



Contribution-based Reorganisation

RSN - North West Regional Seminar
7 October 2019

We are C.Co; CIPFA's consultancy service



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What We'll Cover

Introductions

Who are CIPFA C.Co

Current Trends and Sector Insights

A Model Based Upon Contribution

How Good is your boring?

Good Practice



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The Nature of Our Work

Supporting local authorities and the wider public service

- Commercial Agenda
 - Outsourcing
 - In-sourcing
 - Commercial/Target Operating Modelling
 - Healthchecks and Gateway reviews
- Fair cost of Care
- Remedial Advisor (Contractual)
- Service Review & Transformation
- Digital Delivery & Transformation
- Outdoor Education
- Training & Development
- Governance Review
- Investigation (inc. Interview Under Caution)



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OUR CUSTOMERS



"We found working with C.Co to be really valuable in re-energising our LATC project, bringing challenge and experience along with a sense of momentum that will allow us to take forward the recommendations and deliver a successful project"

*Tom Bowring, Operational Manager – Performance & Policy
Vale of Glamorgan Council*



"C.Co are an excellent organisation to work with. I would recommend C.Co to any public sector organisation requiring high-quality transformation, engagement and analytical support, delivered with the right attitude and commitment that truly provides excellent value for money."

Nichola Glover-Edge, Director of Commissioning, Cheshire East Council



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What does the local government future look like?

A mixed picture...

- New ways of working
- More trading companies and shared service arrangements will be created
- Increased focus on governance, business models and capabilities as the sector learns lessons of what works and what does not

however...

- Risk that we continue to 'salami slice'
- An increase in outsourced contracts being insourced and some providers choosing to walk away from local government market
- Not all councils commercial ventures are successful and some will be brought back in-house



Introducing the contribution model?

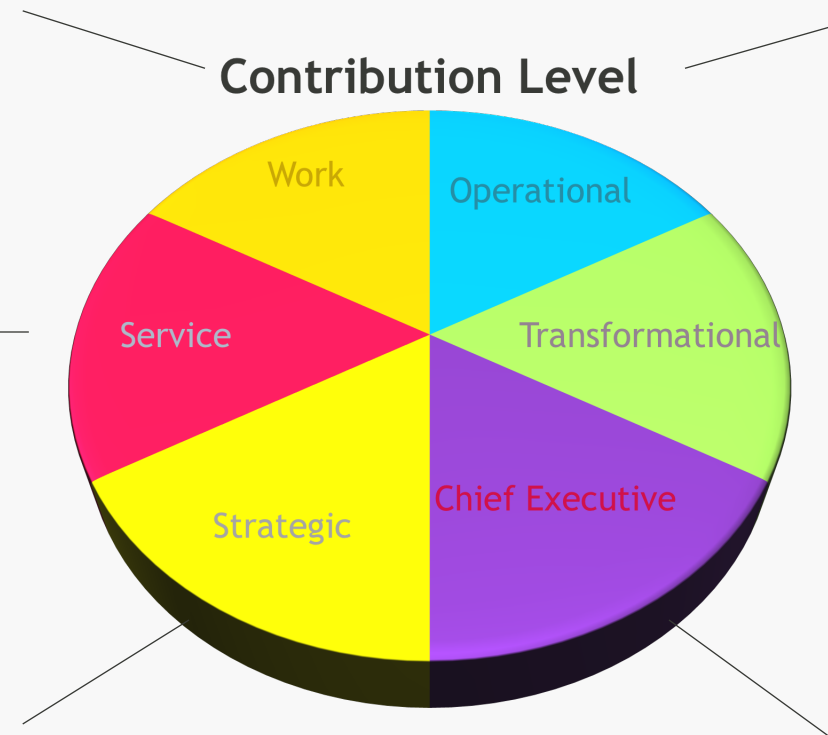
- Our proposed approach to designing a high-level change structure is to use a model that assesses individual role contribution rather than who they are, what they are paid, what their title is or where they currently report to in the organisation
- The model is focused on the contribution that a 'role' makes in enabling transformation/ change to be implemented over period of up to 5 years. Contribution determined as:
 - Chief Executive
 - Strategic
 - Transformational
 - Operational (multiple services)
 - Service (single service)
 - Work (single focus activity)
- The model is not linear and does not therefore specify that a particular role has to report in to another particular role
- Provides a clear narrative and rationale for 'organisational' change
- Allows the assessment of 'contribution' using the design tool

The Contribution Model

People who provide professional advice/ run a case load and or deliver routine or standard tasks as part of a service.

With day to day management of a team/unit, 'service' takes its shape from the work/processes required to deliver a service as part of an operational unit.

These roles shape strategic intent and organisational boundaries/ parameters and ensure strategic choices can be delivered effectively. Accountable for ensuring the right culture and capability to deliver the choices made



The organisation of 'as is' services into operational units. Developing and delivering the operational plan for a combination of services and ensuring business processes are managed to meet agreed service outcomes within available resource

Working across the whole organisation, Leaders who shape strategic intent into transformational programmes of work.

Leads the top team to drive for strategic outcomes. Focused on influencing the external environment. Providing non-political leadership and accountable for the long term success of the organisation

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How ready are you for change?

“in Local Government there is no substitute for doing boring well”

- Max Caller (2018)

- Culture, Behaviours & People
- Governance, Control and Informed Decision-making
- Financial & Non-Financial Performance Management Framework
- Internal Audit



Transformation Take-Away

If you only take three things from this session...

1. Take a methodical approach
2. Go in with your eyes wide open
3. Culture cannot be underestimated



Further Reading

C.Co Website: www.wearec.co

Northamptonshire Best Value Report:

[https://www.gov.uk/government/uploads/system/
uploads/attachment_data/file/690731/
Best_Value_Inspection_NCC.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/690731/Best_Value_Inspection_NCC.pdf)



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