



Contribution-based Reorganisation

RSN – North West Regional Seminar

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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

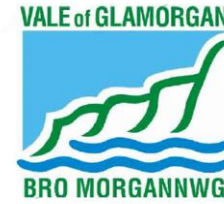
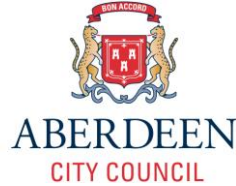
Supporting local authorities and the wider public service

- 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



"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

"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*



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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...

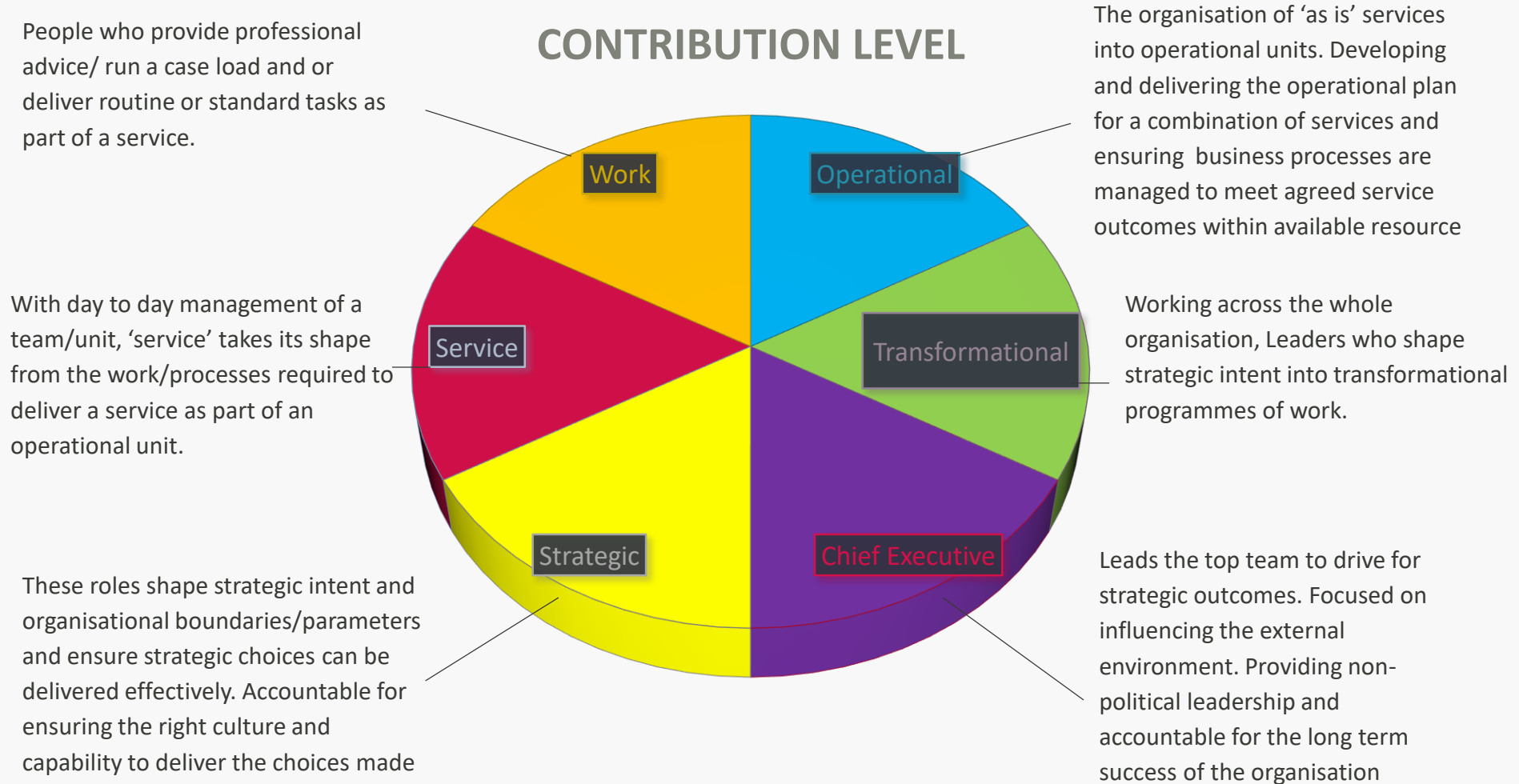
- Risk that we continue to 'salami slice'
- An increase in outsourced contracts being insourced and some providers choosing to walk away from local government market
- Not all councils commercial ventures are successful and some will be brought back in-house



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



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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