

# NHSBSA Strategy 2023-26



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## Foreword from Chief Executive and Chair

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“ We will continue to manage the dual priorities of delivering our existing set of core services as well as delivering our big ambitions. To successfully achieve this, we will have a relentless focus on our priorities, ensuring that we drive efficiencies and optimise the experience of both our customers and our people. ”



Here at the NHS Business Services Authority (NHSBSA) we are incredibly proud of the work we do to support our NHS to be the best it can be. There are many challenges facing the NHS at the moment not least the workforce agenda, particularly recruitment and retention. In addition, there is always the need to demonstrate efficiency and taxpayer value and the need to continue to build recovery and resilience. To meet these challenges, the NHS needs to be able to rely on services, systems and platforms to deliver its life-saving business, to help with its workforce challenges, to maximise the use of its financial resources and to address the health disparities which exist beyond hospital walls.

We aspire to be the delivery partner of choice for the NHS and wider health and care system. We provide a range of at scale, national services to support primary care, the NHS workforce and citizens. This strategy sets out how we will do this.

**We are the NHS supporting the NHS.**

The opportunity to refocus and refresh our strategy is particularly important to ensure we are aligned with the health and care system, providing clarity to those we work collaboratively with and a shared sense of purpose to our teams and colleagues.

During 2022, we were the first Arm's Length Body (ALB) of the Department of Health and Social Care to be formally reviewed as part of the Government's focus on efficiency and reform. Whilst the review has identified some opportunities for improvement, it is good to know that they concluded we were an accountable, well-governed organisation delivering efficient and effective services. The recommendations from the ALB Review have been woven into our strategy.

We will continue to manage the dual priorities of delivering our existing set of core services as well as delivering our big ambitions. To successfully achieve this, we will have a relentless focus on our priorities, ensuring that we drive efficiencies and optimise the experience of both our customers and our people. We put our customers at the heart of everything we do and we design and transform our services based on their needs.

Our people are absolutely critical to our success. We recognise that we need to create the conditions and space for our people to do their best work. We are acutely aware of how the current economic climate is affecting our colleagues and we are doing as much as we can to support our people during these difficult times. We

are hugely grateful for the continued dedication and commitment of our people despite this uncertain environment and to all of them we want to say **thank you**.

Our aspiration to be a great, inclusive place to work has never been stronger and we are proud to have maintained our accreditation through Best Companies as an organisation with outstanding

engagement with its colleagues and the best not for profit/public service organisation to work for in the UK. We have much to be proud of but know that there is more to do.

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





## Executive summary

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### Our NHSBSA

**Our 2023-26 strategy outlines the direction of travel for the NHSBSA. It sets out our plans for the next three years to be “on the front foot to support the frontline” as we fulfill our purpose of being a catalyst for better health and our vision of being the delivery partner of choice for the health and care system.**

The NHSBSA is a forward thinking, innovative organisation. We help the NHS to run efficiently by providing platforms, products and services to support the NHS workforce, Primary Care and millions of UK citizens. Data analysis, insight, digitisation and collaboration are at the heart of our business so we can genuinely improve health outcomes, patient safety and taxpayer value, as well as support the population to live longer, healthier lives. We are trusted to manage around £43bn of NHS spend annually while helping to deliver significant savings back into the health and care system. Last year alone we delivered over £300m of savings in reducing fraud, error, waste and loss.

We are driven by a shared commitment to focus our strategy on activity that will deliver the most value for the wider health and care system, have the greatest impact on health outcomes and deliver excellent customer experiences, whilst at the same time ensuring a great, inclusive colleague experience.

Given the unprecedented challenges of the last couple of years, we have undertaken a robust review of the internal and external environment to

inform changes to our strategy and to ensure we remain alert to potential opportunities to further support the health and care system. The principles and high-level objectives of our strategy remain largely the same as the last iteration, however, some enhancements have been made to ensure our focus aligns to national priorities as well as customer need.

### Our people

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 challenging times. Everything we deliver is because of the commitment, passion and determination of our people right across the organisation.

### Living our values

We developed our values with our people and living these values is key to our success. They guide how we do things, how we work together and how we treat each other. We want to do the right thing and make a positive difference. We are Collaborative, Adventurous, Reliable and Energetic – we CARE.

## Our ambitions

Like all good organisations we seek to learn and continuously improve to do more and better things. The strategic goals that we have set, combined with the capabilities of our people and partners, enable us to do more to improve the health of our nation.

