







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



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# Introduction

Welcome to the NHS Business Services
Authority (NHSBSA) business plan for
2024-25. As we embark on the first year
of our ambitious five-year strategy, we
are excited to build on our legacy of
delivering service excellence and driving
transformative change within the NHS and
the broader health and care system.

At the NHSBSA, our restated purpose is to deliver business service excellence to the NHS to help people live longer, healthier lives, leveraging our expertise to support the NHS in overcoming its most pressing challenges. Our recently published strategy for 2024-29 outlines a bold vision for the future, focusing on innovation, efficiency, and customer-centricity. This business plan lays the groundwork for our journey, detailing the specific actions we will take over the next year to turn this vision into reality.

The NHS is currently navigating a complex landscape, with challenges such as workforce recruitment and retention, financial sustainability, and the imperative to demonstrate productivity and value for money. We believe the NHSBSA is uniquely positioned to support these efforts through our comprehensive range of efficient and effective services, systems, and platforms. Our unwavering commitment to continuous improvement, excellence in delivery and operational efficiency remains steadfast, as we strive to enhance the customer experience and we also prioritise streamlining all aspects of the NHSBSA.

Our people are at the heart of everything we do. Their dedication, passion, and innovation drive our success. We remain as committed as ever to fostering an inclusive and supportive environment where every team member can thrive and contribute their best. Colleague engagement matters to us and we will continue to invest in our workforce to ensure we all remain equipped to deliver outstanding results. We are people connected to care.

Collaboration is also integral to us and is explicitly one of our values. By working closely with the Department of Health and Social Care (DHSC), NHS England (NHSE), and other key stakeholders, we aim to add significant value to the health and care system and help tackle complex policy challenges. Whether it's enhancing the customer journey, reducing fraud and error, or delivering operational efficiencies, our collaborative efforts are crucial to achieving our goals.

We were recently the first Arm's Length Body (ALB) of DHSC to undergo a formal Public Bodies Review as part of the Government's efficiency and reform agenda. The review recognised the strength of our accountability arrangements, our effective governance, and our track record of delivering efficient and effective services. Its recommendations have been seamlessly integrated into our strategic planning.

Our strategy for 2024-29 is built around our four enduring **strategic goals** relating to Our customer, Our people, Value and efficiency and Environmental, social and governance (ESG) commitments. We also set out eight **areas of focus**, which reflect how we will deliver our vision and these are grouped into areas of transformation and areas requiring a step change in capabilities.

This 2024-25 business plan outlines the concrete steps we will take to deliver on these ambitions. We are confident that with our dedicated team, robust partnerships, and clear strategic direction, we will make significant strides in the coming year. We invite you to join us on this journey and look forward to your continued support and collaboration.

Michael Brodie Chief Executive NHS Business Services Authority.

At NHSBSA, our restated purpose is to deliver business service excellence to the NHS to help people live longer, healthier lives, leveraging our expertise to support the NHS in overcoming its most pressing challenges"



# Connecting our business plan to our strategy

The themes taken from our strategy below provide an executive summary of our focus for the next five years. This is our plan for delivering business service excellence and challenging ourselves to do more and better for our stakeholders, customers, people and for taxpayers. This business plan has been developed to deliver our strategy and builds out on the prioritised actions we will take, the resources we will invest, the risks we will face and the governance we will put in place to deliver the year one milestones on our journey to achieving our strategic goals.

# **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**



## **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.

# 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 We CARE Collaborative Adventurous Reliable Energetic

### 7

### Section 3 - The services we deliver

# The services we deliver

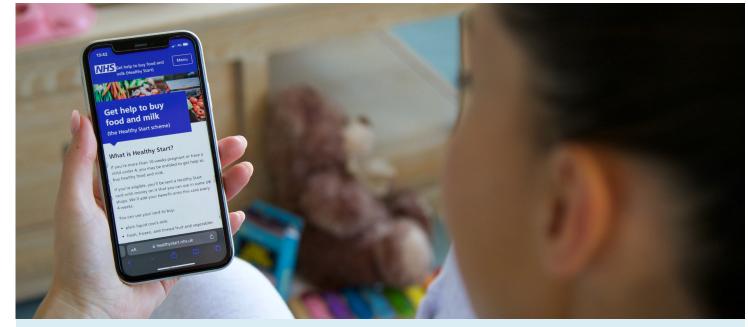
We recognise the importance of delivering business service excellence in all that we do, maximising efficiency and reducing fraud, error and waste. At the core of our business, we depend upon the capabilities of our Digital, Data and Technology function, with our enabling services supplied by our People, Corporate Services, Finance, Communications and Marketing, Growth and Portfolio Management teams. These all support the delivery of our operational services listed below.



