


# THE DESTINATION TOOL: WHERE WILL YOU BE IN THREE YEARS' TIME?

This tool is designed to help you articulate the improvement approaches you intend to take, to help you reach the destination or 'future end state' for your organisation.



**Collaborative  
working is only a  
means to reaching  
your destination  
more quickly...**

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## Accelerating the effectiveness of individuals and teams working on:

Improved collaborative working within your organisation - Shared services - Multi-partner community safety  
Alternative models of partnership - Blue-light integration - NHS transformation  
Combined authorities partnerships - Health and social care programmes

### Over 3,000 leaders and senior managers

have attended one or more facilitation or taught sessions in the SSA collaborative transformation programmes.

### Over 500 public sector organisations

in local government, NHS, police, fire, housing, HE and FE are applying the SSA toolkits in their collaborative working.

### Over 300 recognised practitioners and architects

SSA awards Collaborative Transformation Practitioner and Architect recognition, as part of the Postgraduate Certificate in Collaborative Transformation, in partnership with Canterbury Christ Church University and CIPFA

### Over 200 online tools, templates and techniques

for use across the partners in collaborative transformation and shared services, which can accelerate the development time of the projects and deliver savings and outcomes more quickly.

## The benefits of these tools to your collaboration projects and your partnerships

### What are the benefits of these tools to you and your colleagues?

**For your organisation:** It gives confidence to leaders to know that all their employees have access to a range of tools for building collaborative advantage across their organisation.

**For your partnerships:** These tried and tested tools will help accelerate your collaborations, ensuring they are set on strong foundations from the outset, and will avoid the expensive pitfalls experienced in too many partnerships.

**For staff and project teams:** Your staff can apply over 200 tried and tested tools, templates and techniques in any collaborative settings and across many sectors (local and central government, fire, police, HE, FE, schools, health & social care, housing and third sector). This gives them the confidence to be successful in their role, no matter who the partners are.

## ***In-house, taught sessions on applying the tools can be arranged.***

Enquire about sessions for your department, or team, by emailing

[Dominic.Wallace@sharedservicearchitects.co.uk](mailto:Dominic.Wallace@sharedservicearchitects.co.uk)

...or phone Dominic on 0333 939 8909



These are pathway seminars to the Postgraduate Certificate in Collaborative Transformation at Canterbury Christ Church University

# Tool: CLW4.03

## THE DESTINATION TOOL WHERE WILL YOU BE IN THREE YEARS' TIME?

*Public-purpose organisations are now constantly having to respond to the rapid change in the external and economic environment they exist in.*

Tool CLW4.03 is designed to help you articulate the improvement approaches you intend to take, to help you reach the destination or 'future end state' for your organisation.

Public-purpose organisations are constantly having to adapt to the rapid change in the external and economic environment they exist in.

Although the core purpose of the organisation might not change radically - for example, the NHS guiding principle 'that good healthcare should be available to all, regardless of wealth'<sup>1</sup> - the way in which health care is delivered has changed radically since inception. The destination the NHS has now reached is very different from the cottage hospital style of the immediate post-war years.

### The need to set out on a new journey...

For most public sector organisations either their delivery challenges and/or reduced funding are forcing them to set out on a new journey in which their destination or end states could be very different from today, even though their statutory duties remain relatively constant.

For example, Sir Ken Knight writes in his review of the English fire service that, 'Fire and rescue authorities do now need to transform themselves to reflect the entirely different era of risk and demand they now operate in.'<sup>2</sup> He even discusses the opportunity to work directly with 'other blue-light services'.

In the introduction to Step 2, we listed many of the reports that have been published on the new landscape and approaches. However,

<sup>1</sup> The NHS was established in three founding principles: that it meet the needs of everyone; that it be free at the point of delivery; that it be based on clinical need, not ability to pay. Source: [www.nhs.uk](http://www.nhs.uk)

<sup>2</sup> Knight, K. (2013) *Facing the Future: Finding from the review of the efficiencies and operations in fire and rescue authorities in England*. London. CLG Publications

most can be categorised into the four broad types set out below.

- **Commercial**  
(consolidating current position through buying and selling services)
- **Commissioning**  
(redefining needs and commissioning and contracting services)
- **Coordinating**  
(merging and sharing services)
- **Cooperative**  
(divesting and localising services, budgets and assets to local communities)

Each is a possible different destination for public-purpose organisations and each is equally viable.

The choice for the public-purpose leaders is whether they allow their organisation to just end up where the winds of economic and social challenges blow it?

Or, do they take control and purposely move their organisation on a particular journey, with a clear destination in mind?