### We have set ourselves, in partnership with others, three big ambitions:

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

We hope our refreshed strategy inspires you to find out more. You might be interested in working with us to help the NHS further or you might like to join the NHSBSA.

You can find out more about opportunities to work with us on our website [www.nhsbsa.nhs.uk](http://www.nhsbsa.nhs.uk)

These big ambitions actively support the health and care system's priorities of the NHS workforce agenda, efficiency and taxpayer value as well as reducing disparities.



## Who we are and what we do

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**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 group them into three operational areas:

- **Workforce Services:** platforms and services we provide to the NHS to best support its people;
- **Primary Care Services:** services we provide to support essential primary care functions and services; and
- **Citizen Services:** services direct to the public to enable people to gain access to healthcare by providing help with health costs and other support services.

These operational services are summarised below.





## Workforce Services

Our support for the NHS workforce agenda starts right at the beginning of a person's career journey, by administering the NHS Learning Support Fund and NHS Bursary Scheme to help fund students through their professional training. We help over one and a half million people to find work each year or progress their careers with the NHS through our national NHS Jobs platform. Our Electronic Staff Record (ESR) system is the largest centralised HR and payroll system in the world, with over 1.8 million staff records. It is the platform on which NHS organisations record essential workforce, skills and training information and pay their staff over £45 billion per annum accurately and on time.

Once our NHS colleagues have completed their careers, we support their retirement through delivery of the NHS Pension Scheme and where

appropriate provide help for their beneficiaries. NHS Pensions is the largest centrally administrated pension scheme in Europe. On behalf of all NHS organisations, we manage three million member records and run payrolls every working day to pay over one million pensioners over £12 billion per annum accurately and on time.

We also provide HR Shared Services delivering at scale, efficient, effective and value for money HR services to other NHS organisations and Arms-Length Bodies.

**We are NHS  
Workforce  
specialists**

## 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

Primary Care is one of the cornerstones of NHS service delivery. We are privileged to play a key role in supporting primary care in the NHS. We work with pharmacy, dentistry, ophthalmic and GP partners to deliver their critical services to the NHS. We do this by processing over one billion prescription items each year, over 40 million dental claims, making over £12 billion of accurate and timely payments for the essential services they provide to patients and the public. We also provide clinical expertise across these areas and beyond through our internal clinical network.

We deliver Provider Assurance contract and performance management as well as transformation of services for our commissioners.

In turn the support we provide enables better health outcomes for people, with quality and value for money at the heart of everything we do.

**We are  
Primary Care  
specialists**

## 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

The current economic climate is further exacerbating already stark health inequalities. Groups that are more likely to experience poorer health are also more likely to experience challenges in healthcare access. We have seen the demand for our services increase over the last 12 months. In Citizen Services we support members of the public in gaining access to healthcare services and the help with health costs to which they are entitled. We do this through the range of exemption schemes that we operate (such as maternity, low income and medical exemption schemes), which provide free or reduced cost prescriptions, dentistry or eye care. We provide an exemption checking service to ensure that only those entitled to help with health costs receive benefits.

We also support eligible UK residents whilst overseas to navigate broader reciprocal healthcare arrangements with other countries for example with the Global Health Insurance Card (GHIC).

Each year we support around five million citizens in this way.

We deliver a range of Healthy Foods schemes, helping families on low incomes make healthier choices. We have digitised the scheme to remove barriers to access, and since we took over the scheme in November 2021 there has been £73 million spent on Healthy Start cards. All of these are key preventative and population health interventions, helping to address disparities and support the Government's Levelling Up agenda. We also provide other important support services.


Our public facing services are facilitated by our multi-channel and award-winning contact centre, that handles over 2.6 million customer contacts annually.




## 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

## Digital, Data and Technology



### We are NHS digital designers

It isn't just what we do that matters, what is equally important is how we do it. We take pride in designing our services around the needs and experience of our users and other customer groups, wherever appropriate having a digital first mentality and ensuring accessibility for all. The awards we have won in recent years for digital innovation are testament to our belief in inclusivity of design.

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### We are NHS technology specialists

We collaborate with both our NHS partners and our suppliers to deliver effective technology applications, operations and governance that enable the NHSBSA to deliver its brilliant business and achieve its ambitions. We support our colleagues and our customers to access the systems and data when, where and how they want. User experience, public cloud and accessibility are all integral to our design and delivery of technology services.