**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

# Our customer charter

To ensure we are delivering business service excellence throughout the year we are guided by our customer charter that builds on our 'CARE' values. The charter outlines our commitments when providing services to our four customer groups, colleagues, users, our sponsor and 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.

# 2023-24 delivery achievements

We are proud of our achievements over the last year and the positive impact these have had on the NHS and wider health and social care system. Here are just a few of them:



Achieved a rating of

Outstanding Colleague

Engagement (2 star) in the independent Best Companies survey.



**formula of wider system efficiencies f** 

of wider system efficiencies for reinvestment into the NHS front line.



99.99%

of all payments were made on time and accurately.



Improved operational efficiency

with nearly **90%** of prescriptions processed electronically.



We delivered 100%

of our customer enablement measures, improving customer experience.

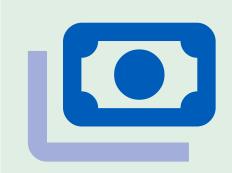


We are excited about this year and beyond as we focus on delivering our strategy."



Improved access to HRT medication

at a significantly reduced cost through implementing a new HRT Prepayment Certificate.



We made over

67 million payments
across our services during
2023-24 totalling £88.9 billion.

# Our plan for 2024-25

# **Our strategic goals**

Our strategic goals are important for several reasons: they provide direction and alignment, are our building blocks that set out to guide and transform our aspirations into solid, achievable outcomes and support us to improve the service excellence we deliver day to day whilst ensuring we work towards and deliver our future vision.

We have set ourselves bold and ambitious measures to track and confirm our progress to deliver our goals. These are our north star in charting our course towards excellence and ensuring our long-term success.

Our plans below articulate what we aim to achieve during 2024-25.





### 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 the voice of our customers allows us to understand and address concerns, making adjustments to enhance our service offering, ensuring we deliver value.

Goal	5 year key performance indicator	Year 1 achievement	Supporting activity	Reported
Our customers have excellent experiences when using our services.	75% of our services achieve a score of high or very high in the customer	<ul> <li>We will have moved two more of our services into the high</li> </ul>	• Launch module 2 of the customer experience and centricity programme to expand our colleague customer education and training. Aim for 100% completion by NHSBSA colleagues.	Business Performance Reporting
	<ul> <li>customer satisfaction.</li> <li>We will develop a plan to improve our customer satisfaction in other service areas over the next four years.</li> <li>Embed the NHSBSA customer charter and report on colleague un and application of the principles to include, colleague induction, colleague briefings, and Customer Experience We CARE Awards.</li> <li>Map the existing customer surveys that are undertaken across the using this insight, review our approach to capturing, improving an customer satisfaction and centricity across all four NHSBSA customer satisfaction insight is telling us in NHS Der</li> <li>Undertake a minimum of seven other voice of the customer initian NHSBSA services. Use this feedback and wider customer data and</li> </ul>	• Undertake voice of the customer and end-to-end customer centricity mapping to identify adjustments and improvements to at least two of our services.		
		plan to improve our customer satisfaction in other service areas over	• Embed the NHSBSA customer charter and report on colleague understanding and application of the principles to include, colleague induction, GROW, 1-1 and colleague briefings, and Customer Experience We CARE Awards.	
			<ul> <li>Map the existing customer surveys that are undertaken across the NHSBSA. Then, using this insight, review our approach to capturing, improving and acting on customer satisfaction and centricity across all four NHSBSA customer groups.</li> </ul>	
			• Explore what customer satisfaction insight is telling us in NHS Dental Services.	
		<ul> <li>Undertake a minimum of seven other voice of the customer initiatives across NHSBSA services. Use this feedback and wider customer data and insights to identify improvements that will increase customer satisfaction and identify adjustments to service or help inform system and policy change.</li> </ul>		



