



R.E.P.R.E.S.E.N.T.[®]
RESOURCING REIMAGINED

Building a scalable delivery model with a seamless offshore team + on-demand peak support so Northern Tonic can grow without the UK hiring bottleneck.

WHAT WE ACHIEVED:

OVER 18 MONTHS OF WORKING TOGETHER:

- ▶ **Unlocked reliable capacity to support growth** without relying solely on UK recruitment.
- ▶ **Removed the recruitment burden** (time, effort, uncertainty) by providing ready-to-deploy talent.
- ▶ **Integrated delivery that feels in-house**, with the R.E.P.R.E.S.E.N.T team treated as part of Northern Tonic, not an external vendor.
- ▶ **Created a flexible resourcing model:** a baseline offshore team plus “peak” capacity during busy periods.

- ▶ **Increased confidence in a longer-term scaling plan**, including building a permanent offshore base and exploring offshoring more senior, client-facing roles.

“We don’t think of the R.E.P.R.E.S.E.N.T team as outside of the business, they’re just part of the Northern Tonic team.”

Rob Ormiston

Founder & Chief Accountant

THE CLIENT

Northern Tonic is an accountancy practice based on the edge of York. Alongside core compliance services (payroll, bookkeeping, tax, accounts), they focus heavily on forward-looking work, helping clients regain time, money, and control, and move toward growth, exit, or whatever “better” looks like for them.



THE CHALLENGE

Northern Tonic wanted to grow, the **UK talent market made scaling via hiring increasingly difficult:**

- ▶ **Competition for capable staff pushes salaries higher.**
- ▶ **Hiring takes time and attention away from delivery and clients.**
- ▶ **Growth becomes constrained by who you can find (and when).**

Rob had also already experienced an earlier provider relationship that didn't land as well, not because the people weren't capable, but because **successful remote delivery depends on how the client team embraces it.**

WHAT WE IMPLEMENTED

This wasn't "outsourcing and hope." It was **resourcing that plugs into Northern Tonic's way of working.**

OFFSHORE TEAM AS A TRUE EXTENSION OF THE FIRM

- ▶ A dedicated offshore team working **directly within Northern Tonic's systems and processes.**
- ▶ Training focused on **"how Northern Tonic works"**, not generic accounting tasks.
- ▶ Rapid access to capable people without the drag of recruitment cycles.

"Training for the R.E.P.R.E.S.E.N.T team has been about how Northern Tonic works, not how to do a set of accounts."

"We can get a baseline level of help plus also a peak level of resource when we're up against it."

PEAK CAPACITY VIA THE R.E.P.R.E.S.E.N.T POD

Alongside the baseline offshore support, Northern Tonic also used the Pod model to handle surge periods, giving them a practical way to flex delivery capacity when needed.

A REMOTE OPERATING RHYTHM THAT REMOVES FRICTION

Rob highlighted that the difference wasn't just the people, it was the **system for staying connected**, making remote collaboration straightforward.

"There are good systems in place for regular contact... we get led by the nose through that which makes it easy."

Rob Ormiston

WHY IT WORKED

1 Speed of access to capacity

When Northern Tonic needs people, they can get support **remarkably quickly**, without the usual hiring delays.

“Availability of capacity is exceptional; you’ve brought us great people and remarkably quickly.”

2 Quality that fits the firm (not generic output)

The work is done to a high standard consistently and done in a way that matches Northern Tonic’s methods.

“The people that we’re working with are working to a high standard.”

3 Value, not cheap labour

Rob was clear this wasn’t a “lowest cost wins” decision, it’s about what the firm gets back in return.

“Pricing wise great, but it it’s value, not cost that interested us, what we get is great value at a good cost.”

4 The mindset shift that makes remote work succeed

The earlier experience showed a truth most firms miss, remote/offshore can work brilliantly; but only if the team embraces it operationally and culturally.

“If you think it won’t work, then it probably won’t. If you embrace it, there shouldn’t be an issue at all.”

THE COMPOUNDING IMPACT

The “win” isn’t just extra hands. It’s the ability to design a more resilient firm model in a market where UK hiring headwinds are rising (availability, cost, minimum wage pressure, and widening skill shortages).

Rob shared how this has shifted Northern Tonic’s long-term thinking:

- ▶ **Continuing to support UK apprentices, but not relying solely on that path.**
- ▶ **Maintaining a base offshore team as a core part of the operating model.**
- ▶ **Exploring the next evolution, whether more senior, client-facing roles can also be offshored over time.**

“I’ve reconciled myself to that view, if you haven’t, then have a think about it, because I think you’re probably missing a trick.”

Rob Ormiston

WHO THIS IS FOR

Northern Tonic’s story will resonate if you’re a firm where:

- ▶ **Growth is constrained by UK hiring cost/time/availability.**
- ▶ **You want delivery capacity that integrates with your firm, not a detached vendor relationship.**
- ▶ **You need both baseline capacity + the option of peak surge support.**
- ▶ **You care about quality, consistency, and a scalable operating model more than cheap labour arbitrage.**

ROB’S ADVICE TO FIRMS CONSIDERING R.E.P.R.E.S.E.N.T

- ▶ **Don’t overestimate the “remoteness” barrier, a good operating rhythm solve it.**
- ▶ **Benchmark, be clear and see how this compares to R.E.P.R.E.S.E.N.T.**
- ▶ **You will be delighted.**
- ▶ **If you need high-quality accounts delivered quickly and accurately, this model fits.**

“If what you need is a team who is able to produce a high volume of accounts & tax quickly and accurately, then you’ve found the right people.”

