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Setting up a PSM in real life

Benefits, challenges and critical success factors the
Nottinghamshire experience



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Peter Gaw – CEO Inspire

Benefits – know why YOU are doing it

Our vision

We are committed to sustaining the value and impact of the services we provide for Nottinghamshire people and working in a new organisation in new ways to fulfil our vision.



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Answer key question – what is in it for .. ?

- Politicians
- Senior Officers – The LA CEO
- Staff
- Customers
- Communities
- You and your team



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It may be

- Financial – initial and longer term
- Emotional – ‘softer’ consideration for some staff and customers
- Organisational – what will you gain / lose
- Change in governance
 - - more scrutiny – performance monitoring
 - - greater and better strategic input ?
 - - advocacy , skills, connections
- New relationships beyond the LA
 - Partners / funders / staff / HE / FE / social enterprises / other PSMs



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Challenges (not simple choice of legal form)

Leadership, capacity , resilience,
good management and tenacity

‘The transition from LA to a PSM was the hardest thing I have ever had to do my working life. Building new libraries, making 60% savings and even managing Archivists pale in the wake of achieving a successful mutual... but it was worth it’



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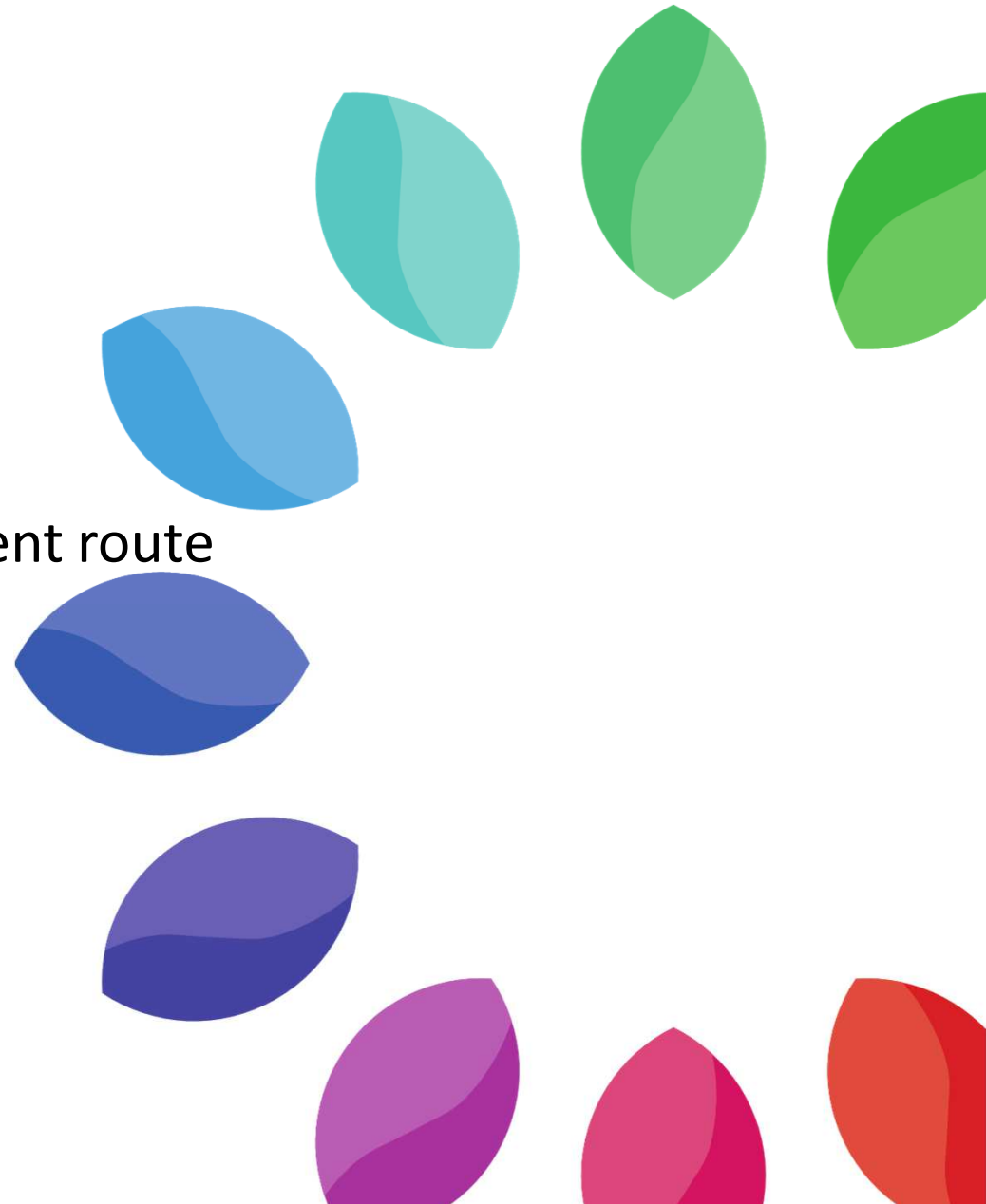