Goal	5 year key performance indicator	Year 1 achievement	Supporting activity	Reported
Our customer satisfaction score for the future NHS workforce solution will be higher than that of ESR.	A customer satisfaction score of high or very high.	Not applicable in 2024-25. First results expected in 2026-27.	Procurement responses due 2027 will include customer satisfaction and experience initiatives to inform customer satisfaction solutions.	Business Performance Reporting
We will significantly improve customer	Pensions employers and members' customer	Achieve a score of 65% by the end of year 1.	• Pensions transformation discovery during 2024-25, to define the future approach, engaging with key stakeholders.	Business Performance
satisfaction of the NHS Pensions Service.	satisfaction scores will be high or very high.		<ul> <li>Roll out text messaging to keep our customers informed.</li> <li>Monitor and track progress on ongoing service development plans.</li> </ul>	Reporting



### 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 with an unwavering commitment to creating the best workplace experience for every colleague. 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 (EVP). Quite simply, we want the NHSBSA to be the best place any of us have worked, where everyone matters and colleagues feel valued and can contribute, influence and flourish.

Goal	5 year key performance indicator	Year 1 achievement	Supporting activity	Reported
We will achieve world class levels of workplace engagement.	We will achieve 3 star accreditation in Best Companies Index.	<ul> <li>Maintain improvement in survey scores across all organisational directorates.</li> <li>Create an engagement strategy.</li> <li>Employee Value Proposition integrated across organisation.</li> </ul>	<ul> <li>Implement an internal communications and engagement plan.</li> <li>Embed organisational strategy and connection with people and services to increase engagement.</li> <li>Deliver directorate action plans.</li> <li>Review choice of survey platform and introduce pulse tools.</li> </ul>	Business Performance Reporting
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.	<ul> <li>Diversity and Inclusion         Annual Report             published in October.     </li> <li>Updated Diversity and             Inclusion Strategy with             action plan developed.</li> </ul>	<ul> <li>Black, Asian and Minority Ethnic development leadership programme.</li> <li>Creation of Neurodiversity and Disability development programme.</li> <li>Reciprocal Mentoring for Inclusion programme.</li> <li>Inclusive recruitment project.</li> </ul>	Business Performance Reporting



Goal	5 year key performance indicator	Year 1 achievement	Supporting activity	Reported
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.	<ul> <li>Rollout of revised appraisal system.</li> <li>Redesigned learning and development offer for all colleagues.</li> <li>Review of reward and recognition.</li> <li>Employee Value Proposition integrated across the organisation.</li> <li>Piloting of workforce planning tools.</li> </ul>	Establish Developing our Future Workforce programme.     Introduction of benefit platform.	Business Performance Reporting



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

As an organisation we are driven by a relentless focus and pursuit of driving efficiency and value for the taxpayer. We are committed to optimising every aspect of our organisation and 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 processes, 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.

Goal	5 year key performance indicator	Year 1 achievement	Supporting activity	Reported
We will operate within our funding allocation from DHSC meeting any identified efficiencies.	We will operate within our financial allocations.	Deliver within budget by end of 2024-25.	<ul> <li>Financial performance monitored each month in Leadership Team Finance reports and Finance reports provided to the NHSBSA Board.</li> <li>Month 12 reported position against 2024-25 budget.</li> <li>Unqualified financial accounts.</li> </ul>	Business Performance Reporting Finance Reporting Committee
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 March 2029.	• £300 million during 2024-25.	<ul> <li>Continue to drive existing initiatives under the wider system efficiencies programme.</li> <li>Identify and establish new opportunities to realise additional efficiencies for the wider system.</li> </ul>	Business Performance Reporting
We will meet the Government productivity targets.	We will deliver against the Government target as a minimum.	• Deliver a minimum of 0.5% efficiencies during 2024-25.	<ul> <li>Finance reporting and governance of cash releasing savings delivery against target of 0.5% operating budget. Quarterly updates from end of Q2.</li> <li>Finance productivity measures to be identified, verified and recommended by year end.</li> </ul>	Business Performance Reporting



# ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

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

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.

