



## **International Keynote:**

**Northern Ireland Civil Service –  
The Creation of a Multi-Functional Shared  
Service Organisation to Drive Efficiencies In  
The Public Sector**

**Paul Wickens**  
*Chief Executive*  
*NICS Enterprise Shared Services (UK)*



# The background.....

## Northern Ireland Context



- **Population: 1.7 million**
- **12 Government Departments, 25,000 civil servants**
- **Devolved Executive and Assembly since May 2007**



**Rating Reform**



**Local Government Reform**



**Health Reform**



**NICS Reform**



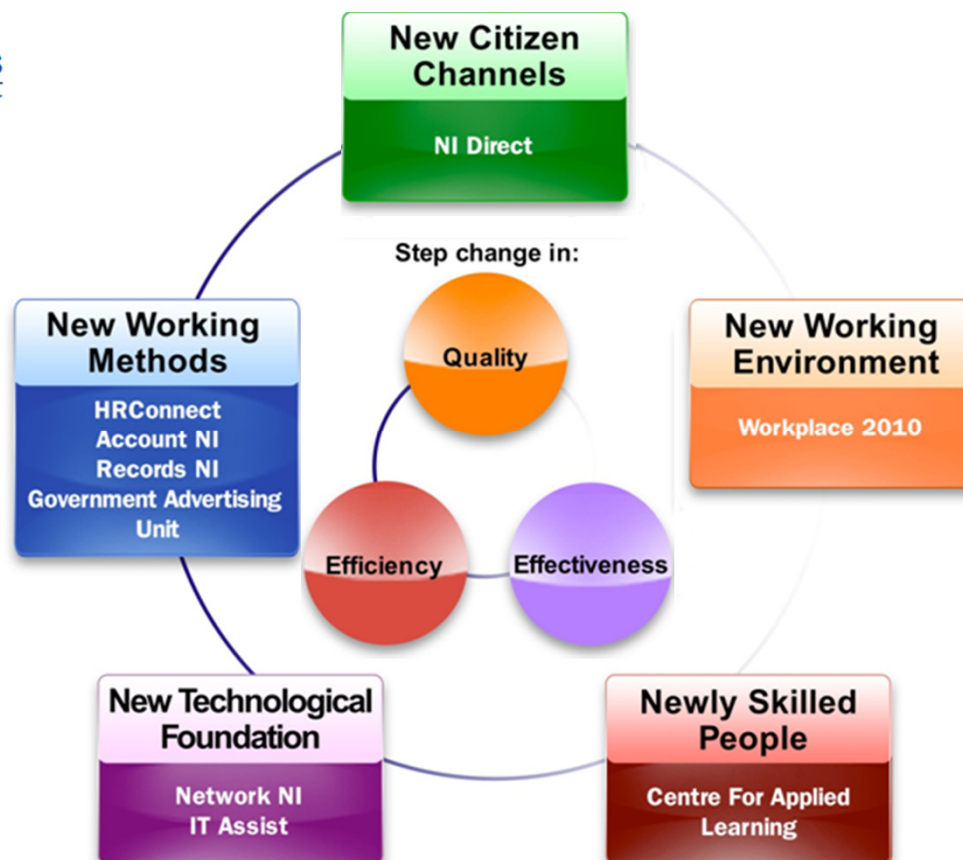
**Education Reform**



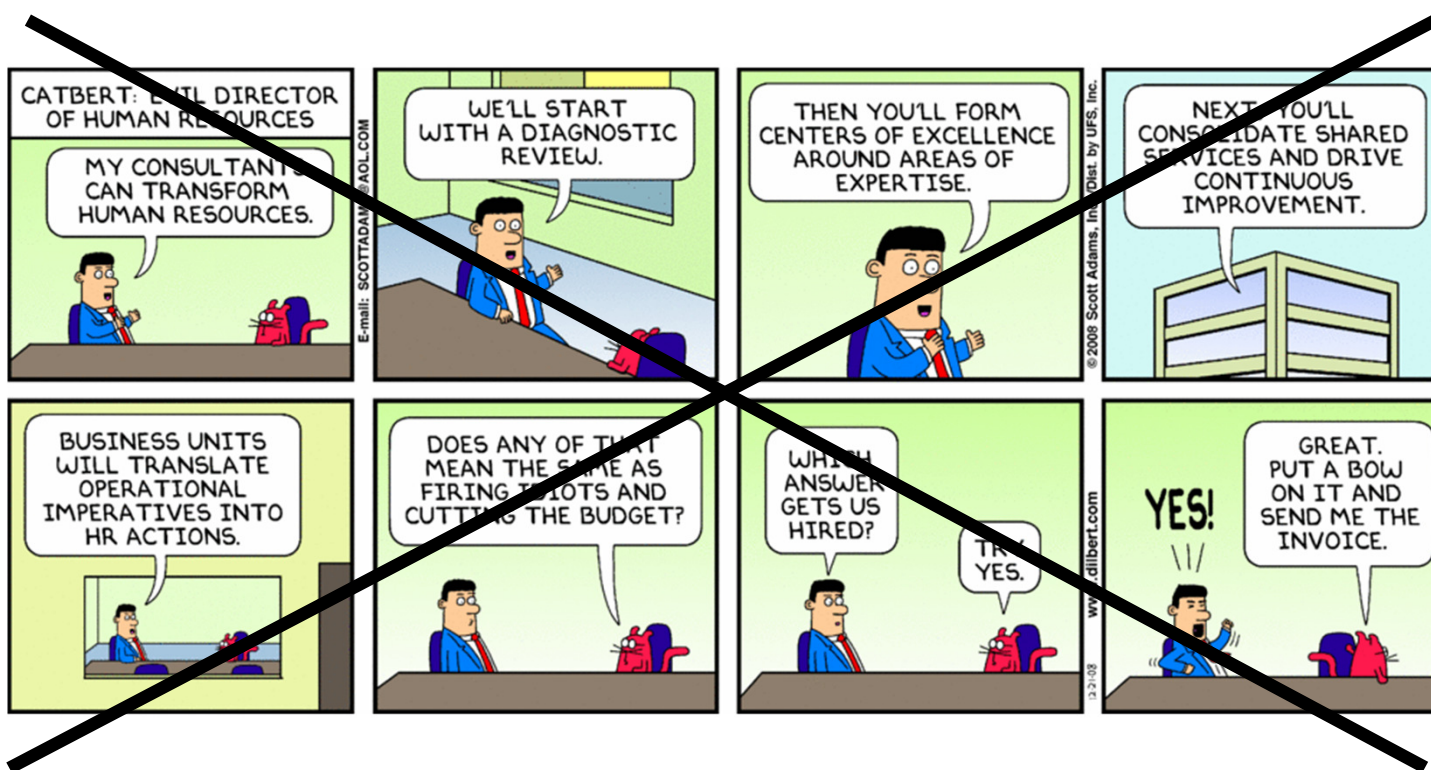
**Welfare Reform**

# Civil Service Reform

Delivery of better public services by improving our capacity and providing the necessary technology and facilities.

