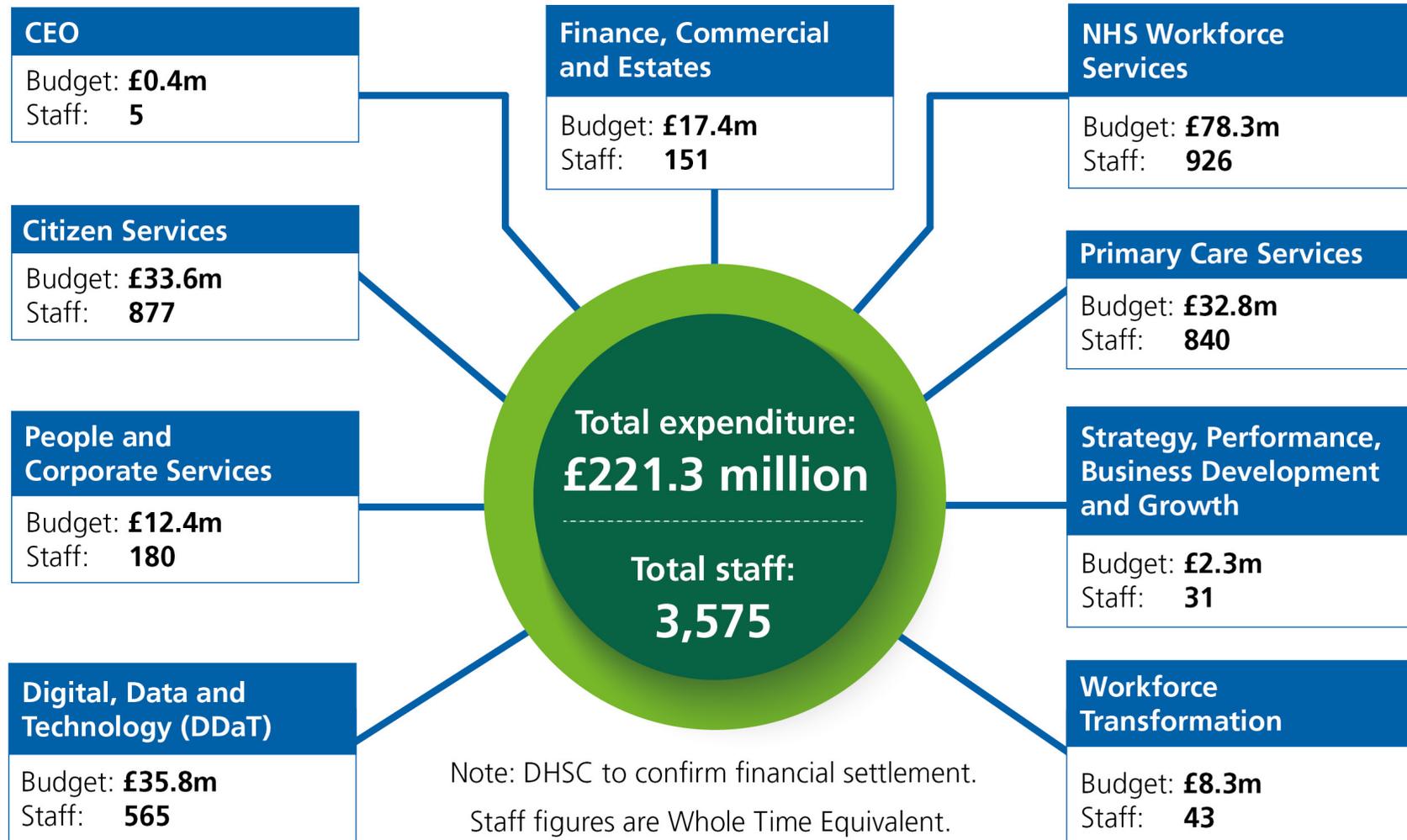
Contact the NHSBSA

Contact the NHSBSA will deliver a multi-channel, efficient and effective means of customers contacting NHSBSA, allowing the business to have greater understanding of customer needs, streamlining their journey enabling easier signposting where required by 1 April 2023.

Benefits

We will report quarterly on the realisation of benefits measuring target against actual in comparison to agreed business cases during 2022/23.

