

NHSBSA Business Plan 2023-24



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Welcome – Michael Brodie

The NHS Business Services Authority (NHSBSA) is an incredible organisation which plays a vital and central role in supporting the NHS to be the best it can be. We are experts in delivery and relied upon by Government and the health and care system to provide a range of efficient and effective services, systems and platforms.

We know the NHS and wider health and care system is facing many challenges at the moment, including recruitment and retention, as well as the need to demonstrate taxpayer value and efficiency in all that we do. We believe we are uniquely placed to support these challenges.

Our aspiration to be the delivery partner of choice for the NHS and wider health and care system is strengthened by the continued expansion of our portfolio. We have a proven track record of transforming new services and improving the customer journey. We put the customer at the heart of everything we do, and we design and build our services around their needs.

Our people are critical to our success and we are truly grateful for their unwavering hard work and enthusiasm for the role they play in the business. We know our colleagues care about each other and they care passionately about making a difference. Our employee engagement is a great strength because we strive to create an inclusive environment where people can be themselves and give their best every day.

Collaboration is part of our values and we see our relationships with our stakeholders as key. We work closely with the Department of Health and Social Care (DHSC), NHS England (NHSE) and others to ensure we add value to the health and care system, whether that be improving the customer journey, reducing fraud and error or delivering efficiencies.

We were the first Arm's Length Body (ALB) of DHSC to be formally reviewed in 2022 as part of the Government's focus on efficiency and reform. Although there are some opportunities for improvement which have been identified, we are pleased that we are recognised as an accountable, well-governed organisation which delivers efficient and effective services. The review's recommendations are woven into our strategy for 2023-26.



Our strategy also sets out our three big ambitions which are:

- to transform the platforms and services which support the career pathway of health and care colleagues;
- to support the NHS and health and care system to deliver greater efficiencies; and
- to help people live longer and healthier lives, reducing disparities in health and care.

Our business plan sets out how we will deliver against these ambitions. We have a range of actions and measures which will help us deliver high quality services to our customers, improved patient outcomes and better taxpayer value, with environmental sustainability running through everything.

I hope you find our business plan an interesting read and agree we have set ourselves stretching targets for the coming year.

Michael Brodie

Chief Executive of NHS Business Services Authority, April 2023.

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 £43 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 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 our workforce representing the customers we serve and communities we are from. Our people have continued to perform extraordinarily well in a challenging environment. Everything we deliver is because of the commitment, passion and determination of our people right across the organisation.

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 NHS England in the delivery of the Health and Care Act, NHS Long Term Plan and the priority of system recovery.

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 NHS England. 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



-  **Collaborative** - we work together
-  **Adventurous** - we try new things, we're ambitious
-  **Reliable** - we do what we say we will
-  **Energetic** - we give everything our best every day

How we deliver

Workforce Services

We provide a broad range of services to support the NHS workforce and beyond across their career journey.

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; and
- Student Services – providing financial advice and support to healthcare students through their professional training.

2022



1.8 MILLION
UNIQUE PORTAL USERS of
Electronic Staff Record (ESR)



£45 BILLION
OF NHS PAY PROCESSED
via the Electronic Staff Record
(ESR) each year



OVER £12 BILLION
PAID TO PENSIONERS
each year



OVER HALF A
MILLION
VACANCIES posted on the
new NHS Jobs platform



£642 MILLION
PAID TO STUDENTS through
NHS Learning Support Fund, NHS
Bursary and Social Work Bursary



OVER 1 MILLION
USER ACCOUNTS
on 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. In addition, we create and publish the Drug Tariff as well as authoring, updating and distributing the dictionary of medicines and devices (dm+d);
- Our operations – processing all the NHS prescriptions in England that are dispensed in Primary Care in England and a number of advanced and locally enhanced services that are delivered and claimed by contractors using our Manage Your Service (MYS) platform. 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 contract and performance management service that facilitates effective management of Primary Care contracts and activity delivered under those contracts. Providing direct support to commissioners and providers working collaboratively to ensure compliance with contractual requirements and delivery of quality and value for money; and
- We administer the Vaccine Damage Payment Scheme to support those who, on very rare occasions are severely disabled as a result of a vaccination against certain diseases.