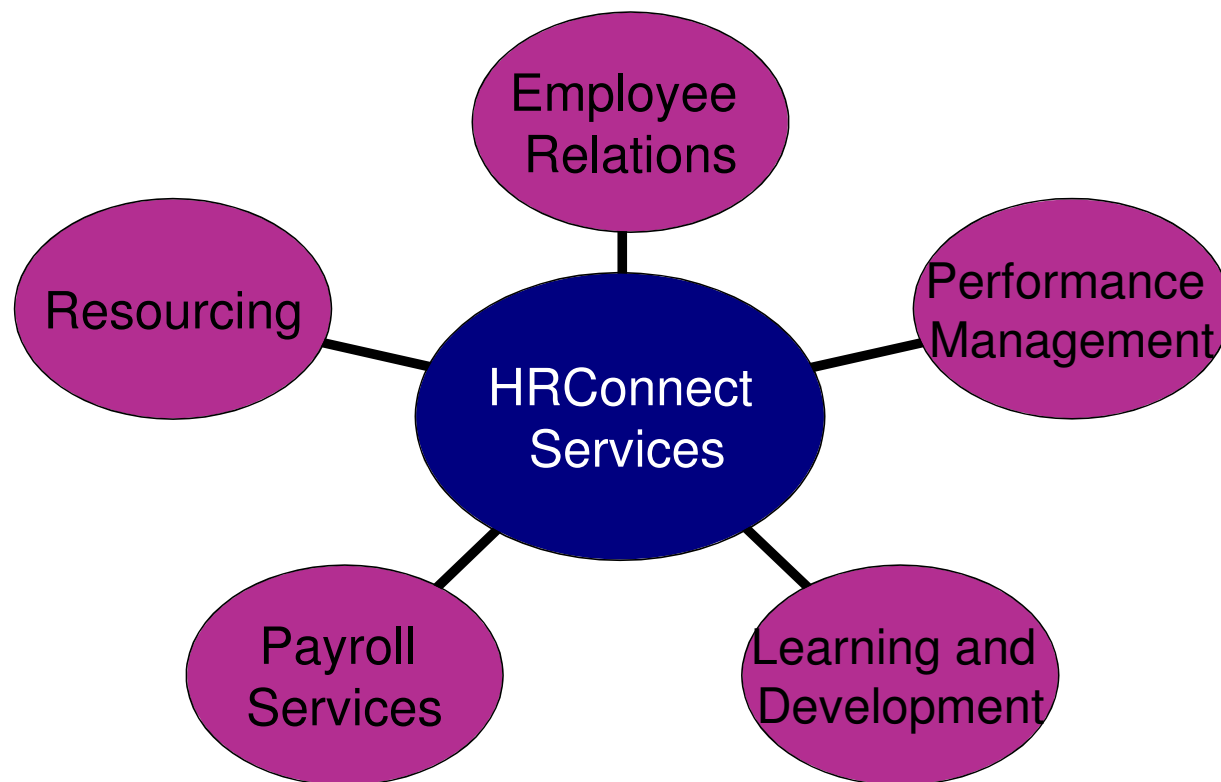


# What is HRConnect?



- HRConnect is the new way of delivering Human Resource Services to all employees

# The HRConnect Services



## Objectives of Transformation

- Place and maintain the NI Civil Service in the top quartile of public sector employers in the UK in terms of HR service delivery costs per employee and quality of service
- Through innovation and continuous improvement, reduce the overall cost of HR services
- Single source of data for NICS
- New ways of working – effecting a cultural change in working behaviours
- In-built inefficiencies eradicated





# Strategic Partnership

- NICS entered into a Strategic Partnering Agreement with Fujitsu Services Limited – with Capita Business Services Ltd, PricewaterhouseCoopers LLP (PwC) and Oracle Corporation UK Ltd. as sub-contractors
- Contract Value - £185 million
- Set of 60 Service Levels which determine monthly service charges and which are divided across 4 categories
  - ICT Services, SSC Performance, Resourcing and Pay

# What is NI Direct ?

**nidirect.gov.uk**

All the info... all in one place!

Customer Contact Centre



Flooding incident line



**nidirect**  
government services

[www.nidirect.gov.uk](http://www.nidirect.gov.uk)



Supporting channels  
SMS, Mobile Apps



**nidirect**  
government services

- Shift as many contacts as possible to the website
- Increase the number of online services available
- Move as many calls as possible from an office environment into a contact centre environment
- Rationalise the published contact numbers to a limited range of '0300' based service numbers
- Re-launch '101' as the central government general enquiry number
- Promote the '66101' SMS text number for all government campaigns





# The benefits and achievements.....

## Key benefits (1)

Programme	Key Benefits	Level of Capture	Type
Account NI	Greater assurance in financial management Increased customer satisfaction Increased supplier satisfaction Increased compliance with Managing Public Money and Internal Audit Contained/reduced cost of financial transactions	Dept NICS NICS Dept NICS	Satisfaction Satisfaction Satisfaction Satisfaction Cost
RecordsNI	Improved management of records Greater assurance in records management Reduced physical file administration Improved compliance with legislative requirements Reduced cost of document storage	Dept Dept Dept Dept Dept	Satisfaction Satisfaction Cost Satisfaction Cost
Centre for Applied Learning	Reduced cost of generic training Increased end-user satisfaction Increased strategic NICS capacity to support change Improved Stakeholder Satisfaction with generic training	NICS NICS NICS NICS	Cost Satisfaction Satisfaction Satisfaction
HR Connect	Reduced cost of HR per employee (inc retained HR) Improved management information Increased satisfaction with HR Services Reduced end-to-end time for external recruitment and internal resourcing	Dept Dept Dept Dept	Cost Satisfaction Satisfaction Time

