

About the Business Consultancy Service (BCS)



The NICS is changing...

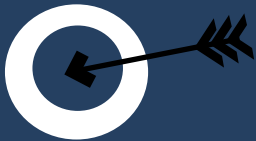
And so is BCS...



About BCS

Principal Source of Internal Consultancy

services across the NICS, its Executive Agencies and the wider public sector including Arms Length Bodies



Extensive experience

(over 20 years) in delivering internal consultancy services, with knowledge of issues affecting the public Sector



Procurement guidance

stipulates that Departments and public agencies should contact **BCS** to establish whether it has the capability and capacity to undertake assignments, prior to engaging external consultants.

**To be the trusted **Business
Adviser** for **shaping** and
facilitating change in the **NI
Public Service.****

Mission

To assist in the delivery of **Public Sector Reform through the provision of **high quality consultancy support**, which will assist the NI Public Service improve the delivery of Government Services**

BCS PURPOSE

Our Team



Over

15

highly skilled,
Certified,
Business
Consultants

PSRD

Public Sector
Reform Division

Specialists in:

Economics

Innovation

Public Engagement

Programme Management



Continuously developing strategic **capacity** and **capability**
enabling **high quality** consultancy services.

Our Services

Some of the areas in which BCS can support



BCS support each step of the consultancy journey
Shaping, Planning and Implementing Change.

Reason for using BCS...



Compliance with Government Procurement Guidance and no time consuming and costly procurement process – Ministerial approval not required



Competitive daily rates including local travel and subsistence



Independent internal perspective by consultants who understand the NICS



Working in partnerships with clients to ensure mutual success



Proven track record for delivering results and VFM



Active skills transfer to enhance internal capabilities

Thank you

For further information on BCS please refer to:
<https://www.finance-ni.gov.uk/topics/public-sector-reform-division/business-consultancy-service>

For further information on procurement guidance please refer to:
<https://www.finance-ni.gov.uk/articles/appraisal-advise-training-and-use-consultants>

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Examples of BCS Projects

A close-up photograph of a computer keyboard. The central focus is a bright blue key with the words "case studies" printed in white, lowercase letters. The key is slightly raised and has a glossy finish. Surrounding it are several other white keys, including one with a right arrow and another with a double quote and a dash. The lighting is soft, creating subtle shadows and highlights on the keys' surfaces.

case studies

BCS Project Exemplars

Strategic Management And Planning

Strategic Planning

Business Planning

Business Case and Economic Appraisal

Departmental Internal Budget Review Programme

Action

In response to budgetary pressures, the Department for Finance and Personnel (DFP) agreed to conduct an Internal Budget Review in December 2014.

BCS designed and facilitated a number idea generation workshops with staff across the department at all levels.

Following Ministerial agreement BCS designed and developed a co-ordinated programme of work to ensure that implementation of the agreed individual cost savings opportunities was achieved; we engaged with business areas throughout the department and provided direct consultancy support to some of the Project Leaders.

Outcome

Initial workshops generated a number of cost saving opportunities, 47 of which the DFP Minister agreed further in-depth analysis to be taken forward during 2015-16, with an additional 30 ideas to be considered and taken forward between 2016 – 2020.

Target savings identified for 2015-16 totalled £25.3m and this has largely been achieved.

Medium term 2016 – 2020, opportunities are progressing with Business Areas forecasting achievable savings over next 4 years for a range of projects outlined in the Medium Term Action Plan.

BCS Project Exemplars

Strategic Management And Planning

Strategic Planning

Business Planning

Business Case and Economic Appraisal

NICS Review of Cross-Cutting Reform

Action

The political agreement at Stormont House in December 2014 signalled a consensus across the political parties in Northern Ireland (NI) on the need to address increasing fiscal pressures and budget cuts. In response, the Department for Finance and Personnel (DFP) commissioned a review to identify and assess opportunities for delivering cross cutting reform of the public sector and meet the challenges that lay ahead.

Using our experience of programme and change management and of working extensively across the NICS, BCS designed and established the programme, established a NICS Working Group and engaged external expertise to assist. We designed and facilitated workshops on thematic bases with senior civil servants, identifying a range of reform opportunities, and developed a framework for analysing the potential of these opportunities for the NICS in order to improve both the efficiency and effectiveness of critical services.

BCS are now providing the ongoing programme support and ensuring the NICS Board are able to provide overarching governance for the programme. BCS is also providing direct consultancy support to a number of reform projects.

Outcome

On 25th November following the publication of the “Fresh Start” document, the NI Executive endorsed the Programme, which of 30 opportunities, in 6 broad thematic areas, comprising a combination of new approaches and the acceleration and / or expansion of some existing approaches.