2022



OVER 1 BILLION
PRESCRIPTION ITEMS
processed



29 MILLION
ITEMS SCANNED
to save space and increase
efficiency



100%
OF DENTAL CLAIM FORMS
are submitted electronically



£1.7 BILLION
PAID TO DENTAL
CONTRACTORS for treatment
provided to patients



Real time exemption checking
rolled out to **10,500**
PHARMACIES



£274 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:

- Customer and Contact Services – multi channel, multi award-winning contact centre, resolving millions of customer queries quickly and first time across several call streams;
- 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;
- 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;
- 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;
- England Infected Blood Support Scheme – providing ex-gratia support to people and families affected by infected blood products; and
- Operational Optimisation Team - optimising delivery of operational services across the organisation including business planning.

2022



OVER 263,000
SUCCESSFUL APPLICATIONS
to NHS Healthy Start



10 MILLION
CLAIMS CHECKED for free or
reduced cost NHS prescriptions
and dental treatment



Issued more than
2.4 MILLION
DIGITAL EXEMPTION
CERTIFICATES



COMPLETED 157.5
MILLION
REAL TIME EXEMPTION
CHECKS



Managed over
6.7 MILLION
UK GHIC APPLICATIONS



MANAGED 3.5m
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 £43 billion of NHS spend every year and corporate revenue and capital budgets of £324.8 million and £25 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

Driving and supporting the strategic direction of the business, overseeing and assuring our performance and the realisation of taxpayer value and benefits. Working together to ensure collaboration across the health and care system, ensuring our customers and their experience is at the centre of all we do.

This includes:

- Leading and developing corporate strategies and business planning to DHSC requirements;
- Providing assurance on performance and benefits to the Board, Leadership Team and our Sponsor;
- Co-leading on key strategic transformation initiatives, ensuring delivery of the Taxpayer Value Programme and implementation of the ALB Review recommendations;
- Developing and delivering the customer experience strategy across the NHSBSA, seeking to better understand our customer and stakeholder requirements;
- Co-ordinating due diligence activities across the organisation;
- Leading and co-ordinating the partnership and opportunities development across the NHSBSA, working closely with DHSC, NHSE regions and ICSs; and
- Providing clinical and professional leadership, to include clinical governance and clinical risk management.

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, Colleague Experience, Security and Information Governance 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, connect our colleagues and enable the effective and efficient operation of our services;
- Provide corporate HR services that advise and support our managers and colleagues through the colleague life cycle;
- Provide Learning and Organisation Development interventions that support the organisation to transform effectively, enabling our colleagues to grow their talents and bringing about people centric change and improvements to build capability now and in the future;
- Ensure we are a diverse, inclusive and accessible organisation, supporting the wellbeing of our people and safeguarding our customers and colleagues; and
- Are responsible for the information security of the NHSBSA.

Portfolio Management Directorate

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; and
- 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; and
- NHS Pensions McCloud Reforms.

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.

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. We truly recognise the importance of collaboration across the system to make best use of capabilities and resource.

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.



Our 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 efficiently, effectively and professionally is how we describe our brilliant business. This allows us to deliver great quality services, value for the taxpayer and 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.

To deliver our 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 NHS England or the Scottish and Welsh Assemblies; and
4. **Colleagues** – our internal NHSBSA colleagues.

We are committed to improving customer experience and we have designed our customer charter to underline how important this is. This provides a shared set of promises and agreements to uphold in all of our interactions with our customer groups and is embedded in all that we do.

Our customer charter



Colleagues



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. In addition, we provide quarterly progress reports and an end of year report on the delivery of our commitments.

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.

NHSBSA and supporting wider priorities

The NHS and wider health and care system continues to navigate challenging times and we recognise the importance that we play in supporting the system to recover and transform, whilst delivering against Government and system priorities. The following section outlines some of the ways we are doing this.

Efficiency and 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. This year we plan to deliver £150 million of wider system efficiencies allowing money to be reinvested into frontline services.

As the ALB Review has recognised, this is a key strength of ours, we will continue to focus on delivering value for money and have implemented a Taxpayer Value Programme to use best practice frameworks and benchmarking to continuously improve how we deliver our services.