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### We are NHS data scientists

Because of the national and large-scale nature of our services, we produce, collate and curate vast amounts of data. Our first duty is to ensure the safety, security and accuracy of the data and we then apply our analytical skills to produce actionable insight. Understanding the move towards open data, we collaborate and innovate with partners and stakeholders to drive improvements in patient outcomes, patient safety and taxpayer value. User experience, public cloud and accessibility are all integral to our design and delivery of technology services.

## 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.



## 2022

**Top 5 not for profit organisation**

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

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

**ACHIEVED GOLD STANDARD**  
and were the top performing organisation in the enei (Employers Network for Equality and Inclusion) 2022 TIDE (Talent, Inclusion and Diversity Evaluation)

**MAINTAINED AMBASSADOR STATUS**  
in the Better Health At Work Awards

**OUR JOURNEY TO NET ZERO**  
we have managed reductions of: **44%** greenhouse emissions, **60%** water consumed, **40%** waste, **55%** paper

**90 APPRENTICES**  
across the business



# Our purpose, vision and values

## Our purpose

Our purpose is to be a **catalyst for better health**. We do this by working collaboratively with our stakeholders, customers and partners across the health and care system with the intention to innovate, try new things and explore different ways of working. We drive efficiency for the taxpayer and help people to live longer, healthier lives by reducing health disparities. We do this to support DHSC and 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



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

# How we deliver

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## 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.

### 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.

### 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.

### 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.

### 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.

### Technologies

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

### 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.

## 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. Delivering our '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.

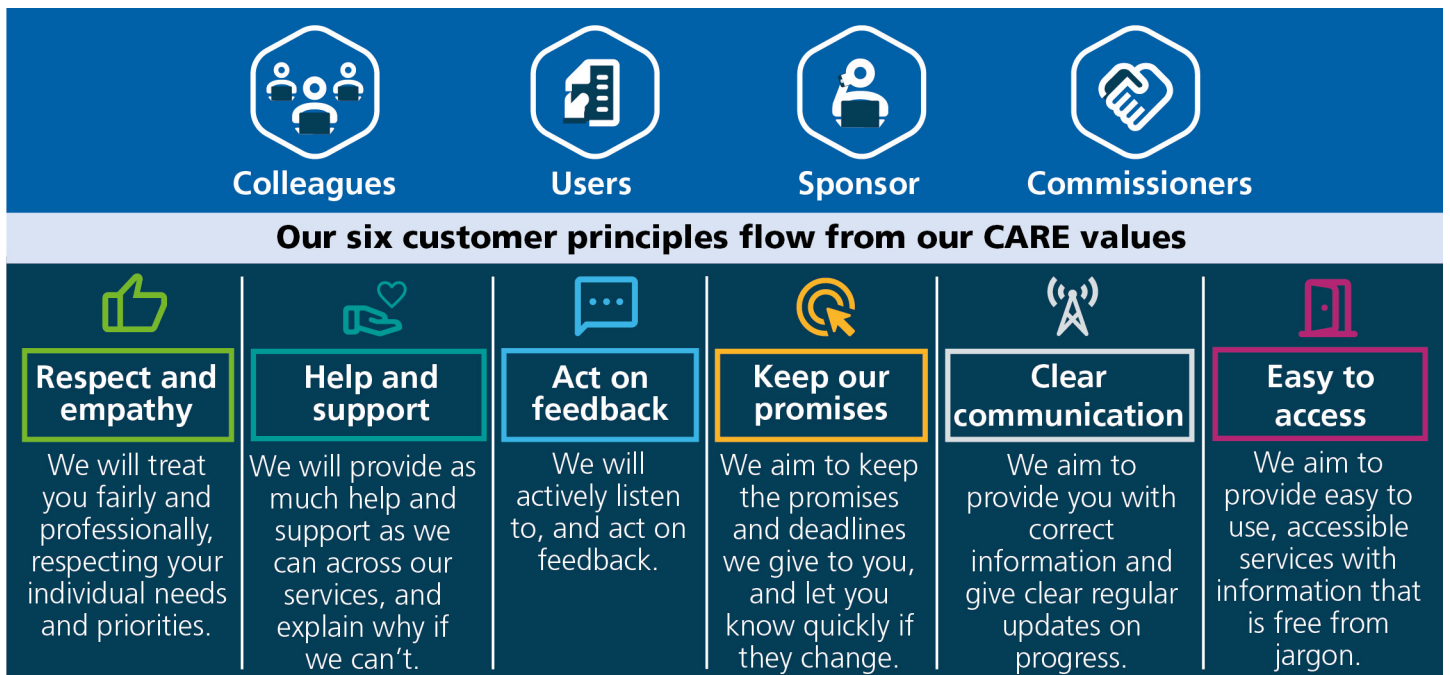
To deliver brilliant business we need to really understand our customers, their experiences and expectations. We put the customer at the centre of everything we do and we have segmented them into four groups:

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.

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 customer charter



## NHSBSA and supporting wider system priorities

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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 as 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 can access help with health costs to which they are entitled, 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 our role in this global challenge and help create a sustainable future.



## 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 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 services, systems, data and 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, delivering against our Net Zero target and working towards a greener NHS, supporting a sustainable, healthier future for all.



## Our big ambitions

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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 on the next page.



## 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.

### We will do this by:

- providing fully digitised, easy to use application systems for students and higher education institutions (HEI's), with document upload functionality, to access funding;
- providing key workforce data and insight to support better planning and decision making;
- ensuring our platforms and systems are easy to use and available on a range of devices, delivering further NHS Jobs functionality and readying the NHS for Electronic Staff Record (ESR) transformation;
- working with strategic delivery partners in NHS England and NHS Wales, so that the scale of business change that is required across the wider system in replacing the existing ESR service is fully visible. This will re-enforce the need for active commitment and engagement across national, regional and local stakeholders and HR professional communities in order to achieve the required transformational outcomes;
- providing specialist HR and recruitment services, freeing up time for managers across the NHS; and
- developing our retirement services, including the NHS Pension Scheme.

### By successfully implementing our ambition we will:

- ensure students have easy access to the funding they require to support the beginning of their career in health and care;
- continuously improve NHS Jobs 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.



## 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, driving out further savings and working with system partners to identify these opportunities.



### 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.

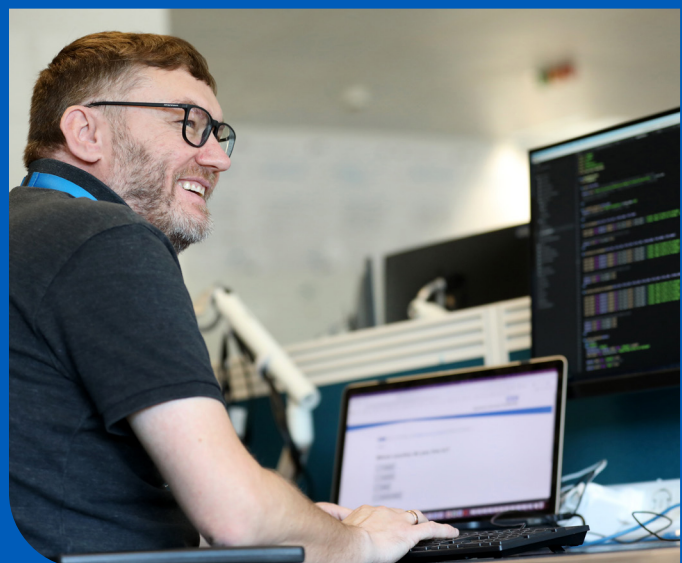


## Help people to live longer and healthier lives, reducing disparities in health and care

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 the 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.

## Our leadership and teams

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Our organisation comprises our core operational directorates and a range of corporate services. We work closely together to ensure delivery of our brilliant business, making best use of NHS spend and supporting each other in the delivery of our priorities - we are one NHSBSA.

Our Leadership Team is made up of experienced professionals from multi-disciplinary backgrounds.

### Michael Brodie - Chief Executive

Ultimately responsible as Chief Executive and Accounting Officer, for ensuring the NHSBSA fulfils its statutory responsibilities and supports Government strategies by creating a clear and purposeful strategic vision, mission and values for the organisation and ensuring efficient and effective delivery of our portfolio of services.



### Allison Newell - Executive Director of Strategy, Performance, Business Development & Growth (Deputy CEO)

Leading on the strategic direction of the organisation providing assurance to our Board and Sponsor, identifying opportunities for driving and improving customer experience and innovation.

