

BSO BUSINESS PLAN 2019/20

Year Two of BSO Corporate Plan 2018/21



Introduction to BSO Annual Business Plan 2019-20

Background

The Business Services Organisation (BSO) was established on 1 April 2009 to provide a wide range of business and specialist professional services to the wider Health and Social Care (HSC) environment. Following on from the celebration of the 70th anniversary of the NHS in 2018, this will be a significant year for BSO as April 2019 marks the 10th anniversary of its establishment. The functions and duties of the BSO are set out in the Management Statement which is available on our website: www.hscbusiness.hscni.net. Our organisation is an integral part of the HSC. This requires us to be familiar with the priorities which relate directly to the health and well-being of the public and to understand our role in delivering these improvements. The BSO is conscious of the strategic context within which it operates and aims to support Department of Health (DoH) priorities, especially the 'Making Life Better' ¹ public health framework, the over-arching Programme for Government and the vision set out in 'Health and Wellbeing 2026: Delivering Together'. ² We aim to do this through a framework of good governance which takes account of our social and environmental responsibilities. The DoH launched a long-term strategy for the HSC workforce in May 2018³ and the BSO will play its part in co-operation with colleagues to make the HSC a rewarding and fulfilling place to work for everyone, with the best possible staffing and expertise levels.

At the same time, we are very aware of the particular challenges presented by the longer-term economic environment to our customers as well as ourselves. For the HSC, 2019-20 looks as if it will be another exceptionally challenging financial year. Budget pressures are expected to continue to intensify significantly and the projected squeeze on public funding in Northern Ireland is unprecedented. We are also very conscious of feedback received from our customer organisations to the effect that the provision of high quality, value-adding services by BSO underpinned by demonstrable value-for-money is their priority.

¹ Department of Health, Social Services and Public Safety. *Making Life Better: a whole system strategic framework for public health 2013-2023*. Belfast: DHSSPS (now DoH), 2013.

² Northern Ireland Executive. Draft Programme for Government Framework 2016-21. Belfast: NIE, 2016.

³ Department of Health. *Delivering for Our People, A Health and Social Care Workforce Strategy 2026*. Belfast: DoH 2018

In terms of the economy, at the time of writing, both the UK government and the EU have announced their EU Exit plans. While there is still much uncertainty at national and more local level with regard to the terms and implications of an EU Exit, BSO has worked along with DoH and HSC colleagues to ensure collective preparedness for a 'no-deal' scenario. The services within BSO, particularly Procurement and Logistics, have planned their business for 2019-20 on the basis that the impact of EU Exit will remain at levels assumed in December 2018. In addition, Northern Ireland continues to operate without a devolved administration since January 2017.

Transformation of HSC

The HSC in general faces two other key challenges. The way in which the system is organised has been widely acknowledged as being outdated and not fit-for-purpose. In addition, populations are ageing, resources are constrained, technology is advancing and patient expectations continue to rise. Transformation can deliver more responsive and better quality care. Along with the draft Programme for Government (PfG), the roadmap to a better service is clearly described in the '*Delivering Together*' document. The outcomes in PfG are long-term, visionary and aspirational, and, although PfG is cross-cutting, DoH has lead responsibility for the following outcome: "*We enjoy long, healthy, active lives.*"

BSO has played its part in taking forward the transformational changes required in HSC and the Chief Executive of BSO is a member of the **Transformation Implementation Group**, along with the Top Management Team in the DoH, other HSC Chief Executives and key stakeholders. BSO has been assigned to the work-stream relating to Social Care Clauses, highlighting the importance of **procurement** as a strategic tool to support health and social care delivery.

Technology will underpin and support transformation processes throughout the HSC. The HSC vision is for a **digital record-in-common** for every citizen in Northern Ireland that facilitates their health and wellbeing throughout their life. This will be known as an **Electronic Health and Care Record (EHCR)** and will be taken forward on a programme basis (entitled **Encompass Programme** which is hosted within BSO), with full implementation due by 2026.

The closure of the Health and Social Care Board (HSCB) was confirmed as a Ministerial priority at the launch of "*Delivering Together*" in October 2016. On 24 January 2018, the Permanent Secretary and HSC Chief Executive advised of the proposal that when the HSCB closes, responsibility for the majority of its functions will move to the Department, but be effected through a host organisation arrangement with BSO, enabling the associated staff to retain HSC terms and conditions. Any final decisions on future operating models for HSC will be subject to business case approval and will

require Ministerial consideration and legislation. In the interim, BSO will continue to work in a partnership approach in the Design Groups with membership drawn from HSCB, PHA, DoH, BSO and staff side bodies to bring forward proposals for improved operational arrangements and transition to those new arrangements. Good progress has been made to date towards the vision of reducing duplication and working as one streamlined HSC system.