People and resources



Wellbeing and Inclusion

During 2022-23 we will continue to build on our successes in this area as part of our wider People Strategy and launch of our new Diversity and Inclusion Strategy for 2022-25. Our aim is to create a great, inclusive place to work where all our people can be themselves and are supported to be physically, mentally and emotionally well so that they can be at their best and thrive. As we emerge from the pandemic, promoting the health and wellbeing of our people will continue to be a priority and we will be reviewing our wide-ranging wellbeing offer to ensure that it continues to evolve to reflect the changing needs of colleagues, as we grow into a fully hybrid organisation. Our leadership community will be supported to have meaningful wellbeing conversations with colleagues about these needs.

The pandemic highlighted the importance of support networks such as our Mental Health First Aiders and Domestic Abuse Support Network, and following work to further strengthen these, we will be focussing on expanding our Menopause Champions, introducing a new Cancer Support group, and increasing understanding of these topics. We will be participating in the 'Menopause Friendly Workplace' accreditation scheme to benchmark the support already in place and identify areas for further development. Building on the strengthened support and infrastructure we have put in place to support colleagues with mental health and domestic abuse, we will expand our safeguarding arrangements for both colleagues and customers, launching a new Safeguarding policy, implementing new procedures and delivering supporting training to colleagues. Following the implementation of our new and improved Employee Assistance Programme in 2020-21, we will be procuring a new Occupational Health service in 22-23, with the aim to be able to offer additional support services for colleagues and managers.

Engaging with and involving our people and providing safe spaces for colleagues with shared experiences to come together, continues to be of great importance. Our nine Wellbeing and Inclusion Networks will continue to play an integral role in this, engaging colleagues and increasing understanding through their annual programmes of events. We know how important it is to enable our people to give something back to society, creating a positive impact not only on social value but also on their own wellbeing. Each network has nominated a charity to support over the year ahead through our fundraising and volunteering programmes, which will also be reviewed as we emerge from the pandemic.

Our new Diversity and Inclusion Strategy outlines our aim to have an inclusive, diverse workforce and leadership community which are representative of population demographics. Key objectives within the strategy are focussed on the four priority areas we are currently under-represented by in our workforce and/or leadership community; people who identify as BAME, having a Disability or Neurodiversity, LGBTQ+ and Women. Building on the success of our Shadow Board and ringfenced seat model, several key interventions focussed on recruitment and selection, career progression for under-represented colleagues, and building greater knowledge and understanding amongst leaders and colleagues will be launched or further implemented across the organisation following successful pilots in 2020-21. These include our Let's Talk About Race programme, Reciprocal Mentoring for Inclusion Programme, BAME colleague and leadership development programme, and diversification of recruitment panels. The four lived experience colleague networks; BAME, Disability and Neurodiversity, LGBTQ+ and Women, will actively help us

work towards our goals in these areas and ensure the voice of colleagues from under-represented groups is heard.

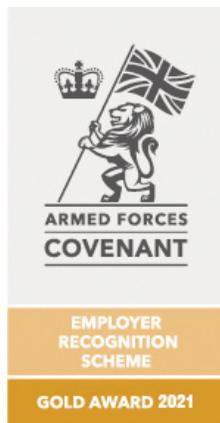
We will continue our work to reduce our gender pay gap and to measure our performance on wellbeing and inclusion through participation in various external benchmarking standards including the Stonewall Workplace Equality Index, the Employers Network for Equality and Inclusion (enei)'s TIDE evaluation, the NHS Workforce Race and Disability Equality Standards and the Better Health at Work Awards.

Health and safety

During 2022/23 the health, safety and welfare of our people shall be supported across the business as we transition into a hybrid way of working, whilst evolving our estate and supporting colleagues to work remotely.

The Safety, Health and Environment (SHE) team shall continue to ensure risks are assessed and appropriate arrangements are put in place whilst supporting colleagues in their new way of working.

We will continue to achieve high standards of health and safety through the provision of healthy working environments, safe working practices and safe people working therein. This is in addition to ensuring delivery of the duties placed upon us by health and safety law and any central Government mandates.



North East
Better Health
at Work Award
Maintaining Excellence