Supporting the NHS workforce

The Secretary of State for Health and Social Care, Steve Barclay, has identified an immediate priority of training and recruiting more professionals across our health service and this is also a Government manifesto commitment. This is why we have made sure that transforming our workforce services remains a big ambition, further supporting the NHS

workforce right the way through their career pathway and delivering a great customer experience.

Preparing for the future

We have seen a significant change in our ways of working and our focus has been, and continues to be, on supporting our colleagues. We are continuing to assess our business need to ensure that our future working environment meets the needs of our people; this includes reviewing our building requirements to ensure we are getting best value from our estate and that our colleagues have collaborative spaces to work in. In line with the Government's Levelling Up agenda, most of our offices are based in the North of England, ensuring we meet the commitment of 40% of the workforce based outside of London.

We continue to develop our capabilities for the future, as well as improving the technology and platforms that we use to make things easier for our people and our customers, increasing efficiency and improving customer experience.

Tackling health inequalities

Tackling health inequalities is a key part of what we do at the NHSBSA, whether it be through the delivery of our Citizen Services, ensuring people have access to the services they are entitled to, or through our Data and Insight reports and national statistics supporting prevention and population health through better decision making. Through our big ambition we will

continue to develop these services and reports, as well as using our Social Impact goal to further support our local communities.

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 45% against a 2017/18 baseline. We recycle 89% of our waste and are achieving 0% waste to landfill. 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 improve the environmental performance of our

organisation, accelerate our work with suppliers and colleagues to be more sustainable and use our capabilities and interaction with the wider

healthcare system to drive change on a national level to support a Greener NHS. Our strategic goal recognises our increasing responsibility to play a role in this global challenge and help create a sustainable future.

As we start to put our 2023-26 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. We will continue to review and align our approach with system and Government priorities. Our Strategy for 2023-26 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.

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.

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.

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.

Value & efficiency – 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.

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.

Our strategic goals



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 continue to focus on three key areas 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.



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



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

Transform 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, particularly given the current challenges. We will also deliver a great customer experience across the whole career pathway from student services through to retirement services.

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;
- continuously improve NHS Jobs 3 functionality, 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 completed 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 2023/24:

ESR

Increased Service Utilisation

- ✓ Increase the volume of unique users of the Electronic Staff Record (ESR) Employee Portal by 5% by March 2024.

Service Delivery and Major Software Releases

- ✓ We will deliver the Services to NHS organisations, including two Major software releases in December 2023 and March 2024.

ESR Transformation to New Workforce Solution

- ✓ We will launch the branding and identity for the Transformation Programme by 31 May 2023.
- ✓ We will progress procurement of the new workforce solution as part of ESR transformation, delivering a proof of concept by 31 March 2024.

Pensions

My NHS Pension

- ✓ We will continue to deliver to the agreed Onboarding Roadmap throughout 2023/24.

- ✓ We will iteratively deliver additional functionality from MVP solution based on user feedback and business needs throughout 2023/24.

McCloud Reform

We will commence delivery of McCloud Retrospective Choice by 1 October 2023.

- ✓ We will offer Choice on Retirement to currently active members by 31 March 2024.
- ✓ We will provide 1995 drawdown solutions by October 2023 to support retention of NHS staff.

Recruitment Systems

NHS Jobs

- ✓ We will exit and close the NHS Jobs 2 service and contract by 30 June 2023.
- ✓ We will deliver consistently on our quarterly development plans all through 2023/24 to ensure that the improvements and new functionality needed by all users is delivered.

NHS Volunteering

- ✓ We will begin the Beta phase of Volunteering in April 2023 upon agreement of scope and cost with NHS England.

HR Shared Services

- ✓ We will transition to the new NHS Jobs service from Trac by 31 December 2023.
- ✓ We will implement new document transfer system by 31 March 2024.

Student Services

Continuous Improvement Project

- ✓ We will implement a Higher Education Institution Portal for both Student Bursary and Social Work Bursary by the end of April 2023.
- ✓ We will deliver a fully digitalised Travel and Dual Accommodation Expenses, Childcare, Exceptional Support/Hardship and Change of Circumstance applications by the end of June 2023.
- ✓ We will enhance NHS Learning Support Fund and MyFunding to level up with NHS Bursary Application System which is on-going throughout 2023/24.