Expansion of Shared Services

During 2018-19 the ***NI Public Sector Shared Services Project*** which was established to consider the development of shared services across the entire public sector in Human Resources, Payroll, IT and Finance progressed to recommendations. Initial findings indicated that the BSO provides high-performing, effective and value-for-money services to our customers in Northern Ireland. This has been borne out in the concluding recommendations of the project in September 2018 that each sectoral area (Health, Education, NI Civil Service) should focus on delivering shared services within their own base. BSO will continue to contribute to the proposed direction of travel by participating on HSC specific Shared Services teams and working groups. On 4 March 2019 the Permanent Secretary wrote to HSC Chief Executives expressing his commitment to move to a shared service model for IT. The Chief Executive of the Southern HSC Trust has been asked to act as Senior Responsible Officer for this programme of work. The first task will be to develop a business case to understand more fully the benefits, costs and impacts of the introduction of an IT shared services model within the HSC.

BSO Planning and Performance Monitoring Cycle

As part of its annual planning cycle, each year the BSO holds a series of Strategic and Business Planning Workshops with BSO Board members and senior staff, with account taken of staff and customer feedback to plan our services for the future. Our current Corporate Plan covers a three year period from 2018-21 and includes the Mission, Corporate Objectives and Values which will assist in delivering to the organisational mission over this time period. The mission of BSO is *“to provide high quality business services which support our customers to improve health and well-being”*. An Annual Business Plan will support the Corporate Plan by setting out the key priorities and targets to be delivered during the incoming financial year. There are 30 Key Priorities/Targets with 60 associated Actions grouped under each of the Corporate Objectives which are described in more detail in this Annual Business Plan 2019-20.

A summary of progress on how well the organisation is delivering on its key actions identified within the annual business plan is provided to the BSO Board on a quarterly basis as well as to DoH Sponsor Branch. This is in addition to monthly reporting on performance through the BSO Corporate Balanced Scorecard and other performance reports and presentations to BSO Board.

BSO Corporate Objectives 2018-21

The Plan for 2018-21 is diagrammatically represented on page 6 of this document. The BSO Corporate Objectives aligned with our Values for the period 2018-21 will continue to be the focus of everything we do in the second year of our three-year Corporate Plan:

- **Deliver High Quality, Valued Services (*Respect; Professionalism*);**
- **Develop Our Services in Partnership with Our Customers (*Partnership; Trust*) ;**
- **Demonstrate Continuous Improvement in Pursuit of Excellence (*Professionalism; Accountability*)and**
- **Help Our People Excel at What We Do (*Professionalism; Accountability; Respect; Trust*).**

We anticipate a further alignment of BSO corporate values with the HSC-wide Values proposed as part of the HSC Collective Leadership Strategy⁴ launched in October 2017 as one of the priorities identified under *Delivering Together*.

⁴ Department of Health, HSC Collective Leadership Strategy Belfast: DoH 2017

CORPORATE MISSION, VALUES & OBJECTIVES 2018-21

"to provide high quality business services which support our customers to improve health and well being"



BSO Corporate Objective 1: *Deliver High Quality, Valued Services to Our Customers*

Key Priorities/Targets	Key Actions
<p>1. Deliver a contracting programme on behalf of HSC for 2019-20 within the regulations and minimising successful legal challenges. Wherever possible, in conjunction with HSC stakeholders, seek to achieve levels of product/service standardisation. Meet Procurement and Logistics (PaLS) service level targets in line with Service Level Agreements.</p>	<ul style="list-style-type: none"> • Achieve 95% first time delivery consistently within Logistics; • Achieve maximum 5 day turnaround on non-catalogue orders consistently; • 98% of all contracts managed by PaLS to be compliant with NI public procurement policy; • 98% of regional or multi-organisations contracts not subject to legal challenge to be renewed on time; • No more than 2% of tenders stood down as a result of a challenge. <p>(on-going to March 2020)</p> <p>Responsibility: Director of Operations</p>
<p>2. Maintain Business Continuity within Procurement and Logistics Services following UK's Exit from EU.</p>	<ul style="list-style-type: none"> • (Achieve 95% first time delivery consistently within Logistics- see 1 above); • Support HSC Business Continuity through effective management of the supply chain for non-warehouse products – 10% of total lines ordered • maintain 100% of accreditations across PaLS and implement recommendations from associated audits • complete GDPR implementation within PaLS <p>(on-going to March 2020)</p> <p>Responsibility: Director of Operations</p>