Goal	5 year key performance indicator	Year 1 achievement	Supporting activity	Reported
We will be environmentally sustainable.	At the end of our strategy period, we will be on target to achieve Net Zero by 2030.	• 69% reduction against 2017-18 baseline.	<ul> <li>Environment and sustainability action plan for 2024-25.</li> <li>Estates Carbon management plan.</li> <li>Workplace review programme.</li> </ul>	Business Performance Reporting
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, NHS Healthy Start and the Low Income Scheme by March 2029.	<ul> <li>We will identify and notify customers who are entitled to Pre Payment Certificates.</li> </ul>	<ul> <li>We will continue to work with DWP and DHSC to proactively communicate to all customers eligible for NHS Healthy Start who are not yet on the scheme.</li> <li>The new Low Income Scheme system will be deployed and adopted over Q3/Q4. This will allow us to begin to automate elements of the assessments whilst issuing digital certificates and significantly reducing the need for paper.</li> </ul>	Business Performance Reporting



# **ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)**

Goal	5 year key performance indicator	Year 1 achievement	Supporting activity	Reported
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.	<ul> <li>Redefine volunteering definitions and update policy.</li> <li>Procure appropriate platform (app).</li> <li>Rebrand and relaunch volunteering programme.</li> <li>Create new and relevant partnerships.</li> </ul>	<ul> <li>Social impact steering group established.</li> <li>Significant communications across organisation.</li> <li>Social impact ambassadors launched.</li> <li>Develop skills-based volunteering.</li> </ul>	Business Performance Reporting
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.	<ul> <li>Develop approach to social mobility.</li> <li>Create visibility and momentum across the organisation to support improvements.</li> </ul>	<ul> <li>Apply to Social Mobility Index and create action plan.</li> <li>Undertake socio-economic colleague survey to establish baseline.</li> <li>Develop approach to community outreach.</li> <li>Develop targeted attraction programmes.</li> </ul>	Business Performance Reporting
We will actively use our services 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.	<ul> <li>Impact report will be included in the Annual Report for 2024-25.</li> </ul>	Discovery to inform our use of data and insight internally will be completed.	Business Performance Reporting



# **ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)**

Goal	5 year key performance indicator	Year 1 achievement	Supporting activity	Reported
We will be fully compliant with the Government functional standards.	We will be fully compliant with the 11 functional standards that apply to the NHSBSA.	<ul> <li>We will be fully compliant with 10 functional standards by March 2025.</li> <li>Fraud expected July 2024.</li> <li>Property expected September 2024.</li> <li>Improve project delivery compliance by March 2025.</li> </ul>	Recruitment of our new Head of Estates.     Completion of portfolio action plan.	Business Performance Report  Governance Team Compliance Reviews

# 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 have identified these areas of focus to help us build on our service excellence and support the delivery of our strategic goals.

Area of focus	What will it deliver	2024-25 activity	Reporting
Transformation			
Delivering the future NHS workforce solution	We will deliver a future NHS workforce solution to replace the existing Electronic Staff Record. 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.	<ul> <li>Submission of full business case to the NHSBSA Board.</li> <li>Operating model confirmed by 31 December 2024.</li> </ul>	Portfolio of Change.
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.	<ul> <li>Discovery of Transforming Dental Services (TDS) will be completed.</li> <li>Upgrade platform from Compendia application to Touch application within NHS Pensions.</li> </ul>	Portfolio of Change.
		<ul> <li>Discovery to identify the effort required to upgrade the versions of Websphere, Java and Spring within Help with Health Costs and Exemption Services.</li> </ul>	
		• Upgrade to Red Hat 8 which Dental Compass system runs on.	
		<ul> <li>Multiple projects underway to address immediate issues with end-of-life components within Primary Care Services.</li> </ul>	
		<ul> <li>Transition the Cloud V1 and Cloud V2.</li> </ul>	

Area of focus	What will it deliver	2024-25 activity	Reporting
Transformation			
Developing modern, secure and scalable	Our underlying platforms will be flexible, modern and support what we need to do. We will have a sustainable process for identifying, tracking	<ul> <li>Implementation of Cyber Security (STARA) recommendations, resulting in the continued security of NHSBSA platforms.</li> </ul>	Portfolio of Change.
digital services and technology platforms.	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.	• Continue discovery and alpha phases for the implementation of the Microsoft Fabric Data Model/Platform to replace Oracle.	
		<ul> <li>Develop an enterprise Information Technology service management function including the tools necessary for an organisation of the NHSBSA's scale.</li> </ul>	
		<ul> <li>Upgrade components across the estate that are end of life (primarily Java 7 and Crown Data Centre Infrastructure).</li> </ul>	
		<ul> <li>Continue to deliver enhancements and capabilities within the suite of Microsoft business applications.</li> </ul>	
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.	Discovery will be completed to inform transformation required within NHS Pensions.	Portfolio of Change.