Clearly the public-purpose sector is changing and predicting the sense of direction is difficult. NLGN<sup>3</sup> identified a number of future trends in local government, but they could be applied to other public sectors too:

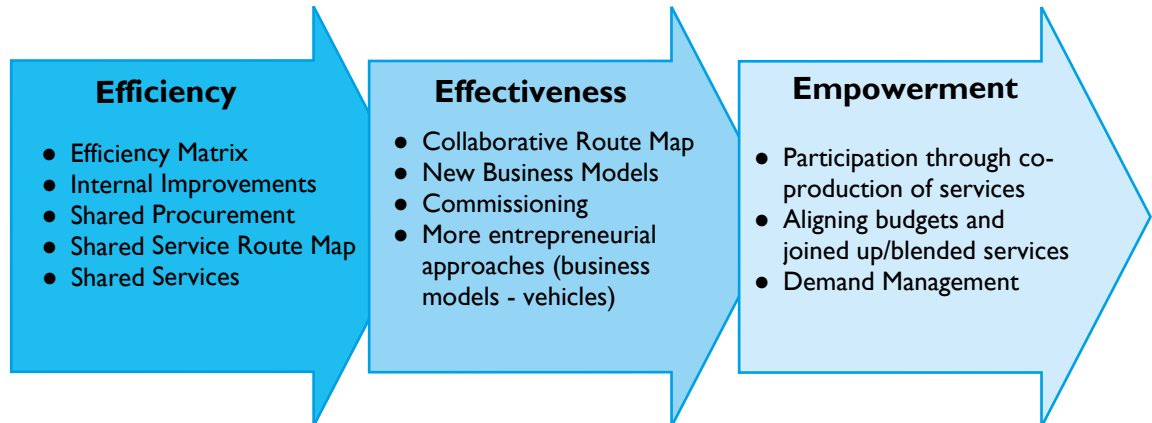
- A shift from retrenchment to redevelopment
- The shift from piloting to transformation of services on an industrial scale
- A shift from wholesale to retail provision as services are increasingly sold directly to individuals (eg social care and individual budgets)

<sup>3</sup> New Local Government Network

## Step 2: Collaborative Agility

### Organisational Collaboration Destination Route Map

The three factors crucial to a public-purpose organisation's future viability



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*'...there are many different methodologies, business models and options available to you to drive the improvement agenda in your organisation.'*

- A shift from place-shaping, to community development

The majority of these will most likely be delivered in a collaboration between organisations, rather than individually.

Working with the LGA<sup>4</sup>, we have developed a destination route map that explores future end state models from an improvement perspective. The destination route map (above) has three phases:

- efficiency (driving out cost through greater internal efficiencies)
- effectiveness (driving value through better commissioning and partnership working)
- empowerment (driving social value through better community)

It is worth noting that there are many different methodologies, business models and options available to you to drive the improvement agenda in your organisation.

This tool provides you with a construct covering the most prevalent improvement options for your organisation.

#### How to Use this Tool

Tool CLW4.03 is designed to help you articulate the improvement approaches you intend to take to help you reach the destination or 'future end state' for your organisation.

**Step 1:** Reflect on the range of improvement options mapped out in the illustration above.

**Step 2:** Use the questionnaire tool CLW4.03 to assess the impact of the improvement options implemented so far by your organisation and list the other options under consideration in the future.

**Step 3:** Use the outcome of your questionnaire, with your board, SMT and other key colleagues or stakeholders, to develop a narrative about your organisation's improvement journey for the coming years.

*Tool CLW4.03 links closely with tools CLW4.01, CLW4.02, and CLW4.04.*

<sup>4</sup> Local Government Association

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| Mapping your organisation's improvement journey  | Improvement Options                       | Assessment of the implementation and impact of improvement initiatives to date |   | Future focus and ambition for improvement initiatives. |   |
|--|---|--|---|--|---|
|  |   | Implementation<br>(Yes, No or Considering)<br>Y, N, or C                       | Impact - financial and operational<br>(None, partially, fully realised)<br>N, P, or F | Implementation<br>(Yes, No, Considering)<br>Y, N, or C | Impact - financial and operational<br>(None, partially, fully realised)<br>N, P, or F |
| <b>Efficiency</b><br>Driving out costs through greater internal efficiency and by sharing functions such as procurement and back-office operations | Internal improvements                     | Y  | P   |  |   |
|  | Outsourcing                               | Y  | F   |  |   |
|  | Shared assets and procurement             |  | F   |  |   |
|  | Shared services management                |  | N   |  |   |
| <b>Effectiveness</b><br>Driving value through the commissioning of services, the adoption of new business models and commercial activities         | Commissioning                             |  |   | Y  |   |
|  | New Business Models                       |  |   |  |   |
|  | Commercial and trading activities         |  |   |  | N   |
| <b>Empowerment</b><br>Securing a new relationship with society, commencing with developing stronger communities                                    | Participation and co-production           | N  |   |  |   |
|  | Aligning budgets and integrating services | C  |   |  |   |

# Tool: CLW4.03

## USER LOG

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| Project & date tool used | What was the desired outcome of using this tool? | What actually happened? | What would you do differently next time? |
|--------------------------|--|-------------------------|--|
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