

Women's Leadership Initiative Programme 2015/16**Recommendations on How to Embed Innovation into the Northern Ireland Public Sector****1. Culture and Behaviours**

Public bodies should consider:

- a) customer driven approaches;
- b) that innovation is integral to performance frameworks;
- c) that leadership is essential to develop effective behaviours;
- d) celebrating success; and
- e) improving representativeness and diversity within leadership roles.

2. Capabilities

Public bodies should consider:

- a) taking a flexible approach to staff learning and development, for example:
 - i. establishing a cross-departmental, best practice central database and knowledge centre
 - ii. enable skills sharing through, for example, peer review, tailored mentoring programmes, secondment/work experience (on a cross-sectoral basis) and consider widening the interchange programme to include more private sector organisations
 - iii. make use of new technologies to facilitate, for example, flexible/remote working conditions as this may help to retain experienced and skilled staff
- b) the standardisation of terms and conditions – the interoperability of terms and conditions creates a more mobile workforce; and
- c) establishing a cross-Departmental outcomes based framework.

3. Leadership and Governance

Public bodies should consider:

- a) community planning;
- b) business analytics and big data;
- c) recruiting proven innovators;
- d) budget; and
- e) faster responses.

PRACTICAL EXAMPLES OF BEST PRACTICE AND INNOVATION IN ACTION:

Organisation:	Business Services Organisation
Innovation in action:	'Big Data', shared services and transformation
Results:	<p>Transformation - BSO implemented the transition to regional shared services for finance and is currently transitioning to HR shared services. The transfer of the provision of these services away from delivery at local HSC organisations to regional Shared Services across HSC has delivered improvements in the reduction of staff resources required and introduced modern technologies whilst delivering improvements in the timeliness of payments to Suppliers.</p> <p>Northern Ireland Electronic Care Record - delivery of a radical change in how Health Care professionals work in NI by linking patient records so that Health Care professionals can access a critical mass of identifiable information which is now digitally accessible. This has resulted in improving the quality, safety and efficiency of care and practice and reducing unnecessary testing of patients.</p> <p>'Big Data' - the use of data analytics to support evidence based decision making has led to the identification of procurement savings through the provision of information to HSC organisations on how altering the type of items procured, alongside the identification of alternatives, can reduce costs within HSC organisations.</p>

Organisation:	Royal College of Nursing (RCN)
Innovation in action:	Organisational development and staff recognition
Results:	<p>The RCN has heavily invested in its staff as a driver of innovation and transformation e.g. RCN deliver a health and well-being programme, a dignity at work approach, favourable terms and conditions, effective staff appraisals and performance management and actively encourage staff continuous professional development. In addition, RCN also delivers a staff awards series, short term experiential placements, a learning zone, an up to date library and publication service, staff bursaries and loan scheme and an active learning zone. All of these have contributed to RCN's successful IIP Gold Award standard award and national recognition as one of the best 100 best not for profit companies to work for.</p> <p>Innovation also been achieved by delivery of a new CRM system to manage member engagement in a more proactive way and improve business processes. IT systems have been developed to help improve efficiency and interaction with members.</p>

Organisation:	Office of the Civil Service Commissioners
Innovation in action:	Financial efficiencies and change
Results:	<p>The Office of the Civil Service Commissioners has undergone major transformation in the last 5 years, largely driven by efficiency pressures. The Commissioners have responded very positively to the need to change and saw this as an opportunity to strategically improve all aspects of its delivery model.</p> <p>The Civil Service Commissioners is a small Arm's Length Body within the Northern Ireland Office. In the past four years its budget has been reduced by around 30% which has forced huge change in relation to how it delivers its statutory duties and how it promotes public confidence in the Commissioners' role to ensure that appointment to the NICS is made on merit through fair and open competition.</p>