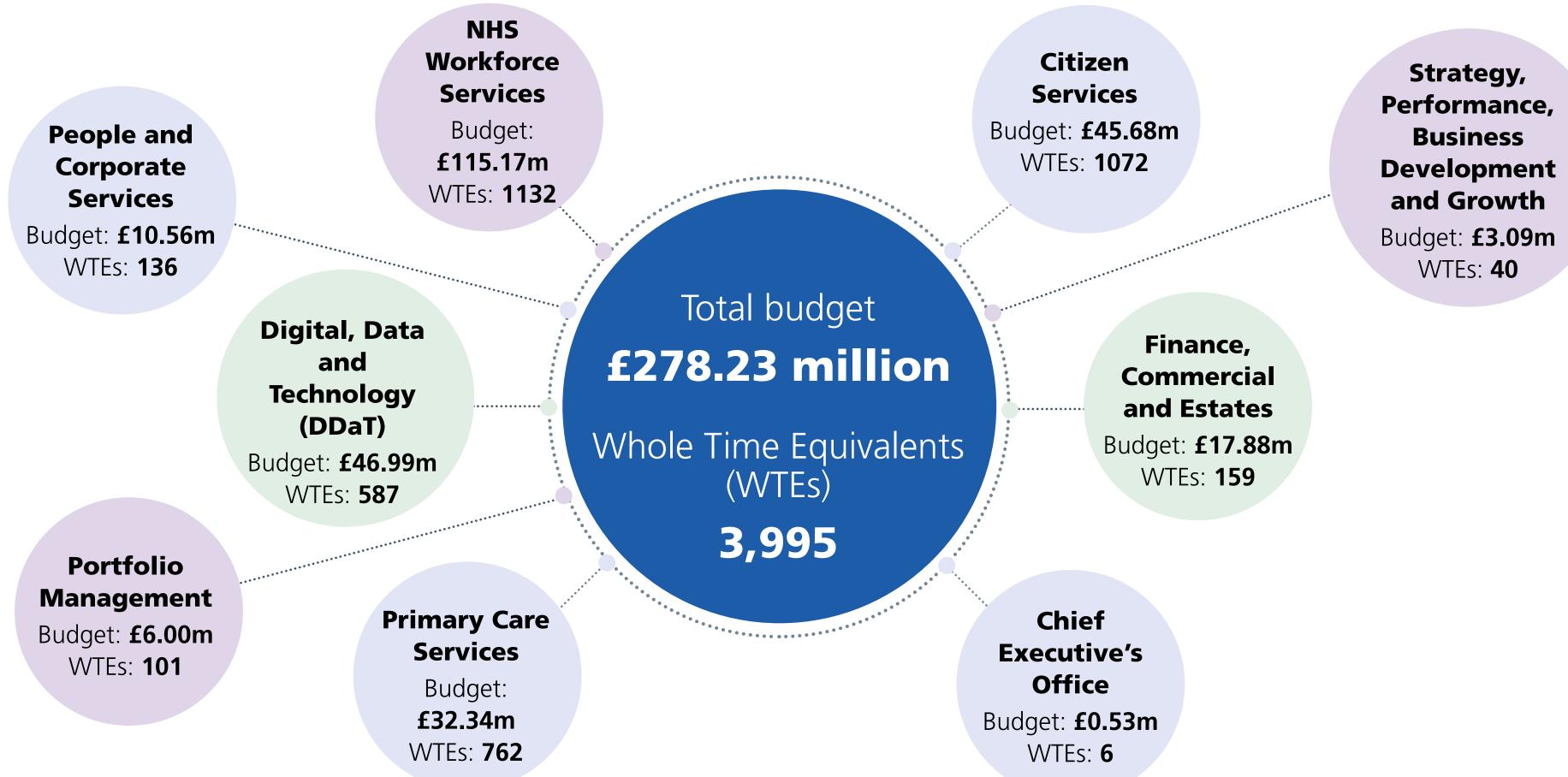
Area of focus	What will it deliver	2024-25 activity	Reporting
Step change in capabi	lities		
Setting ourselves up to deliver for the customer	We will be known for the differentiation we bring through our customer- centric focus. This means we will align every aspect of what we do to ensure we deliver service excellence, exceptional value and a more personalised customer experience.	<ul> <li>We will secure external capability and expertise to help support our step change.</li> <li>Agreement and alignment on customer centricity definition and supporting activities 2024.</li> </ul>	Business Performance Reporting
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.	<ul> <li>Strategic outline case/strategy produced by 31 December 2024.</li> <li>We will finalise unit costing, develop benchmarking, productivity measures and develop a broader strategy for our efficiency and productivity area of focus.</li> </ul>	Business Performance Reporting
Collaborating with stakeholders to design services which meet user needs	To deliver DHSC and 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.	<ul> <li>Secure data directions amendment approval.</li> <li>Document approval for broadened case for change with Leadership Team sign-off.</li> </ul>	Business Performance Reporting
		Finalise strategic and tactical stakeholder plan.	
		<ul> <li>Decision on stakeholder board confirmation and policy review cycle.</li> </ul>	
		<ul> <li>Reach agreement on at least three priority policy areas.</li> </ul>	
		Embed guidance on model governance arrangements.	
		<ul> <li>Approve plans for NHSBSA stakeholder engagement professional home.</li> </ul>	
		Complete feedback/escalation channels pilot.	