## Key benefits (2)

Programme	Key Benefits	Level of Capture	Type
IT Assist	<p>Reduced cost of ICT provision</p> <p>Increased end-user satisfaction with support service</p> <p>Greater assurance in all aspects of the governance of the service</p>	<p>NICS</p> <p>NICS</p> <p>NICS</p>	<p>Cost</p> <p>Satisfaction</p> <p>Satisfaction</p>
NetworkNI	<p>Improved assurance in service management &amp; support to line business apps</p> <p>Reduced NetworkNI operation cost per Mb</p> <p>Improved service</p> <p>Reduced network accreditation costs</p>	<p>NICS</p> <p>NICS</p> <p>NICS</p> <p>NICS</p>	<p>Satisfaction</p> <p>Cost</p> <p>Satisfaction</p> <p>Cost</p>
NI Direct Telephony	<p>Increased 'one and done' contact resolution rate</p> <p>Improved quality of contact experience for citizens</p> <p>Increased satisfaction with management information on customer contact</p>	<p>NICS</p> <p>NICS</p> <p>NICS</p>	<p>Satisfaction</p> <p>Satisfaction</p> <p>Satisfaction</p>
NI Direct Online	<p>Reduced cost of external web hosting, support and maintenance</p> <p>Greater assurance in the security of websites and online applications</p> <p>Increased citizen satisfaction with online services</p>	<p>NICS</p> <p>NICS</p> <p>NICS</p>	<p>Cost</p> <p>Satisfaction</p> <p>Satisfaction</p>

## Reform Achievements

- **Account NI** (in-house + strategic partner)
  - Supporting faster closing of Accounts & prompt payments
  - 1.7 million invoices paid to date, value £7.6 bn
  - Makes over 550,000 payments annually
  - Achieving over 90% payments within 10 days
- **IT Assist** (in-house)
  - More than 90% of 18,500 service requests completed within target (2010/11)
  - Reduced basic IT cost per user by 40%, from £1500 to under £900
  - Consistently achieving a customer satisfaction rating of over 90%.
- **Records NI** (managed service provider)
  - 15,500 users; over 12 million documents stored
- **Network NI** (managed service provider)
  - Over 300 sites networked
  - Facilitated major improvements in information sharing between NICS and other public bodies
  - 60% reduction in cost per megabyte

## Reform Achievements (2)

- **HR Connect** (outsourced)
  - Fully integrated electronic HR service
  - Ratio of HR staff to employees reduced from 1:32 before HR Connect to 1:64 in 2009/10, releasing approx 450 civil servants from routine HR transactions
  - Overall cost of HR maintained at 2005/06 prices
  - Delivers approx 32,000 payroll payments per month, with accuracy consistently at 99.9%
- **Centre for Applied Learning** (in-house + training contracts)
  - Centralised training provider for the Northern Ireland Civil Service and other public sector bodies
  - Improved access to a wider range of high quality, cost effective courses for civil service staff
  - Over 11,000 staff trained in 2010/11, with satisfaction levels averaging 92%
  - Provides a number of courses/programmes accredited as nationally recognised qualifications (over 2,200 qualifications achieved to May 2011)



## Reform Achievements (3)

- **Government Advertising Unit** (in-house)
  - Provides specialist expertise in the management of advertising to improve value for money, effectiveness and governance
  - In 2010/11, 14 live campaigns worth £1.52 million were directly managed and more than 5,500 public notices worth £2.1m were placed.
  - Delivered estimated savings of more than £1 million to the public sector during 2010/11.
- **Workplace NI** (planned as PFI but procurement suspended late 2008)
  - 2009 Dept. Culture, Arts & Leisure move to HQ refurbished to Workplace NI standards - 30% space saving
  - Over 1,400 workstations now available at the new standard
  - Prioritised programme of further strategic works underway aimed at reducing the footprint of the office estate and improving the poorest accommodation



The vision.....

## Creating the vision

- Need to move from “*Changing for the better*” to something new – “*better together*”
- “People own what they co-create”

– Prof. Joe McDonough (Trinity College Dublin)

# Integrating Shared Services

- The business case mandated:
  - Greater clarity on accountability
  - Sharper focus on the customer experience
  - Enhanced level of collaboration, co-ordination and integration
  - Improved efficiency through rationalisation and co-ordination of specific skills e.g. contract and supplier management
  - Opportunity to benchmark and share best practice

## What did we do initially?

- ☑ Establish “as is” organisation on 01 January 2010
- ☑ No disruption to customers – “business as usual”
- ☑ Resolve residual implementation issues & deliver quick wins
- ☑ Move quickly from project to service mode
- ☑ Build confidence and manage expectations
- ☑ Created the vision
- ☑ Established ESS on 01 April 2010
- ☑ Some centralisation and restructuring
- ☑ Implement new governance arrangements
- ☑ Develop communications strategy

# Moving to World-Class

- **Customer Experience:**
  - “The customer’s perceptions and related feelings caused by the one-off and cumulative effect of interactions with a supplier’s employees, systems, channels or products.”
- **Customer Experience Management**
  - “The practice of designing and reacting to customer interactions to meet or exceed customer expectations to increase customer satisfaction, loyalty and advocacy.”