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

These are challenging times 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 and expertise 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;
- deliver our Taxpayer Value Programme throughout 2023-24 ensuring we maximise the value we bring whilst improving customer experience;
- 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;
- deliver wider system efficiencies, enabling money to be reinvested back into the NHS; and
- implement the recommendations from the ALB Review.

Key actions during 2023/24:

Loss and Fraud Prevention

- ✓ We will produce and monitor an NHSBSA Organisational Fraud Risk Assessment (FRA) to ensure compliance with the mandatory Government Functional Standard GovS013: Counter Fraud throughout 2023/24.
- ✓ We will monitor NHSBSA Operational FRAs ensuring the Services are monitoring their risks and mitigating the risks identified to ensure compliance with the Government Functional Standard GovS013: Counter Fraud throughout 2023/24.
- ✓ We will collaborate externally with Counter Fraud colleagues to reduce the impact of fraud and identify savings through delivery of the NHS Counter Fraud Strategic Action Plan in 2023/24.
- ✓ We will work with NHSBSA operational and corporate services to undertake proactive activities and utilise data analytics to tackle loss and fraud in 2023/24, reporting the benefits of these activities.
- ✓ We will hold to account those who are intentionally dishonest when accessing and delivering our services, ensuring we redesign our systems from the findings of these investigations to reduce or eradicate the risk, throughout 2023/24.
- ✓ We will be part of the DHSC Health Peer Review Group (HPRG) and assess DHSC ALBs against the Government Functional Standard GovS013: Counter Fraud in 2023/24.

Provider Assurance

- ✓ We will work with NHSE to implement the agreed contract and performance management services to facilitate the effective management of primary care contractor groups and the activity delivered throughout 2023/24.
- ✓ In line with the National Audit Office Good practice guide to tackle fraud and error, we will expand post event assurance activities, in collaboration with NHSBSA Loss and Fraud Team and Data and Insight, to other areas of NHSBSA responsibility in 2023/24.

System Collaboration

- ✓ We will collaborate with customers, colleagues, wider NHS and Government agencies to identify and agree how greater efficiencies might be realized through even greater organisation collaboration and alignment of priorities in 2023/24.

Help 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 given the cost of living crisis, 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 relevant customer groups, 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 use our data and insight to provide data products for our partners at a national, regional and local level based on user need.

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 2023/24:

Service Uptake

- ✓ We will continue with our ongoing communications work to promote and publicise the Healthy Start Scheme in 2023/24.

- ✓ We will support the DHSC awareness campaign for Prescription Prepayment Certificates (PPC) for reduced-cost hormone replacement therapy (HRT) through our website, application process and guidance as well as signposting through our contact centre support in 2023/24.

System Collaboration

- ✓ We will continue to work with the wider system to identify opportunities for us to support people to live longer and healthier lives during 2023/24.

Data & Insight

- ✓ We will finalise, refine and promote the health inequalities report and best start in life reporting in 2023/24.

Other key activities during 2023/24:

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 2024.

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 December 2024.

Immigration Health Surcharge (IHS) student reimbursements

We will develop a solution to ensure healthcare costs incurred by the NHS in provision of healthcare to EU and Swiss students is recovered by 30 September 2024.

Overseas Healthcare Services (OHS) Post European Union (EU) exit delivery

We will increase the OHS Digital Delivery Team's capacity by 31 March 2026 to continue to deliver transformation improvements and deliver digital projects to efficiently deliver the UK's obligations regarding the UK-EU Withdrawal Agreement and the UK's subsequent deal with the UK.

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 28 April 2023.

Help with Health Costs (HwHC) End of Life (EOL) and transformation

We will address EOL technology and transform HwHC services within the Health Exception Services business area by 31 March 2025, to maximise service efficiencies and customer experience by modernising services and processes.

Compendia touch update

We will upgrade the current version of Compendia to the more recent Touch version to enable significant software and functionality updates that will reduce pressure on support teams as well as increase the security and reliability of the NHS Pensions service by 31 March 2024.