What will it deliver	2024-25 activity	Reporting				
Step change in capabilities						
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.	<ul> <li>Establish a Data and Insight Board.</li> <li>Set up modern data platform and operating model project.</li> <li>Preparatory work for impact report.</li> <li>Roadshows on analytical standards and the Code of Practice for Statistics.</li> <li>Business critical models, analysis and data.</li> </ul>	Business Performance Reporting				
	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	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.  • Discovery will be completed on how we can use our data and insight to inform better internal decision making.  • Finalise NHSBSA Data strategy.  • Establish a Data and Insight Board.  • Set up modern data platform and operating model project.  • Preparatory work for impact report.  • Roadshows on analytical standards and the Code of Practice for Statistics.				

Area of focus	What will it deliver	2024-25 activity	Reporting			
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.	• Employee Value Proposition integrated across organisation.	Business Performance Reporting			
		Rollout of revised appraisal system.				
		• Redesigned learning and development offer for all colleagues.				
		• Review of reward and recognition.				
		<ul> <li>Updated Diversity and Inclusion Strategy with action plan developed.</li> </ul>				
		• Enhanced wellbeing offering.				

# Our people and resources 2024-25

The infographic below sets out the resources we invest in each of our directorates in terms of budget and people. Being efficient and effective matters to us and ensures our relentless focus in driving taxpayer value.



# Governance

Our Board is led by our Chair, Sue Douthwaite, and includes six Non Executive members and six Executive members. The Board is responsible for the strategic direction and integrated governance of the organisation, including financial stewardship.

It reserves certain decision-making powers, particularly concerning strategy and budgets, while other important duties are delegated to two standing committees:

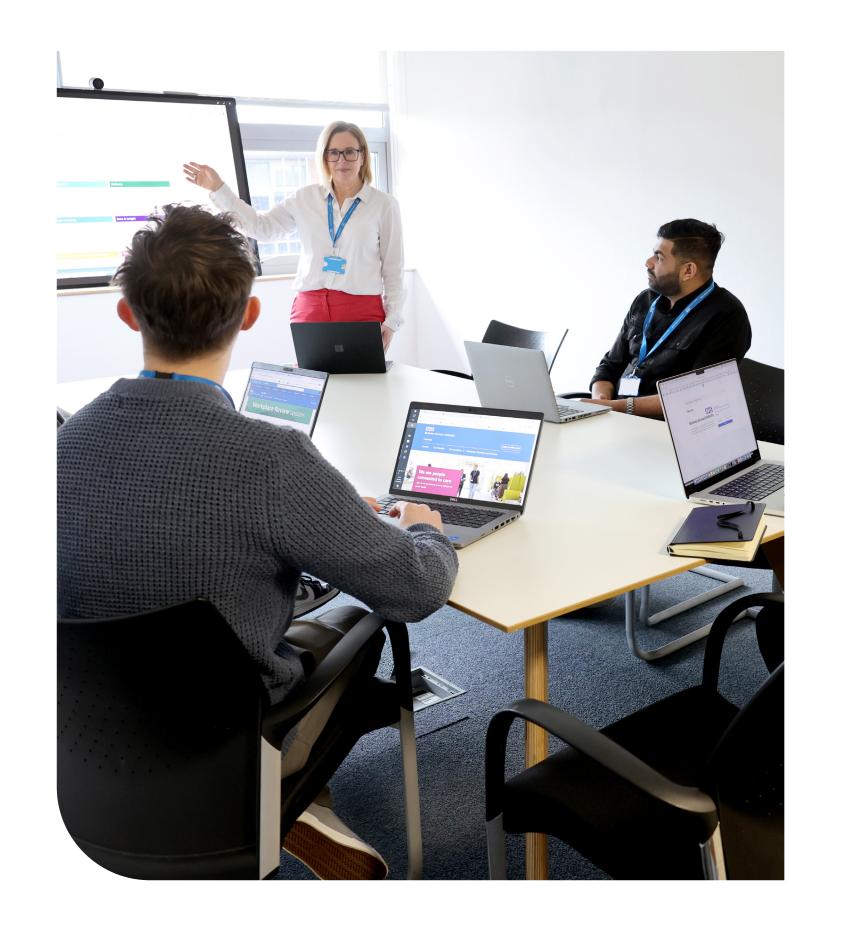
- Audit and Risk Management Committee
- Remuneration and Nominations Committee

