

Shifting gear

Transformation Enablers



Collaboration enablers

- Collaborate within and across the public, private, third sector and with communities, focusing on participative design and joined up delivery of services.
- Further develop innovation capability and the use of innovation tools to generate ideas and support system change.
- Create platforms and structures to support greater collaboration across all sectors as well as the community and citizens e.g. a cross-sector leadership forum
- Establish networks to engage external thinking and sharing of data, information and perspectives e.g. think tanks, online forums and academic conferences.
- Establish mechanisms to support end of year financial flexibility.
- Develop multi-year budgets to support long-term planning and outcome based budgeting.
- Prioritise the creation of a fund to support transformation around agreed outcomes.
- Encourage cross-sector funding partnerships.
- Take practical steps to facilitate further pooling of funds around outcomes.



Outcome-based working enablers

- Within strategic planning processes, increase focus on connecting short-term delivery with long-term outcomes.
- Deepen understanding, develop skills within and outside the system to support delivery of the outcome-based approach and early intervention.
- Communicate across sectors and constituencies to promote collective societal ownership of outcomes.
- Broaden and deepen understanding of the outcomes-based approach among Ministers and leaders in all sectors.
- Develop confidence, resilience, integrity and trust between outward looking leaders by establishing a cross-sector leadership forum.
- Political championing of outcomes and role modelling the behaviour required to achieve the long-term vision.
- Develop processes and tools to display up to date evidence of effort and progress toward achieving outcomes.
- Enhance performance management systems with a focus on how they embed accountability around performance against outcomes
- Other sectors and citizens empowered to scrutinise if and how outcomes are being achieved.



Structure enablers

- Evaluate existing structure when political governance is fully functional.
- Utilise special purpose delivery vehicles with a clear roadmap to transformation and systemic change.
- Move to a 'hard' restructure when necessary with clear and measurable value in relation to achieving outcomes.
- Carry out a skills' audit to understand current skills and assess skills requirements for high priority government transformation programmes
- Build a layer of cross-government specialists working with 'agility' on critical tasks supported by a fit for purpose deployment system
- Take steps to develop an agreed set of core transformation skills among generalists with improved access to specialist skills when required.
- Ensure the system has sufficient recruitment and procurement capability to help secure necessary external staffing and services in a timely manner
- Develop skills and platforms to enable knowledge transfer within and outside the system e.g. online tools, secondments, collaborative working, mentoring etc.

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