	A successful transformation has been achieved through positive leadership and communication, strong governance and accountability, effective systems and processes.
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Organisation:	Strategic Investment Board (SIB)
Innovation in action:	'Big Data' and deployment of resources/employment
Results:	<p>Approach to Service Delivery to SIB Clients - SIB's Asset Management Unit (AMU) strategy to help modernise the Government Office estate. In partnership with Government departments, AMU is focusing on methods to reduce the net cost of service delivery through the efficient use of public assets and to promote effective asset management processes that unlock value.</p> <p>Innovative approach to the use of public sector data - an example of this was the Big Data and Data Analytics Innovation Lab in which SIB supported DFP in the delivery of an innovation lab to promote evidenced-based reform. This project focused on collating data in such a way so as to allow Ministers to take evidence based decisions and examine investment based scenarios. SIB are currently working on other ways to make use of such data.</p> <p>Innovative deployment of resources - for example, placing a team into a Department to produce 40 business cases over a very short period of time. This was a new approach, that hadn't been tried before. It proved very effective with the Department in question achieving improved outcomes.</p>

Organisation:	South Eastern Health and Social Care Trust (SEHSCT)
Innovation in action:	Safety, Quality and Experience (SQE) and staff recognition
Results:	<p>Health and Social care are facing significant challenges, including a 6% growth in demand due to increasing elderly population with complex needs. In order to survive increase in demand it is necessary to innovate.</p> <p>SEHSCT is patient focused.</p> <ul style="list-style-type: none"> - Quality Improvement and Innovation Approach (QII) - Emphasis with staff on building will / building capability / delivering results. - Safety Quality and Experience (SQE) – Building capability amongst staff change in culture 'How we do things' duty not only to do their job but also to improve how they do their job. - No additional funding was used – innovation within current structures. - Has received national and international recognition. - Invested in physical space to support change 'Innovation Centre' - Leadership – Clear connection between strategy and formal accountability systems. Positive feedback about walkabouts and appraisal system. - Awards – Chairman's SQE awards, Annual QII awards – celebrate success. <p>INNOVATION:</p> <p>Diabetes - £400 million costs per year and increasing</p> <p>DNAV – 1st healthcare trust in the world to use new technology to enable patients to effectively manage their condition preventing unexpected demand in A&E.</p> <p>Developments with contact lens which will enable a nurse to operate a monitoring station and pre-emptively call patients whose blood sugar levels need managed.</p>

Organisation:	Antrim and Newtownabbey Borough Council
Innovation in action:	Transformation and change
Results:	<p>Antrim and Newtownabbey Borough Council (ANBC) was established on 1st April 2015 as a result of the merger of two neighbouring Councils within the context of local government reform in NI.</p> <p>Coupled with the merger were the ‘new powers’ given to Councils as part of new legislation – i.e. local planning, local economic and tourism development, off street parking and leading on the community planning process.</p> <p>Combining these two, represents a major reform of local government arrangements, however in addition to this, the Council has reshaped its operating model and focus, reduced costs, developing its people and improving and expanding services and outcomes for our customers and residents.</p> <p>Central to the Councils transformational journey is the achievement of our Corporate Vision to become a “Prosperous Place, Inspired by our People, and Driven by ambition.”</p> <p>It has focused on a number of objectives:</p> <ul style="list-style-type: none"> • Transform our culture and working practice • Transform our services • Collaborative working to achieve benefits for our community • Ensure our future financial viability as a Council. <p>Through visionary leadership and a determination to put people and outcomes ahead of organisational boundaries and bureaucracy, the Council have delivered considerable successes to our customers and our community.</p>

Organisation:	Driver and Vehicle Licensing Agency
Innovation in action:	Transformation using customer feedback and excellence
Results:	<p>Clear leadership from Chief Executive – Transformation programme with a clear vision.</p> <p>DVA innovation comes from customer focused approach.</p> <p>Investment in leadership team with training and development.</p> <p>Project to change core IT system which will enable improved service delivery to customers. New project management approach – AGILE – involved staff members and customers.</p> <p>Winners of Customer Excellence awards – helps to deliver innovation and involve staff.</p> <p>International Perspective – membership of international bodies so that best practice can be shared.</p> <p>European connections to share and obtain best practice.</p> <p>Clear understanding and management of risk.</p> <p>INNOVATION:</p> <p>Driver and Vehicle Licensing will have a new system which will enable members of the public to access improved online services.</p>