Wider system efficiencies

We will deliver £150 million in wider system efficiencies in 2023/24, reinvesting money back into frontline services.

Taxpayer Value Programme

We will deliver the Taxpayer Value Programme during 2023/24 to ensure optimum customer experience and value across services.

ALB Review recommendations

We will deliver the recommendations from the ALB Review throughout 2023/24 to ensure we deliver maximum efficiency and value.

Supporting strategies

To support the delivery of our NHSBSA Corporate Strategy 2023-26 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 2023/24).



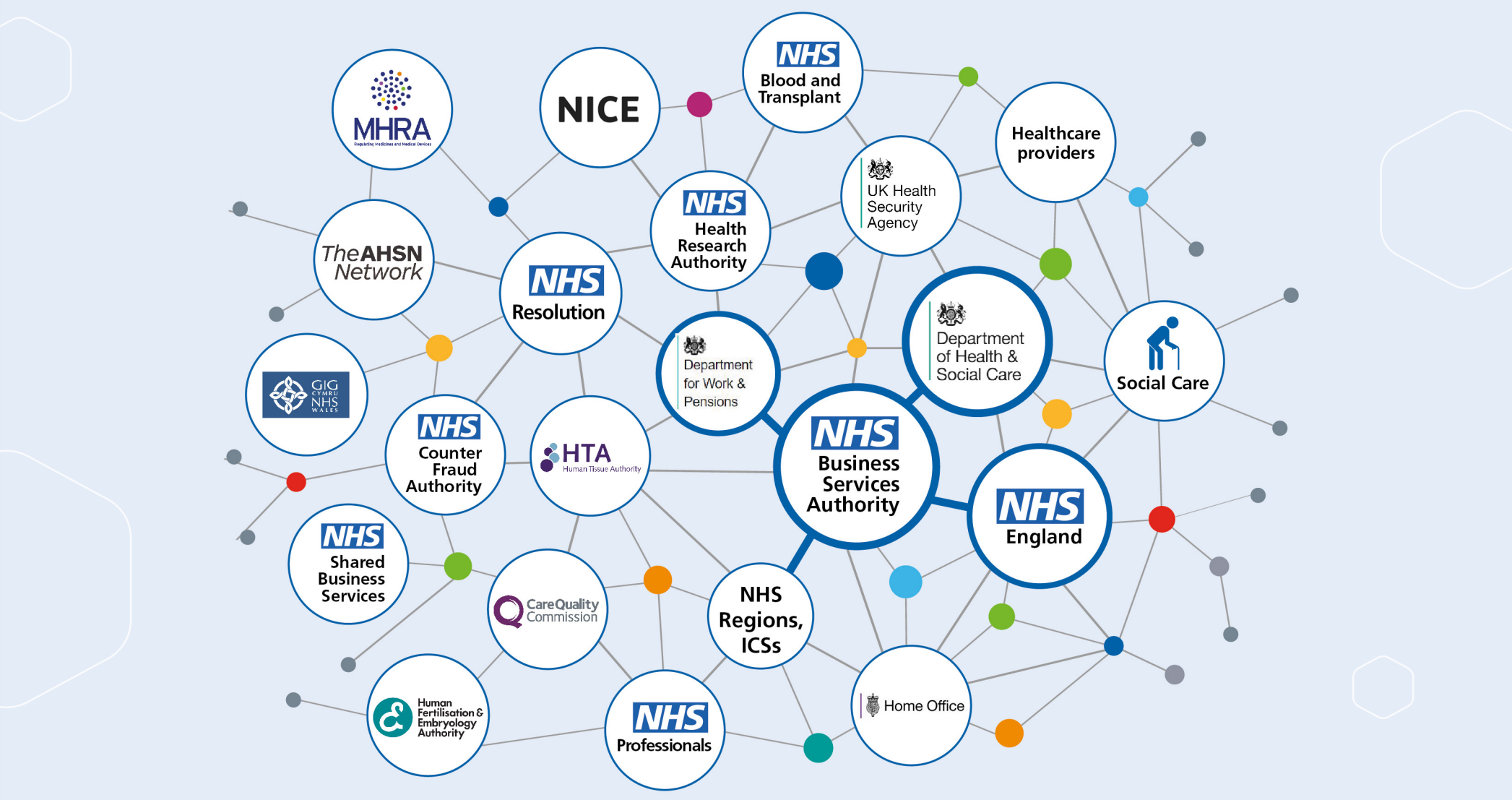
Environmental sustainability: Creating a sustainable healthy environment, which is built into the heart of our operations and services, and embedding sustainability within our supply chain, so that we reach our goal of Net Zero by 2030.