• Gartner (2009)



## Customer experience...



Are our services  
easy to access ?

How well do  
the systems work?

How do we deal  
with your problem?

**NISRA Panel Study and Millward Brown research**

## Service improvements...

### Account NI

- ✓ E forms
- ✓ Reporting capability
- ✓ Review of matching process
- ✓ Real time catalogue access
- ✓ Review of portal

### HRConnect

- ✓ Employee relations case mgt
- ✓ Complaints procedures
- ✓ Portal/home page redesign
- ✓ OHS referral process
- ✓ Change management

### IT Assist

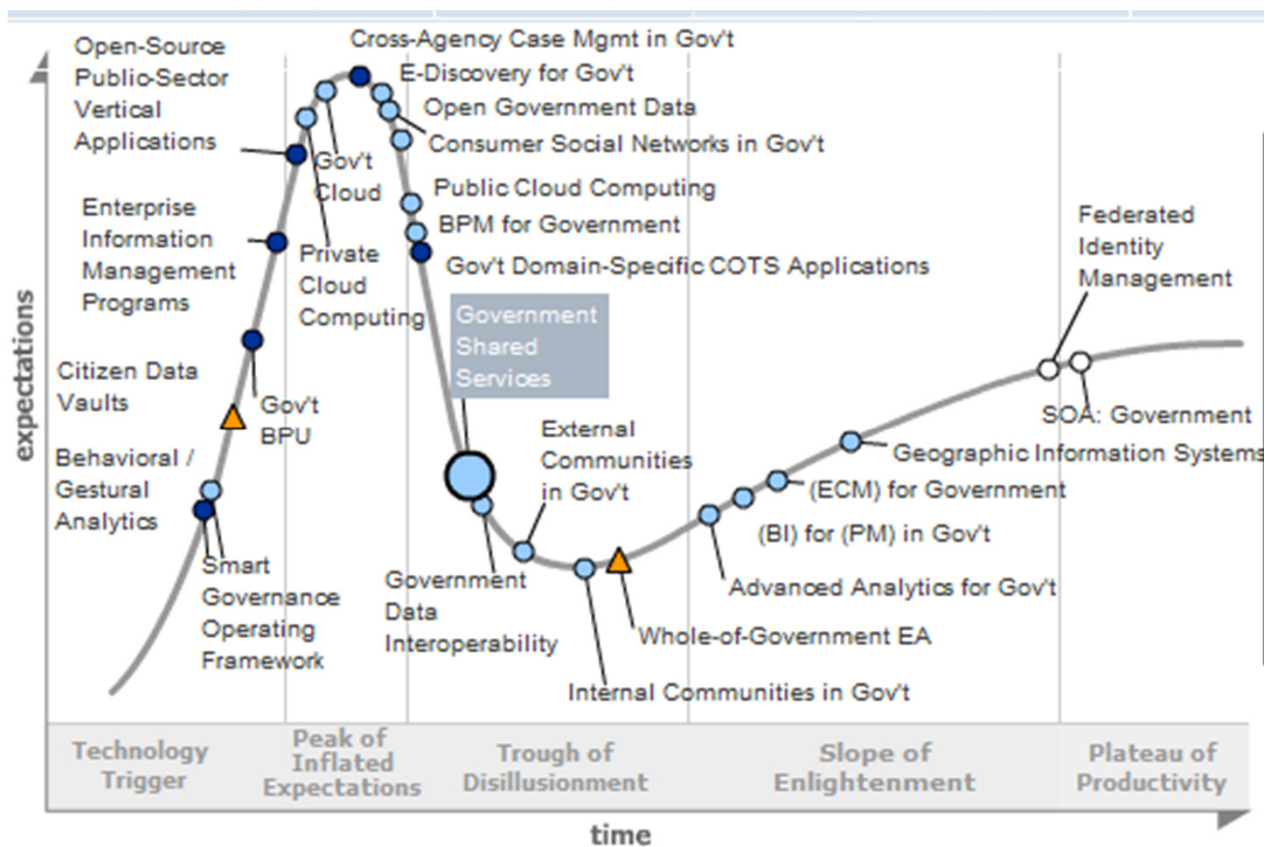
- ✓ Self service/self help
- ✓ TRIM front end/search facility
- ✓ Roll out of IP telephony
- ✓ Print management

### ESS

- ✓ Customer improvement plan
- ✓ Joiners, movers, leavers
- ✓ Quality Programme
- ✓ Looking to the future – the next generation!