BCS brought a structured approach and fresh thinking to workshops that helped senior officials think in a different way about how they could transform service delivery. The programme management and support provided by BCS, has facilitated the NI Executive endorsement, including the role of the NICS Board in providing the overarching governance. This endorsement enables the Programme (and Senior Project Owners) to proceed as planned to scoping / feasibility assessments of the cross-cutting proposals.

During 2016/17 the programme of work will focus on undertaking feasibility studies to establish the full potential of each cross cutting reform opportunity, including the financial and non financial benefits.

BCS Project Exemplars

Organisation Development

Change Management

Continuous Improvement

Process Improvement

Organisational Review of an Operational Business Area

Action

BCS engaged with key stakeholders and front line operational staff to establish the current state and develop a redesigned future state . BCS also loaded and graded a representative sample of posts within the organisation to establish the effective capacity to meet demand.

Outcomes

BCS developed a future state operating model aimed at delivering a more efficient and effective service to customers. BCS also recommended a **25% reduction in resource levels based on the future state processes** which enabled the client to realise savings in accordance with budget reductions.

Whole System Thinking Intervention for an application process

Action

BCS worked with staff to gain understanding of performance and facilitated Value Stream Mapping of the workflow and redesign of the future state to eliminate non value work. BSC then worked with staff to pilot the new system , focusing on real change.

Outcomes

Lead times reduced from 360 days to 9 days and backlogs from 14,000 to less than 100. There was improved customer feedback reporting great improvement, as well as improved staff morale. There was a focus on knowledge transfer to staff to embed continuous improvement culture.

BCS Project Exemplars

Post Project Evaluation of a Fine Scheme

Action:

A post project evaluation was overdue and urgently needed to address Gateway Review requirements. Worked closely with range of stakeholders including NISRA statisticians to assess performance and recommend how the scheme could be managed by parent Department in future. Legal issues had blighted the usage of fees collected and the review facilitated a resolution.

Outcome

BCS recommendations accepted by all key stakeholders incl. Allowing the scheme to progress to the next phase of usage/implementation - the **spending £5m of accumulated fees from existing scheme could now be planned.**

Performance
Measurement
and Evaluation

Policy Appraisal
and Review

Post
Implementation
Review

Funding
Review

BCS Project Exemplars

Corporate Governance

Board Effectiveness

Risk Management

Business Continuity Management

Business Continuity Plan & Testing for an Agency

Action

This involved the design and provision of training sessions, development of Business Continuity Policies, providing guidance on the gathering and prioritising of key business products and services, identifying the resources required for delivery and development of a corporate level Business Continuity Plan, in line with recognised standards.

The project concluded with the design and facilitation of a desk top exercise to validate the contents of the Business Continuity Plan (BCP).

Outcomes

Client organisation was left with an appropriate corporate level BCP which had been exercised/tested and a transfer of knowledge and skills to the staff involved that would enable them to develop, evolve and update their plan in the future and facilitate the development of directorate and branch level plans.

BCS Project Exemplars

Organisation Design

Job Design

Job Evaluation

Grading And Loading

Non Departmental Public Body Senior Management Review

Action

The organisation faced considerable pressure on resources including significant vacancies at a senior level and loss of expertise, as well as a requirement for significant change including a growing need to invest and modernise the systems infrastructure.

The Senior Management Review explored the required structure to continue to deliver its objectives; while providing the capability to look to the future and continue to modernise and development the organisation.

The review included an analysis of existing roles and explored good practice models outside NI. However the most significant aspect of the review was the application of an Innovation Model approach to help describe, and visualise the most appropriate structure to deliver the most significant impact.

As such, the focus of the review approach was on innovative organisational design rather than adaption of the existing structure. This approach supported the BCS team in the design of the optimum Senior Management structure.

Outcome

While the focus of the review has been on this senior layer of the management structure; the BCS team also provided a proposed breakdown of some of the key areas that could be the responsibility of each senior management role.

The new structure demonstrates a significantly more strategic and cohesive approach with improved 'joining up' between strategy and delivery. Further, the core delivery is better underpinned and supported by effective finance and corporate services and improved business systems and modernisation capability; critical to the continued success and development of the organisation.

The main result of the review has been the design of a bespoke and cost neutral senior management team structure, capable of maintaining the organisation's core commitments while looking to sustain and develop the organisation into the future.

BCS Project Exemplars

Organisation Design

Job Design

Job Evaluation

Grading And Loading

Review of CEO and SMT roles in NI Public Sector

Action

BCS support the NICS in the application of the recognised JESP methodology.

We support JESP Panels in providing correct grading and pay band determinations for Senior Civil Service (SCS) posts across the NICS and wider public sector.

Outcome

BCS support protects against vulnerabilities and financial/legal liabilities by ensuring the integrity of the SCS grade structure. We also provide organisations with valuable recruitment information, i.e. job descriptions for SCS posts that become vacant.