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.

Our stakeholders

An important part of how we deliver is through our collaboration with our key stakeholders, or other ALBs, who you can see below.



How we are governed

There's six Executive Members of the Board, one of which is our Chief Executive Officer. The Chief Executive Officer is supported by the Executive Members as well as by three Directors, two Associate Directors of Operations, a Head of Professional and Clinical Services and a Head of Communications and Marketing, which make up the Leadership Team. 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.

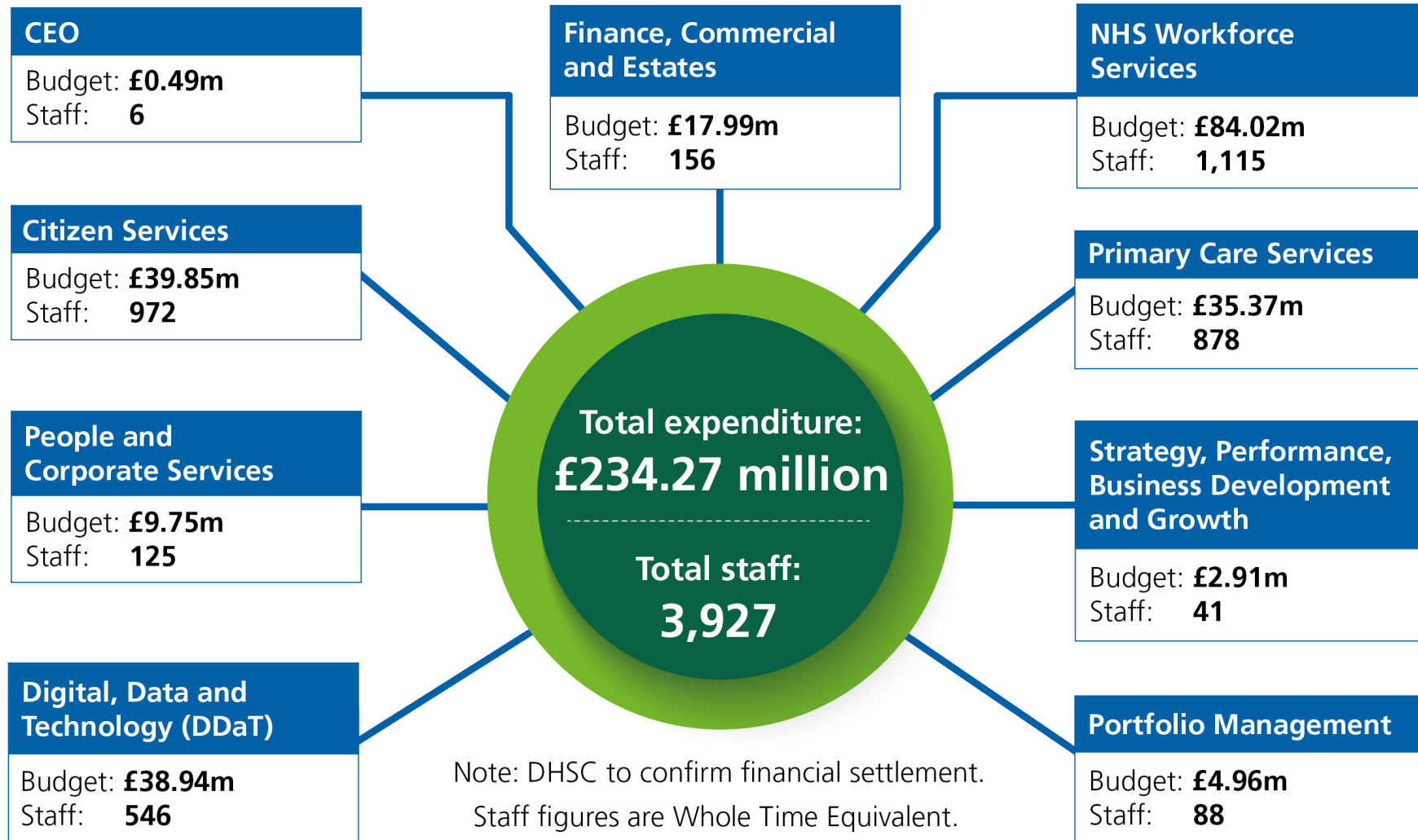
Risks and issues are monitored and reviewed by the Audit and Risk Management Committee and details are included in our Annual Governance Statement as part of our Annual Report and Accounts.