- Strategy, Planning and Performance
- Partnership & Opportunity Development
- Business Innovation and Customer Experience
- Professional and Clinical Services
- Due Diligence



## Brendan Brown - Chief Operating Officer

Overseeing the operational delivery across our organisation. This includes translating our strategy into operational activities to achieve our goals. Brendan leads on operational activities, making sure that each service area is aligned with our goals and this strategy so our people can deliver great outcomes efficiently and enable a fantastic customer experience.



## Alison O'Brien - Associate Director of Operations Workforce Services

Delivering services to customers across the NHS that maximise benefits from using workforce solutions that enable effective recruitment, retention and workforce planning and support NHS staff throughout their careers and into retirement.

- NHS Jobs
- NHS Pensions
- ESR
- HR Shared Services
- Student Services



## Dan Britton - Associate Director of Operations Citizen Services

Delivering a wide-ranging portfolio of services supporting UK citizens. Ensuring operational effectiveness and efficiencies by leading a large, award-winning, and multi- skilled workforce providing services across a variety of customer contact channels.

- Customer Operations
- Exemption Services
- Health and Community Services
- Overseas Healthcare Services



## Gordon Coyne - Director of Workforce Transformation

Leading and driving transformation across workforce services and platforms to support the national workforce agenda and ensure customers have a great user experience.

- ESR Transformation
- McCloud
- NHS Jobs Transformation
- Workforce Optimisation Service
- My NHS Pension



## Martin Kelsall - Director of Primary Care Services

Delivering payments, support and assurance across primary care services, and delivering transformation.

- NHS Dental Services
- NHS Prescription Services
- Provider Assurance
- Scanning Services



## Alison Metcalfe - Head of Professional and Clinical Services

Providing professional and clinical leadership across the organisation, bringing a clinical perspective to our data and decision making, leveraging our clinical expertise and driving development of clinical governance and our clinical networks and relationships.





## Darren Curry - Chief Digital, Data and Technology Officer

Providing digital transformation based around user experience whilst making the most of the data we manage. Providing technology platforms, services and solutions that enable our services to deliver brilliant business.

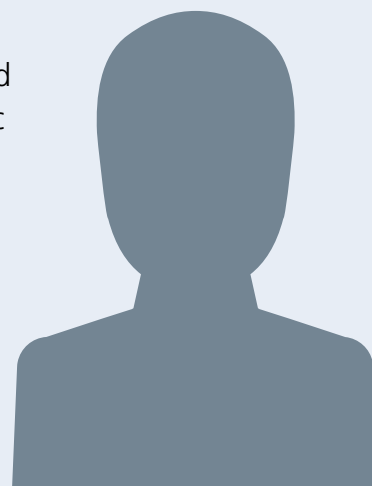
- Digital Transformation
- User Research and Service Design
- Digital Applications Development
- Customer Insight
- Data Science
- Data Warehouse
- Data Strategy & Governance
- External Reporting Services
- Management Information
- Official Statistics
- Technology Applications
- Technology Governance
- Technology Operations



## Vacant Chief Portfolio Officer

Providing strategic leadership, direction and expert advice on the organisation's portfolio of change programmes; ensuring a rational and optimal prioritisation of programmes and projects recognising strategic priorities, stakeholder needs and resource capacity.

- Portfolio Management
- Programme and Project Management
- Product Management
- Programme and project governance



## Andy McKinlay - Executive Director of Finance, Commercial & Estates

Finance, Commercial and Estates strategy, planning, management, operations, compliance, and reporting. Loss and fraud prevention. Strategic Sourcing including supplier and contract management and procurement.

- Strategic Finance and Reporting
- Financial Operations
- Loss & Fraud Prevention
- Commercial Services
- Estates



## Mark Dibble - Executive Director of People & Corporate Services

Enabling our people to be their best and creating a great inclusive environment. Delivering professional services to advise and govern the business as well as manage its reputation.