<p>3. Agree, document and implement the roles and responsibilities of BSO in respect of General Data Protection Regulations (GDPR) for customer organisations.</p>	<ul style="list-style-type: none"> • Develop and agree a Memorandum of Understanding with all HSC organisations in respect of responsibilities for processing of personal data in line with GDPR by September 2019. <p>Responsibility: Director of Human Resources & Corporate Services</p>
<p>4. Develop a service to HSC supporting recruitment of international nurses and doctors to support HSC Trust resourcing requirements.</p>	<ul style="list-style-type: none"> • Recruit staff resource to support delivery of HR Service to Trusts in line with agreed development proposal for international recruitment by September 2019 <p>Responsibility: Director of Human Resources & Corporate Services</p> <ul style="list-style-type: none"> • Recruit additional Nurse Education Consultants to support HSC Clinical Education Centre (CEC) to deliver an accelerated OSCE (Objective Structured Clinical Examination) programme by March 2020. <p>Responsibility: Chief Executive (Head of HSC Clinical Education Centre to co-ordinate)</p>

BSO Corporate Objective 2: *Develop Our Services in Partnership with Our Customers*

Key Priorities/Targets	Key Actions
<p>5. Continue to expand Shared Services.</p> <p><i>[carried over from BSO Business Plans 2016-17, 2017-18 and 2018-19]</i></p>	<ul style="list-style-type: none"> • Agree cyber security and ISO27001 programme plan and timeframe by April 2019; • <u>Subject to DoH approval</u>, define scope and timeframe of programme for IT Shared Services by June 2019; • Develop BSO Digital Strategic Plan by March 2020 Responsibility: Director of Customer Care & Performance • Administer the Regional Communication Support Service for Deaf, Deaf/Blind and Hard of Hearing Community as a regional shared services within BSO by March 2020 Responsibility: Chief Executive (Head of Shared Services to co-ordinate); • Participate in HSC specific Shared Services project teams/working groups, on-going to March 2020 and beyond; • Build on existing Finance and HR shared services and take forward recommendations from PSSP in the HR and Finance areas as part of business as usual processes in line with the stated requirement of DoH. Responsibility: Chief Executive and SMT

<p>6. Implement integrated supply chain arrangements across HSC.</p> <p><i>[carried over from BSO Business Plan 2018-19]</i></p>	<ul style="list-style-type: none"> Engage remaining Trusts to regionalise service models (e.g. R&D, CECS and non-stock EMM) and expanding catalogue coverage and product ranges by March 2020. <p>Responsibility: Director of Operations</p>
<p>7. Implement future service delivery arrangements for Pharmacy procurement based on DoH review outcome.</p> <p><i>[carried over from BSO Business Plan 2018-19 – delay due to DoH]</i></p>	<ul style="list-style-type: none"> Review and agree recommendations and implement changes where necessary by March 2020. <p>Responsibility: Director of Operations</p>
<p>8. Implement new services to NI Fire and Rescue Service (NIFRS).</p> <p><i>[carried over from BSO Business Plan 2018-19]</i></p>	<ul style="list-style-type: none"> Continue to scope potential for provision of Legal Services to NIFRS by December 2019; Scope potential for provision of other services (e.g. Shared Services) by March 2020 <p>Responsibility: SMT (Directors of Customer Care & Performance, Chief Legal Adviser and Head of Shared Services to co-ordinate)</p>
<p>9. Plan for new HSC Regional Clinical Systems.</p> <p><i>[carried over from BSO Business Plans 2017-18 and 2018-19]</i></p>	<ul style="list-style-type: none"> New HCN/NHAIS system procurement advertised by May 2019; New LIMS system procurement advertised by March 2020; New NIPACS system procurement advertised by March 2020. <p>Responsibility: Director of Customer Care & Performance</p>

