

Unavoidable In-sourcing A Cambridge experience

January 2022



Why Unavoidable?

- Early warning from strategic risk management
- Early (and continuous) scenario planning
- Agree at the highest level what is NOT acceptable
- Keep focus on outcomes
- Unavoidable means only viable route to achieve outcome is in-sourcing
- IF insourcing becomes unavoidable
 - reasoning is clear
 - route to urgent decisions is straightforward

Focus on People

- People in the business
 - Worried, uncertain
 - Need reassurance
 - Need to trust your team
- IF you end up in unavoidable insourcing, they are going to be crucial to its success
- You have no control until it is in-house so you need to build links

Process

- Unavoidable in-sourcing almost certainly a quick process
- Significant amount of work
 - Full time project manager
 - Support of corporate colleagues
 - High level engagement throughout
 - Expect unforeseen issues
- Clearly identified high level goals – we had two
- Parallel Workstreams
 - Legal
 - Procurement
 - HR
 - Finance
 - ICT/Asset Management
 - Operational Planning

Legal

- Hopefully, almost all contractual
- Two elements
 - Third party contracts
 - Contract between your provider and yourself
- Huge number of decisions
 - Prioritise
 - what is critical – i.e. GDPR compliance
 - What can be picked up post transfer

Procurement

- Links to legal
- Contracts probably not procured according to Council processes BUT need seamless delivery
- Get advice early
- Identify risks and priorities
 - What needs to be tackled in advance
 - What can wait until the service has been in-sourced

HR

- Your in-house HR team are crucial
- TUPE process
 - Your side needs to demonstrate calm competence
 - You might not get back all the information you need
- Be prepared for post transfer issues to emerge

Finance

- Simple in theory – but can be very complex
 - Should already have high level financial planning in place from scenario work
 - Focus on systems
 - Mapping financial management systems
 - Checking practical processes – income and payables
 - Training staff

Asset Management/ICT/IG

- Asset Management
 - Very specific to service – can existing systems transfer over to buy time?
- ICT
 - Critical - try and buy time
- Information Governance
 - Identify early – possible critical risks around GDPR

Comms

- Consider in the round
- Who and why
 - Staff
 - Members
 - Contractors, suppliers
 - Ticket holders
 - Press

Operational Planning

- Lots of practical process issues BUT
- In-sourcing is happening for a reason:
 - Need to understand what those reasons are
 - Plan how to work differently once the transfer is complete
- You are NOT in control until the transfer is complete
 - Soft skills are essential

Post Transfer

- Getting the service in-house is just one part of achieving the high level outcomes
- Will be a large number of practical issues still to resolve – can be significant
- Staff body will continue to need support
- Won't be plain sailing