The Chief Executive is supported by 11 members of the Leadership Team. Weekly Leadership Team meetings are convened to discuss key issues and make decisions.

### **Accountability arrangements**

We manage a complex range of business activities on behalf of our sponsor, DHSC, to whom we are accountable. We conduct formal accountability reviews with senior sponsors as part of a structured framework agreement, where strategic, policy, and operational issues are assessed alongside the corporate risk register, assurance arrangements, and the latest financial position. Additionally, regular meetings are held with individual service sponsors. We have established in collaboration with the DHSC and NHSE a Stakeholder Board to develop a deeper strategic relationship and alignment.

To ensure alignment with our partners in the broader health and care system, our Leadership Team regularly meets with other ALBs and NHS organisations.



# Governance

### **Risk management**

The NHSBSA Board review and agree the organisation's risk appetite statement annually, setting appetite levels for key areas and long term objectives. The NHSBSA's aim is to seek to terminate, treat, tolerate or transfer risks as appropriate to ensure that it meets its objectives.

Process - The NHSBSA risk management framework comprises:

- Risk management policy.
- Risk management methodology.
- Risk and issue register.

These are applied consistently across the NHSBSA, in operational service areas, projects/programmes and at the corporate level, with risks and issues being escalated up the hierarchy as dictated by our policy.

Risks and issues are monitored and reviewed by the Audit and Risk Management Committee and details are

included in our Annual Governance Statement as part of our Annual Report and Accounts.

Key strategic risks at the start of the 2024-25 financial year include:

- ensuring ongoing management of our funding requirements for existing service development and for new services we are required to deliver;
- maintaining high performance in NHS Pension Scheme service delivery alongside the significant amount of change required; and
- suitability of our directions to enable us to maximise the use of data to benefit citizens and the wider health and care system. Full details are included in our Annual Report and Accounts.

For more information about our corporate governance framework, visit our website. Our Annual Report and Accounts are published at the end of each financial year and are available on our website.