<p>10. Under the guidance of the Programme SRO and Board in 2019-20, <i>Encompass</i> aims to have put in place and provided support for appropriate governance mechanisms, structure and plans to ensure successful procurement and delivery.</p>	<ul style="list-style-type: none"> • Notification of Intention to Award contract to main <i>Encompass</i> solution supplier (by June 2019); • Award of Contract; • Stakeholder Management Strategy and associated Communications Plan finalised <p>(by November 2019) Responsibility: Director of <i>Encompass</i> Programme</p>
<p>11. Work in partnership approach to develop and establish the new group of business functions required to be hosted in BSO following proposed closure of HSCB.</p>	<ul style="list-style-type: none"> • Lead on HR and Staff Transition Workstream in line with approach/plan agreed by Oversight Board <p>Responsibility: Director of Human Resources & Corporate Services ;</p> <ul style="list-style-type: none"> • Continue to participate in Design Groups in in conjunction with key stakeholders regarding the proposed hosting arrangement of HSCB staff by BSO <p>Responsibility: Chief Executive and Senior Management Team</p> <p>(to March 2020 and beyond*) <i>* indicative date for dissolution of the HSCB at the end of March 2020 was dependent on a legislative assembly being in place by January 2019. The revised anticipated dissolution date is 31 March 2021, contingent on Executive approval by November 2019.</i></p>
<p>12. Enhance the offering of educational programmes by HSC Clinical Education Centre (CEC) available to a multi-disciplinary audience.</p>	<ul style="list-style-type: none"> • Foster links between HSC Clinical Education Centre (CEC) and NIMTDA, NISCC, NIPEC and PHA to build opportunities for collaborative work and multi-disciplinary working • Develop an e-learning framework • Pilot a number of programmes to evaluate suitability for a multi-disciplinary audience <p>by March 2020 Responsibility: Chief Executive (Head of HSC Clinical Education Centre to co-ordinate)</p>

<p>13. In partnership with all HSC customers, drive the phasing out of existing Finance and HR systems and the development of and migration to new solutions.</p>	<ul style="list-style-type: none"> • Support establishment of programme for the replacement of HRPTS and FPL systems, including preparation of necessary business cases (ongoing to March 2020 and beyond) <p>Responsibility: Chief Executive (Head of Shared Services to co-ordinate)</p>
<p>14. Support the delivery of world class health and social care through the implementation of <i>Delivering for Our People</i>, the HSC Workforce Strategy 2026.</p>	<ul style="list-style-type: none"> • Work with DoH and HSC Trusts to support the implementation of single employer arrangements for junior doctors by August 2019. <p>Responsibility: Director of Human Resources & Corporate Services</p>
<p>15. Undertake process for the appointment of Counsel to a new Panel within relevant areas of law.</p>	<ul style="list-style-type: none"> • Complete process of appointing new Counsel Panel for a five year period by December 2019. <p>Responsibility: Chief Legal Adviser</p>

BSO Corporate Objective 3: *Demonstrate Continuous Improvement in Pursuit of Excellence*

Key Priorities / Targets	Key Actions
<p>16. Extend the use of social clauses across all PaLS areas of procurement.</p>	<ul style="list-style-type: none"> • include scored social benefits as part of tender evaluation • introduce targets for inclusion of scored social benefits • develop mechanism to monitor results through Procurement Oversight Group (POG) • explore a recognition system for contractors <p>all on-going to March 2020 and beyond</p> <p>Responsibility: Director of Operations</p>
<p>17. Deliver productivity and cash releasing efficiencies as set out in 2019/20 savings plans by March 2020.</p>	<ul style="list-style-type: none"> • Achieve the financial breakeven target of 0.25% or £20k (whichever is the greater) of revenue allocation by March 2020. <p>Responsibility: Senior Management Team (Director of Finance to co-ordinate)</p>

