Focus on Delivery

Sir Malcolm McKibbin
Head of the NI Civil Service
11 October 2016

Outcomes & Impact 2016
Belfast Waterfront
1990s
Strategic Context

• Sustained period of devolution since 2007
• Stormont House Agreement - December 2014
• A Fresh Start - November 2015
• New Assembly/Executive/Opposition - May 2016
• New political dynamic
• NICS - largest change programme since 1973
• UK EU Referendum - June 2016
NICS Context

• 17% reduction in NICS posts
• Voluntary Exit Scheme: >£150 million
• Wider public sector: 3,900 estimated exits
• NICS Departments reduced from 12 to 9
• Digital transformation: 16 x 16 +
• Cross-cutting reform
• OECD report
• Outcome-based Programme for Government
Programme for Government

Improving well-being for all –
by tackling disadvantage and driving economic growth

• Describes the society we aspire to
• Outcome-based approach
• Supported by Investment, Economic and Social Strategies
• Sets the direction of travel
• Pace heavily influenced by the Budget
Why bother?

FM & dFM

“We believe a different approach is needed..... [which] focuses on the impact on our people rather than the actions we take within Government. ...for this to work effectively, we need a cohesive Executive working to deliver for all... [and]a system of Government that works across boundaries, organisations, groups and communities for the common good.”
The Leadership Challenge

- Agents of change not victims
- Leaner, confident, agile & responsive
- Delivering services in different ways
- Greater sense of awareness of the new political dynamic
Role of the Civil Service

It is to serve the government of the day well, delivers its Programme for Government and remain fit for purpose to serve future governments effectively.
NICS of the Future

NICS Board Commitment

- Well Led
- High Performing
- Focused on Outcomes
In the Boardroom

• Changing the conversation
• Setting a corporate, more strategic agenda
• Better balance between strategic leadership and traditional governance
• 360 assessment - individual & collective
• Focus on 3-4 high impact ‘crunchy’ actions
Developing SCS capability

- Releasing dormant energy and capability
- Grade 3 & 5 leadership development programmes
- Roll-out of the 360 assessment to Grade 5s
- Mentoring for SCS feeder grades
- SCS gender diversity targets
Developing the NICS

• Behaving in line with our core values – integrity, honesty, objectivity & impartiality
• Improving staff engagement
• Empowering people & building strong teams
• Greater risk appetite
• Managing performance better
What others can expect

• A relentless focus on delivery and outcomes
• A more open and collaborative approach
• Cross-departmental, cross-sectoral working
• Disrespecting boundaries
• Greater involvement in co-design/delivery of services/actions contributing to the achievement of PfG outcomes
Building on Success
Coming up...
“Opportunities are rarely offered; they’re seized”

Do I believe:

• we need to seize this opportunity?
• we have a better chance of success by working together?
• we have a responsibility to give this our best shot?
• we can do this and do it very well?

Absolutely