### **Monitoring and reporting**

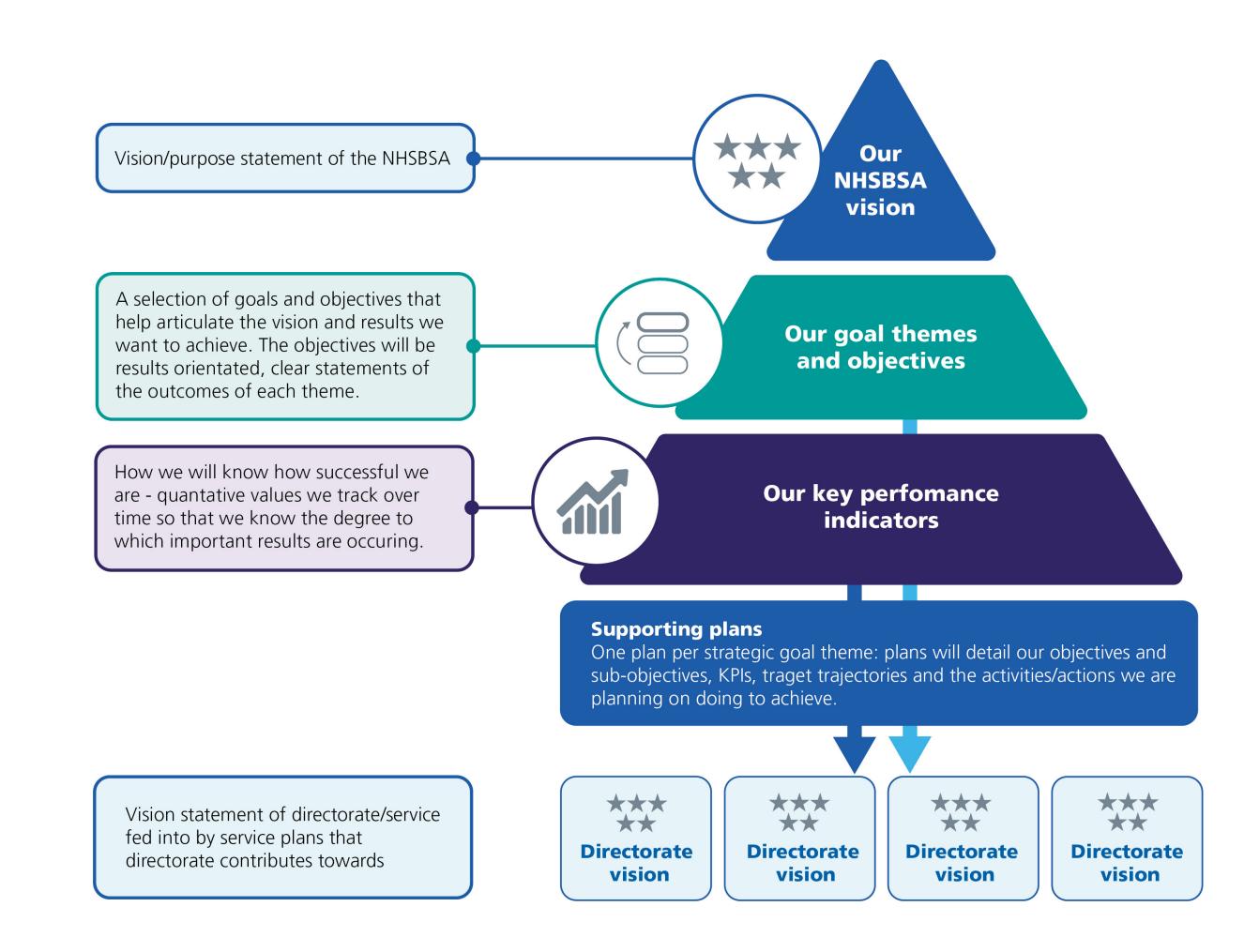
Our corporate strategy and business plan has been developed in line with our strategy and performance framework to ensure that we have a well-defined strategy with a clear purpose, vision and objectives, identifying key performance indicators (KPIs), and establishing processes for monitoring, evaluating and adjusting our course where appropriate, including a comprehensive benefits realisation update.

# Strategy and performance framework

# We aspire to use the NHSBSA vision and goals as a single guiding light and focus for our teams and our daily work

We track performance against our strategic goals and operational metrics on a monthly basis through our Business Performance Report, which is reviewed by our Leadership Team. This is complemented by a weekly operational temperature check, providing a regular snapshot of how various operational areas are performing each week. Additionally, a quarterly summary of the Business Performance Report is presented to our Main Board including a comprehensive benefits realisation update.

Our three transformational programmes, identified as key focus areas, are overseen through our Portfolio of Change. Other key focus areas have annual delivery plans that are monitored and reported on during mid-year and end-of-year performance reviews.



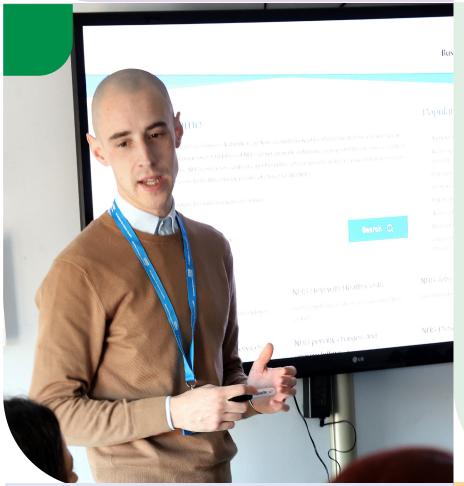
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**NHSBSA** 

in NHS Business Services Authority

20242025





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