<p>18. Achieve the prompt payment targets for undisputed invoices for BSO throughout 2019/20.</p>	<ul style="list-style-type: none"> • The minimum standard of paying 95% of undisputed invoices within 30 days throughout 2019/20; • The 10-day target of 75% for undisputed invoices <p>(ongoing to March 2020)</p> <p>Responsibility: Chief Executive (Head of Shared Services to co-ordinate)</p>
<p>19. During 2019/20 review and test emergency preparedness and business continuity arrangements (incorporating EU Exit preparedness where appropriate).</p>	<ul style="list-style-type: none"> • Participate with PHA/HSCB in the annual review and validation of the Joint Emergency Response Plan; • Carry out annual desktop exercise in Legal, ITS and PaLS, along with corporate BSO exercise <p>(by March 2020)</p> <p>Responsibility: Director of Human Resources & Corporate Services</p>
<p>20. Commission a study of key HSC Leadership Centre programmes to demonstrate the link between leadership development and better outcomes for patients, clients and service users.</p> <p>[Carried over from Business Plan 2018-19 tbc?]</p>	<ul style="list-style-type: none"> • Academically validated study produced and formation of increased leadership development alliances by December 2019 <p>Responsibility: Chief Executive (Head of HSC Leadership Centre to co-ordinate)</p>
<p>21. Work with partner organisations to improve capacity and capability in the area of service and quality improvement.</p>	<ul style="list-style-type: none"> • Roll out of a new <i>Innovation and Accelerating Change</i>, training programme • Develop a new training programme <i>Leadership of Quality Improvement</i> (by March 2020) <p>Responsibility: Chief Executive (Head of HSC Leadership Centre to co-ordinate)</p>

<p>22. Develop and support digital solutions within the area of Family Practitioner Services.</p>	<ul style="list-style-type: none"> • Subject to DoH approval of business case, assist in the drafting of system specification documentation in for the electronic transfer to clinical records between General Medical Practitioners by March 2020. • Develop implementation plan for electronic submission of bowel screening results with PHA by March 2020 <p>Responsibility: Director of Operations</p>
<p>23. Implement a transformation plan in relation to Payroll Shared Services.</p> <p>[carried over from BSO Business Plan 2018/19]</p>	<ul style="list-style-type: none"> • Complete plan by December 2019. <p>Responsibility: Chief Executive (Head of Shared Services to co-ordinate)</p>
<p>24. Further refine the HSC pre-employment checks process through the Performance Improvement work-stream of the Strategic Resourcing Innovation Forum (SRIF).</p>	<ul style="list-style-type: none"> • Include the implementation of streamlined process for movement of appointees already working in the HSC by March 2020 • Undertake research and develop a plan for a technological solution to facilitate a 'passport' style approach by March 2020 <p>Responsibility: Chief Executive (Head of Shared Services to co-ordinate)</p>
<p>25. Continue to develop IT audit capability.</p>	<ul style="list-style-type: none"> • Identify key target areas in 2019-20 Internal Audit programme for particular data analytic work by June 2019 • finalise IT audit strategy by September 2019. <p>Responsibility: Director of Finance (Head of Internal Audit to co-ordinate)</p>

<p>26. Implement a two-year plan towards achieving Centre of Excellence status in Credit Management in 2020.</p>	<ul style="list-style-type: none">• Chartered Institute of Credit Management (CICM) Quality Re-Accreditation• Centre of Excellence application submitted <p>by December 2019</p> <p>Responsibility: Chief Executive (Head of Shared Services to co-ordinate)</p>
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BSO Corporate Objective 4: *Help Our People Excel at What We Do*

Key Priorities / Targets	Key Actions
<p>27. By 30 June 2019, 90% of staff to have had an annual appraisal of their performance in 2018/19 and an agreed personal development plan for 2019/20.</p>	<ul style="list-style-type: none"> • Monitor through BSO Corporate Scorecard and HR reporting (by June 2019) <p>Responsibility: Senior Management Team (Director of Human Resources & Corporate Services to co-ordinate)</p>
<p>28. Achieve the corporate attendance management targets as set by DoH (to be confirmed).</p>	<ul style="list-style-type: none"> • DoH⁵absence target achieved by March 2020 <p>Responsibility: Senior Management Team (Director of Human Resources & Corporate Services to co-ordinate)</p>
<p>29. Support BSO in becoming an Employer of Choice through investment in the development and recognition of staff.</p>	<ul style="list-style-type: none"> • Develop and implement an action plan to address points raised from Investors in People (IiP) feedback report by September 2019 • Develop and implement BSO Health and Wellbeing Strategy and Action Plan by December 2019 • Promote and roll out Values Based Awareness Sessions to support implementation of Collective Leadership approaches by December 2019 • Develop Talent Management Strategy by March 2020 <p>Responsibility: Director of Human Resources & Corporate Services</p>

⁵ Target to be calculated in accordance with DoH guidance

RESOURCING THE PLAN 2019/20

1. Introduction

- 1.1 This section of the plan sets out the anticipated financial context for 2019/20 and describes the expected income and expenditure position for the year.

