

How to Use This Matrix

Use this fillable planner to decide whether an organisation is best served by outsourced support, a defined consultancy project, an interim professional, a permanent in-house appointment or a hybrid model.

The result is a starting point rather than an automatic answer. Begin with the work, access and outcomes required - not the title or resourcing model used previously.

Organisation:

Completed by:

Date:

1. Define the Requirement

What is creating the need for support? Select every item that applies.

- | | |
|--|--|
| ☐ Routine filings and statutory records | ☐ Annual report, AGM or shareholder support |
| ☐ Entity or subsidiary management | ☐ Transaction, IPO or organisational change |
| ☐ Board and committee administration | ☐ Team leadership, delegation or succession |
| ☐ Board minutes, actions and meeting papers | ☐ Urgent vacancy or planned absence |
| ☐ Governance advice to the Chair or directors | ☐ Governance review or defined specialist project |

Current Arrangement

- ☐ Internal team ☐ Outsourced provider ☐ Hybrid arrangement ☐ No clear owner ☐ Other

What is not working, or what needs to change?

What should be different within six to twelve months?

2. Assess the Operating Environment

Select the level that best reflects the organisation now and over the next twelve months. Choose one box per row.

Factor	Low	Some	High	Critical
Volume of recurring company secretarial work	☐	☐	☐	☐
Board and committee activity	☐	☐	☐	☐
Need for immediate governance advice	☐	☐	☐	☐
Listed, regulatory or stakeholder complexity	☐	☐	☐	☐
Number of entities and jurisdictions	☐	☐	☐	☐
Transaction or organisational change activity	☐	☐	☐	☐
Need for detailed organisational knowledge	☐	☐	☐	☐
Need for internal leadership and delegation	☐	☐	☐	☐
Risk created by gaps in continuity or cover	☐	☐	☐	☐
Likelihood that the requirement will endure	☐	☐	☐	☐

How to Read the Pattern

- Mostly Low or Some: defined outsourced or project support may be sufficient.
- High need for access, context or leadership: consider an internal or hybrid model.
- High urgency but uncertain duration: interim support may create time to decide properly.
- A mixed pattern: divide the work deliberately rather than forcing a single model.

Evidence, concerns or context behind the scores:

3. Compare the Resourcing Models

Use the assessment to compare the options. More than one model may be appropriate.

Model	Most useful when	Watch for
Fully outsourced	Defined or predictable work; limited need for continuous internal presence; access to specialist delivery without permanent headcount.	Scope gaps, response times, internal ownership, organisational knowledge and additional charges.
Project consultancy	A governance review, transaction, reporting requirement or other outcome with a reasonably clear scope and end point.	Deliverables, authority, dependencies, handover and responsibility after the project ends.
Interim appointment	Urgent vacancy, planned absence, transition, transaction or an internal requirement that is not yet fully defined.	Level of authority, assignment objectives, knowledge transfer and the route to a permanent solution.
Permanent in-house	Continuous board support, governance advice, leadership, organisational context or an enduring volume of work.	Correct seniority, realistic package, sufficient authority, succession and genuine ownership of the work.
Hybrid arrangement	Internal ownership is important, while defined delivery, specialist activity or variable workload remains external.	Clear allocation of responsibility, escalation, quality control, systems access and avoidance of duplication.

Initial Indication

- ☐ Fully outsourced
 ☐ Project consultancy
 ☐ Interim
 ☐ Permanent in-house
 ☐ Hybrid
- ☐ Further diagnosis needed

Why does this appear to be the best starting point?

4. Turn the Decision Into a Brief

Record the proposed arrangement before approaching a provider, consultant, interim professional or candidate.

The three most important outcomes:

Internal owner:

Responsibilities that must remain internal:

Responsibilities to place externally or with the new appointment:

Access and Authority

- | | |
|---|--|
| ☐ Direct access to the Chair | ☐ Defined escalation route |
| ☐ Regular access to the board | ☐ Formal appointment as Company Secretary |
| ☐ Access to relevant records and systems | ☐ Authority and budget agreed |

Next Action

- | | |
|--|--|
| ☐ Continue or redefine outsourced support | ☐ Begin permanent recruitment |
| ☐ Scope a consultancy project | ☐ Design a hybrid arrangement |
| ☐ Appoint interim support | ☐ Obtain further advice before deciding |

Decision owner:

Target date:

Final notes or questions to resolve:

Need help deciding?

[ingenpartners.co.uk/contact/](https://www.ingenpartners.co.uk/contact/)

Ingen Partners can help assess the requirement and identify the appropriate consultancy, interim or permanent route.