# Gartner Hype Cycle for Government Transformation, 2011

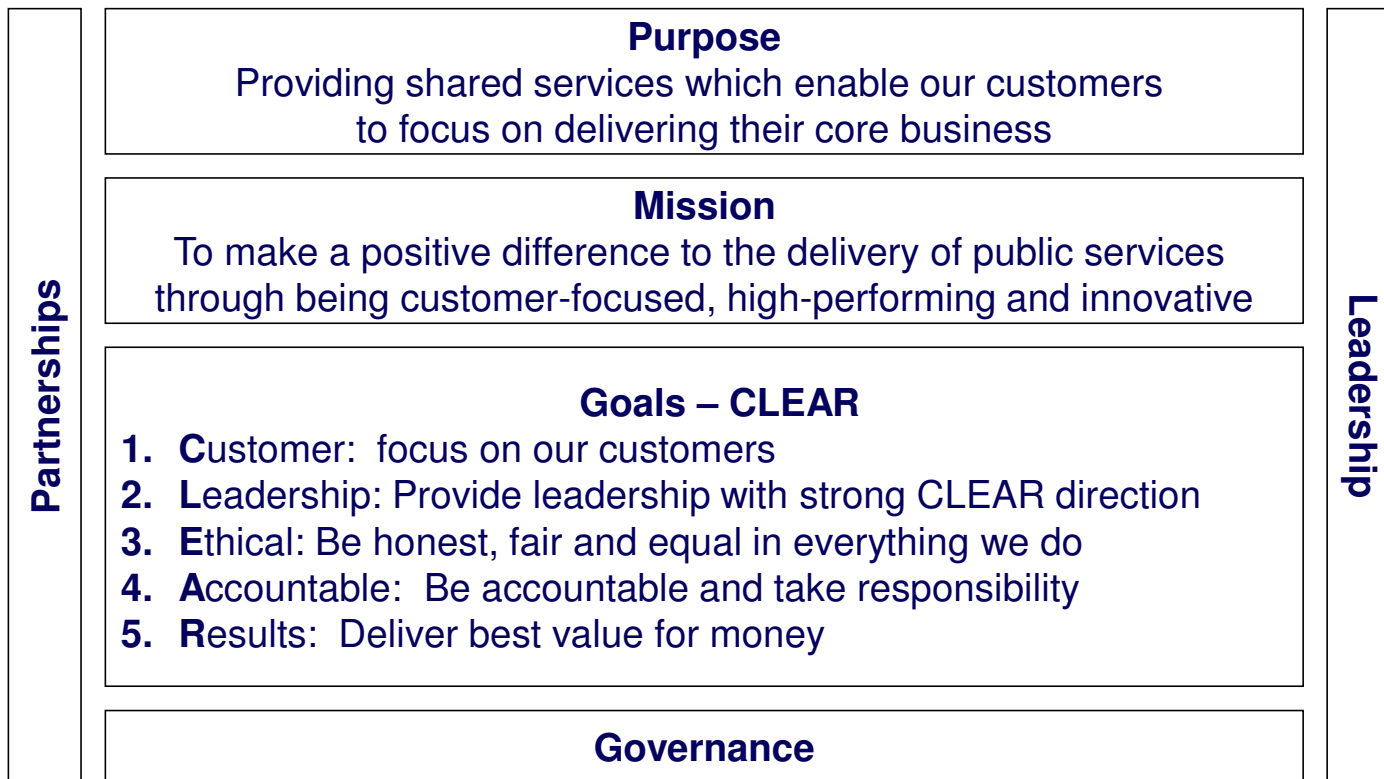


Plateau will be reached:

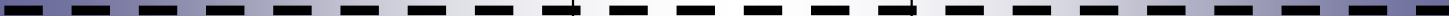
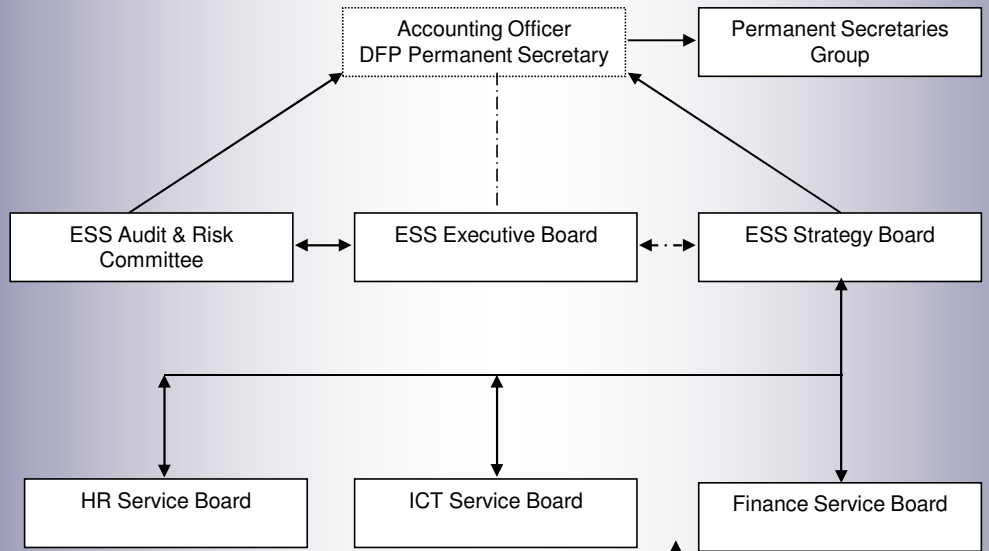
- less than 2 years
- 2 to 5 years
- 5 to 10 years
- ▲ more than 10 years
- ⊗ obsolete before plateau



## Strategic Direction



# Governance Arrangements



Management of Operations and Service Delivery

**Relationship / Account / Service Management**

**Operations Performance Management**

**CHANGE**  
Strategy  
Policy  
Needs  
Requirements  
Perception

**SERVICES**  
SLAs  
KPIs  
Quality  
Finance  
VFM

## 5 Common Pitfalls of Restructuring

Gartner (2010)

1. Forgetting About Strategy
2. Big-Bang Expectations
3. Ridden by Turf Battles
4. Political Tension Over Job Preservation
5. Delivery Constraints





The conclusions.....

## 5 Top Tips

1. Know where you are going and what you are trying to achieve - articulate and repeatedly communicate your vision
2. Ensure a strong political mandate - you will fail without this
3. Develop a strong, cohesive top team - you need to depend on them
4. Be tenacious and even bloody-minded in driving change - you have to break a few eggs to make an omelette
5. Hybrid models can work in the public sector - but take a partnership approach to your contract management

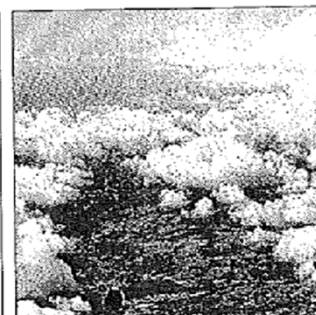
## Heads in the clouds?

## Clouds on the horizon give Ireland plenty to celebrate

It could perhaps only happen in Ireland, but the delightful West Cork town of Skibbereen – famous for its local paper warning the Tsar and “all such despotic enemies” that it would “keep its eye on” them in 1898 – has just held a festival to celebrate clouds.

Claimed as the world’s first such event, the occasion was for people who feel the formations “are unjustly maligned” and that “their contemplation benefits the soul”. Delegates pledged to “fight ‘blue-sky thinking’ wherever we find it” (whether they have yet had a go at David Cameron’s Steve Hilton is not known) and urged people “to live life with your head in the clouds”.

It was put on by the Cloud Appreciation Society, which boasts more than 27,000 members in 84 countries, including member 4,599, a London-based Pyrenean sheepdog called Dibba that apparently “spends most early mornings and



**Familiar friend: cloud cover**

evenings out on the fire escape looking upwards”.

The society has already scored one skybreaking success – the discovery of the first new form of cloud in half a century, dubbed “asperatus” after the Latin for “making rough”, because it is supposed to look like a sea surface on a stormy day.

The shindig opened with a “cloud-spotting session” that proved singularly straightforward. There was only one cloud to be seen, but it covered the entire soggy Irish sky, dropping rain all day – a “drizzling altostratus”, since you ask.