2. Income

- 2.1 BSO earns its income from provision of services to a range of HSC organisations including the HSC Board, HSC Trusts and other HSC Agencies and Bodies. It also administers funds on behalf of other organisations such as DoH and the HSC Board.
- 2.2 A BSO Service Offering, which contains information on all of the services we deliver to clients, is compiled and issued to customers on an annual basis. This document, importantly, outlines the efficiencies that each service area offers to its client base. BSO undertakes a series of bi-lateral meetings with clients to discuss services provided and any cash and non-cash efficiencies for the new financial year. These efficiencies are incorporated into the final 2019/20 Service Offering which drives the preparation of the Service Level Agreements (SLAs) for 2019/2020.
- 2.3 The expected income from HSC SLAs is £56m. This includes a level of assumed pay and price uplift up of 6.63% for 2019/20. The pay and price uplift for 2019/20 has been impacted by the significant increase in employers superannuation contributions in 2019/20, as well as the impact of the 2018/19 pay award. Currently we are assuming a 1% pay award for 2019/20 - based on NHS pay agreements the final percentage awarded could be higher but this will impact equally on both income and expenditure and will not therefore affect our break-even projections.

- 2.4 The BSO also receives funding from DoH in respect of the core services it delivers to both the DoH and other HSC Organisations, for example the HSC pensions service and the Clinical Education Centre (CEC). On 30th March 2019, BSO received notification of a 2% reduction to our non ring fenced allocation from the DoH – equating to a reduction of around £70k. We have submitted a savings plan to DoH to address this reduction, and this is reflected in the tables in Annexe A.
- 2.5 In addition to the funding sources described above, there are a number of other areas from which BSO derives income. These include services such as the regional interpreting service, miscellaneous Legal recharges and staff recharges which attract an additional £8m annually.
- 2.6 The BSO, through its Procurement and Logistics Service (PaLS), manages stock issues for the HSC Organisations. This fluctuates with demand and turnover is estimated at c£47m, based on 2018/19 expected full year activity. There is no surplus or deficit anticipated in these transactions.
- 2.7 The regional ITS Programme revenue and capital expenditure, commissioned by the HSC Board, is also administered through the BSO. The revenue expenditure, which is recharged in full to the HSC Board, is expected to be in the region of £15.9m in 2019/20. Any capital expenditure is funded by way of Capital Resource Limit (CRL) funding from DoH and this varies depending on Departmental priorities. Funding for 2018/19 was around £8m.
- 2.8 In addition, the BSO administers expenditure on (Non-Core) Services on behalf of the DoH such as Nursing Bursaries, NI Infected Blood Scheme and Healthy Start programme expenditure. This expenditure is funded by way of RRL funding and is in the region of £20m per annum.

3. Expenditure

- 3.1 This section deals with the projected expenditure in 2019/20. Assumptions around overall cash releasing efficiencies and an estimated inflationary uplift have been incorporated into the overall expenditure budgets.
- 3.2 Detailed budgets will be agreed with BSO Directorates and final budgets will be provided for approval to the BSO Board in May 2019.
- 3.3 It is assumed that the non-core expenditure related to the regional ITS Programme, PaLS Trading and those services administered on behalf of DoH and others will be fully funded.

4. Income and Expenditure Position

- 4.1 Based on the current income assumptions and the anticipated expenditure budgets, the combined income and expenditure position for 2019/20 is shown in Table 1, overleaf.
- 4.2 It should be noted that these figures do not reflect any extension of the services of BSO, as these will be negotiated separately with customers and built into the SLAs.

TABLE 1 – BSO Budgeted Income and Expenditure Position 2019/20

	Core Services	Non Core Services	BSO Total
	£'000	£'000	£'000
Income Sources:			
Management fees / SLAs	55,882		55,882
RRL- core services	7,996		7,996
RRL - non core services		19,677	19,677
Other Income	3,081	4,664	7,745
ITS programme		15,000	15,000
PaLs Trading		47,000	47,000
Total Income	66,958	86,341	153,299
Expenditure:			
Pay and non-pay budgets	66,958		66,958
Administered expenditure		86,341	86,341
Total Expenditure	66,958	86,341	153,299
Surplus / (Deficit)	0	0	0

5. Conclusion

- 5.1 The resultant position is an anticipated breakeven position for 2019/20 based on assumptions made regarding the levels of income, expenditure and ability to deliver the assumed efficiencies in the year ahead.