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.

People and resources



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 feel proud to work for the NHSBSA and that we have a culture of care and respect for each other.

Our promise to our people is underpinned by our principles which are at the heart of decision-making across all aspects of our business. These are wellbeing, compassion, diversity, development, openness, fairness, collaboration and flexibility.

It is 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 supporting and developing our colleagues, their wellbeing at work and rewarding and recognising their contributions to our success as well as raising our external profile as an employer of choice. We also want to ensure the systems and frameworks our colleagues operate within are designed to enable effective and healthy work. 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 critical to our success as an organisation.



Wellbeing and inclusion

During 2023-24 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 continues to be a priority and we will ensure that our wide-ranging wellbeing offer evolves to reflect the changing needs of colleagues, as we become a fully hybrid organisation. Reflecting the way we're working now, we will have an increased focus on physical health and encourage colleagues to move more. Our Wellbeing Network will support colleagues with this with a new health coaching approach. In addition, our leadership community will be supported to have meaningful wellbeing conversations with colleagues about their needs. We have also increased our support for colleagues around menopause and are participating in the 'Menopause Friendly Workplace' accreditation scheme to benchmark the support already in place and identify areas for further development. The pandemic highlighted the importance of support networks such as our Mental Health First Aiders and Domestic Abuse Support Network, and building on the strengthened support and infrastructure we have put in place to support colleagues with mental health and domestic abuse, we recently expanded our safeguarding arrangements for both colleagues and customers, launching a new Safeguarding Policy and supporting procedures. We will continue delivering training to colleagues and ensuring this approach to safeguarding is embedded across the organisation. We

will further our work on Domestic Abuse by participating in the 'White Ribbon' accreditation scheme to ensure male colleagues are supported to be effective allies in this space.

The cost of living crisis has become a significant cause of stress for many colleagues and this is expected to continue into 2023-24. Building on our financial wellbeing offer for colleagues, which includes workplace ISAs, loans and savings, we have implemented several schemes to help colleagues including our new home and electronics scheme, free tea, coffee and discounted food and drink across our sites, free period products in our offices, and help and guidance on being more energy efficient at home. This year we will add to this with an emergency support package for those colleagues most in need, as well as exploring how we can further support all colleagues with their financial concerns.

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 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, and so we will develop a new approach to our volunteering and fundraising programmes which reflects our new ways of working.

Our 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 focused 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 and Let's Talk About Race Programme, several key interventions focused on inclusive 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 following successful recent pilots. These include our Reciprocal Mentoring for Inclusion Programme, BAME and Women's colleague development programmes, further stages of diversification of recruitment panels and a greater focus on allyship. 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.

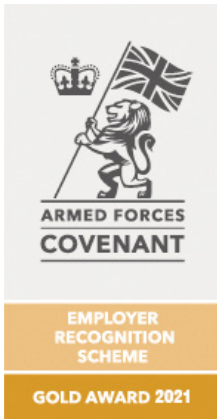
We will continue our work to reduce our gender pay gap and to measure our performance on wellbeing and inclusion through participation in various external benchmarking standards including the Stonewall Workplace Equality Index, the Employers Network for Equality and Inclusion (enei)'s TIDE evaluation,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

Health and safety

During 2023/24 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.





NHSBSA Business Plan 2023-24



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