*Daily Telegraph 03 Sep 11*

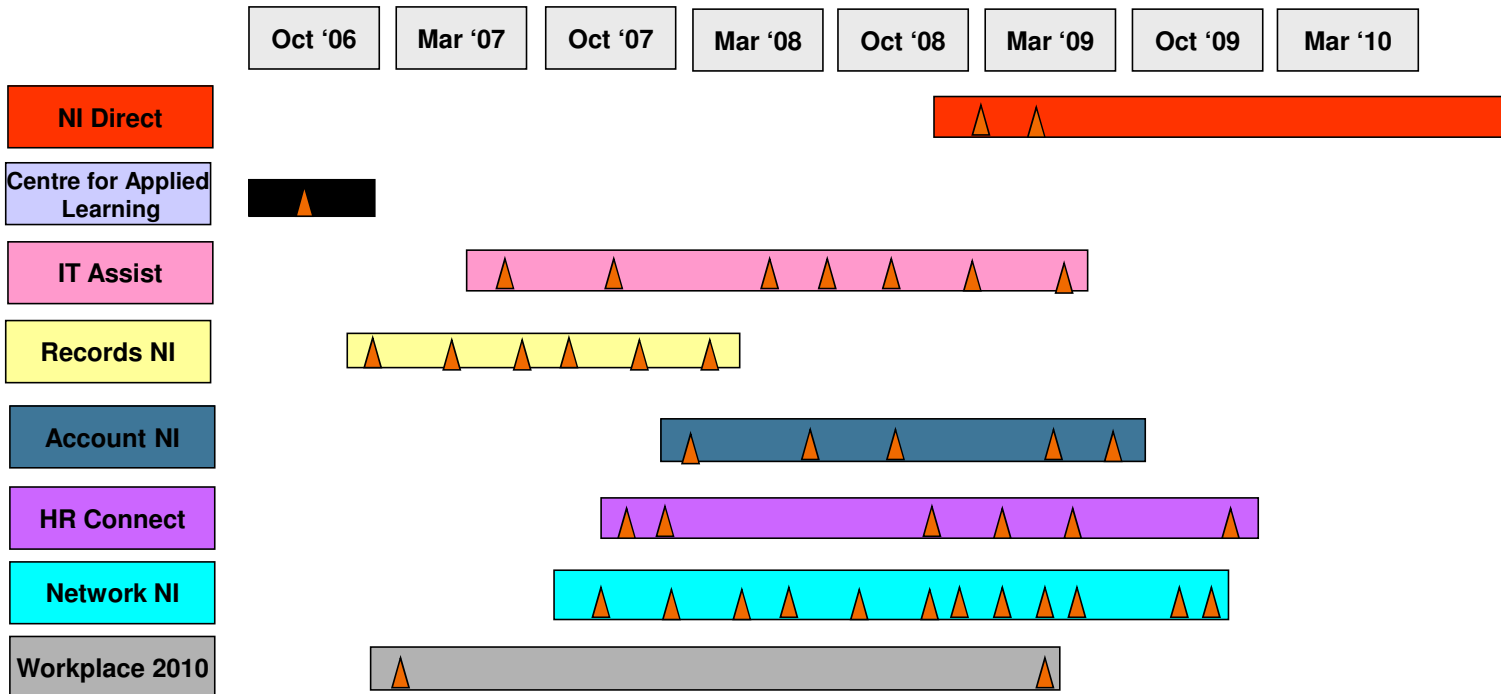


Thank-you



## Delivery timetable

8 major programmes across 11 departments phased over 3 years



## Areas of focus

- **Communications** – Internal, External, Marketing, Branding and Stakeholder Management
- **Governance** – Business Support and Planning, Corporate Services, Risk, Benefits and Information Management
- **Finance** – Funding and Charging
- **Change Management** – Premises, People and Processes
- **Customers** – Customer Experience Management, Customer Base, Standards, Satisfaction, Organisational Reputation and Profile
- **Quality Improvement Programme**

# Why Enterprise?

**Initiative / go-ahead:**

Readiness to embark on bold new ventures

**Enterprise**

**Organisation:**

A group of people who work together

**Endeavour:**

A purposeful of industrious undertaking  
- especially one that requires effort and boldness

## Strategic Direction

### Goals – CLEAR

- 1. Customer: focus on our customers**
  - Put customer experience at the heart of everything we do
  - Demonstrate that we care
  - Be recognised for how we listen, understand and respond to our customers
- 2. Leadership: Provide leadership with strong CLEAR direction**
  - Be recognised for how we listen, understand and respond to our staff
  - Deliver improvement through innovation
  - Be respected as a trustworthy delivery partner
- 3. Ethical: Be honest, fair and equal in everything we do**
  - Act fairly and respectfully
  - Demonstrate honesty, integrity and impartiality in everything we do
  - Be committed to the highest standards of public service
- 4. Accountable: Be accountable and take responsibility**
  - Demonstrate best practice in our governance arrangements
  - Own and resolve problems
  - Manage the right risks effectively
- 5. Results: Deliver best value for money**
  - Be recognised as a high-performing service delivery organisation
  - Demonstrate equity in terms of cost of service and charging arrangements
  - Achieve efficiencies and benefits through synergy and integration