- People
- Communications and Marketing
- Governance, Risk and Assurance
- Safety, Health and Environment
- Information Governance and Security



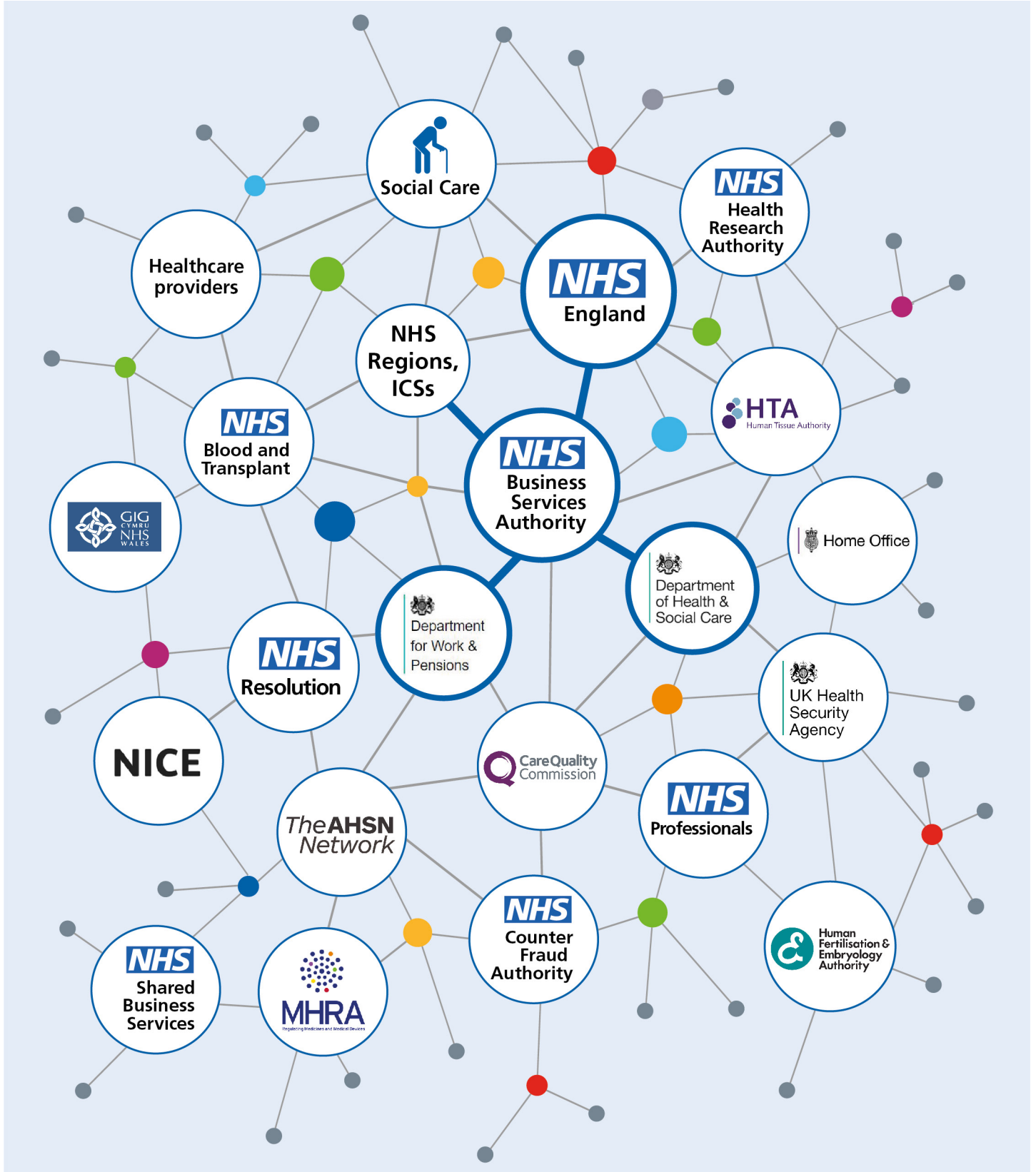
## Miranda Sykes - Head of Communications and Marketing

Enabling connection with our people so they feel valued and have a shared sense of purpose. Communicating with our different customer groups to ensure citizens understand their entitlements, maximising the impact of national programmes and services on the nation's health and positioning ourselves with commissioners and providers as the delivery partner of choice.



# 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.



# Our strategy on a page



[www.nhsbsa.nhs.uk](http://www.nhsbsa.nhs.uk)



@NHSBSA



NHS Business Services Authority

## Our purpose

To be a catalyst for better health

## Our vision

To be the delivery partner of choice for the health and care system

## 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

## Our values



Collaborative Adventurous Reliable Energetic

## Our strategic goals



Customer Our people Social impact Value & efficiency Environmental sustainability

## Our capabilities – how we deliver