Organisation:	Department of Finance and Personnel
Innovation in action:	Innovation Lab, Programme for Government (PfG), transformational leadership, Shared Services and Voluntary Exit Scheme (VES)
Results:	<p>DFP have driven transformation and continuous improvement through a number of initiatives.</p> <p>Model for shared budgeting The Perm Secs Group meets weekly on Fridays for 'stocktake meetings'. There is a common drive to act more corporately and to be more agile and responsive to modernisation. To meet these challenges the Permanent Secretaries now meet monthly as the NICS Board. Malcom McKibbin as HOCS has encouraged a collaborative approach between Departments including shared resources.</p> <p>The Innovation Lab This Lab facilitates expert ideas, testing and agreement on major topics. Recently Dementia was a topic. There are 12 current topics.</p> <p>Public Sector Reform and Shared Services Measures for Public Sector Reform as endorsed by the Executive. There are 6 dimensions to the programme and 31 projects. Aspects include digitalisation to meet customers' needs and Shared Services are a significant recent outcome.</p> <p>Programme for Government The First Minister and deputy First Minister have agreed in principle that the next PfG will be more 'outcome-focussed', like the Scottish National Performance Framework. This has 16 key outcomes that are meaningful to the citizen.</p> <p>Voluntary Exit Scheme The VES means there are 300+ staff leaving the department, equating to 10%. The freeze on recruitment means an effective overall reduction in staff of 15%.</p>

Organisation:	Police Service of Northern Ireland
Innovation in action:	Service First Programme
Results:	<p>PSNI has been through a major transformation change programme (Service First), redesigning the way we manage demand with fewer resources. This was a significant programme of change which impacted both front line and back office functions. This transformation allowed senior management to be flexible and more responsive to dealing with their daily threat, risk and harm issues. This change programme focused on redesigning the processes which then led to a change in structures. This programme achieved savings of almost £10m in the first 2 years and improved its service delivery.</p> <p>Senior Executive Team then took the decision in 2013 to align with the Council RPA 11 Region structure. PSNI then embarked upon a structural change. Although this may have had IT and management on-costs moving from 8 to 11 Districts, it will harness improved working relations with our colleagues in the Council particularly in the area of Community Policing.</p> <p>PSNI continues to face austerity cuts along with other public sector organisations. Against the fiscal constraints PSNI continues to review its processes to ensure that it is operating efficiently and effectively. PSNI has embarked on an initiative obtained from Thames Valley Police Service, Priority Based Budgeting. This initiative is at inception stage but it is envisaged that this will identify further areas for improvement whilst realising financial savings.</p>

Other examples from WLI group or expert panel on the consultancy assignment day:

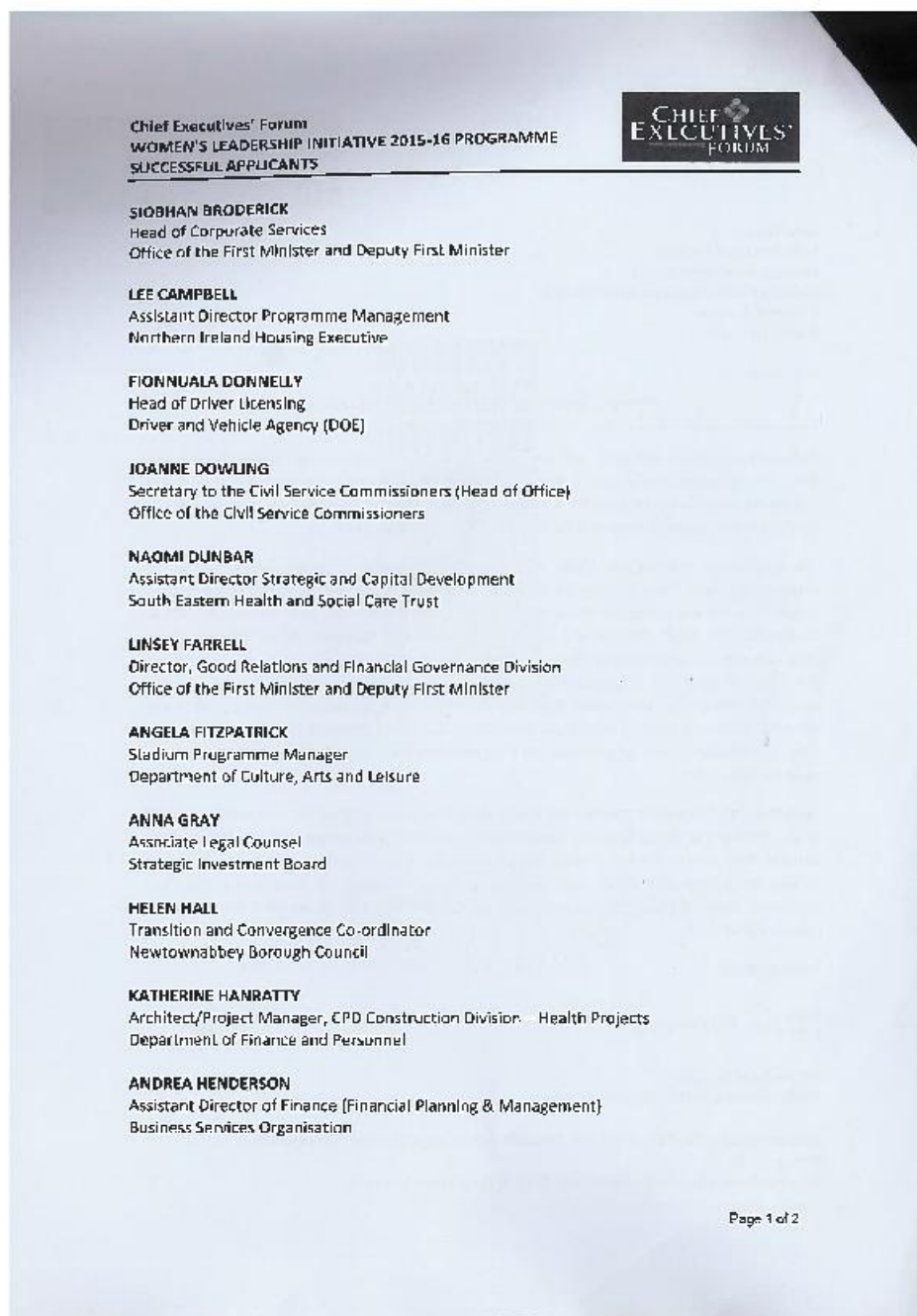
Organisation:	Invest NI
Innovation in action:	Work shadowing, staff recognition, innovative solutions
Results:	INI is continuing to innovate in order to improve service delivery and staff satisfaction including, for example, staff engagement surveys, work shadowing opportunities, benchmarking, promotion of award/recognitions systems etc.

Organisation:	DETI (Invest NI) / DARD (supported by SIB)
Innovation in action:	Innovative solution to problems – cross-departmental working (Poultry Litter Project)
Results:	The Small Business Research Initiative (SBRI) was used in order to address the NI poultry litter problem. The NI Poultry sector is a significant employer in Northern Ireland. As a by-product, there is a large amount of waste that needs a long term, sustainable solution for its disposal so as not to incur EU infraction fines. A cross-departmental team was assembled, the innovative SBRI route was identified, and this delivered significant savings and a number of potential solutions to the issue.

Organisation:	HSC Clinical Education Centre
Innovation in action:	Succession planning programme
Results:	This comprehensive programme includes an ongoing review of its products and services, staff capacity and capability. For example, by identifying potential increases in demand at an early stage, potential staff that are suitable for up-skilling can be identified and trained in order to meet that demand without the need to employ new staff and the associated costs.

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