Lessons

- Where we went right
- Where we should have taken a different route
- Where we failed



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Critical Success Factors - Where we went right

- Staff buy in (and understanding) from start
- Political support and consensus
- Strategic framework – Notts Lib Strategy – Council Redefining Strategy
- Political cycle – we went live 13 months before election
- Council corporate centre and leadership
- Stakeholder engagement plan
- Kept the leadership within the service / department
- Commitment to smooth transition
- Take advice – get support – be resilient – no heroic leadership



Where we should have taken a different route

- Trade Unions – should have started earlier
- Corporate leadership buy-in not cascaded to those it may impact
- Financial advice – external non LA essential
- Earlier separation from 'day job' – capacity and negotiating
- Greater corporate project management support and buy-in
- Portfolio - Understand better the implications of non LGPS TUPE
- Property, Pensions and Contract Management
- Establish a shadow board much earlier



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Where we failed

- Negotiate the best deal with Council – certainty on price
- A good deal in relation to disaggregation of central costs and services
- Complete property arrangements before go live
- Fully understand potential VAT liabilities
- Transition of payroll – multiple employments and emergency tax
- Capacity of people to be in a room and not be there – car leasing !



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Portfolio – not only a library service

- We are 50% libraries

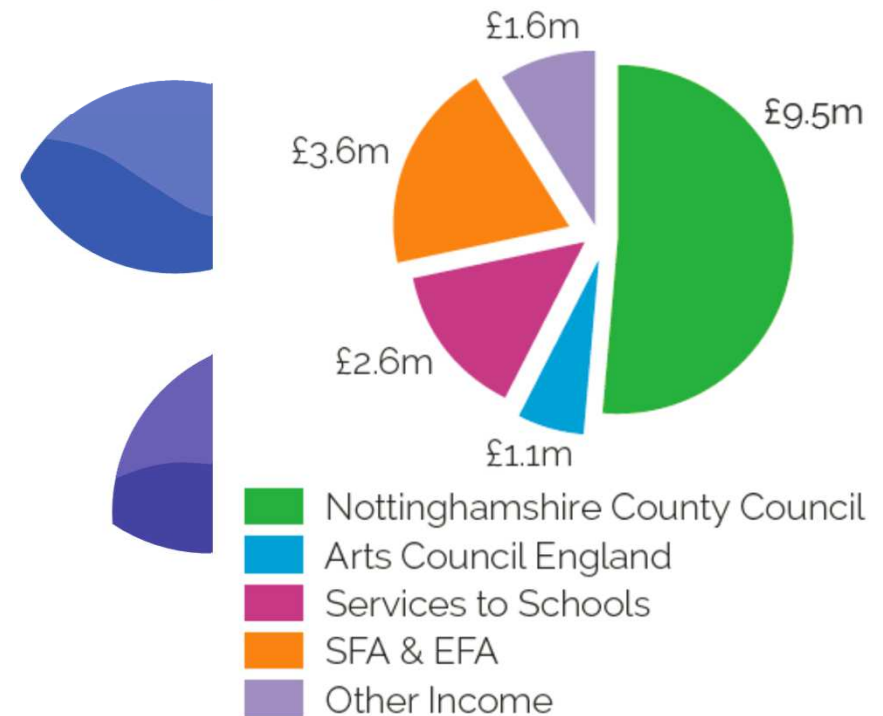
Selection of the rest

- historical service groupings –
 - Archives / Adult Learning
- Other services looking for a home
 - cultural synergies

Expenditure and funding

Expenditure for 2016/2017
will be £18.4m

Funding and income comes from:



Portfolio Tests

- What are the synergies for management, back office and delivery ?
- Is there a common purpose / ethos (or could there be) ?
- How have they been managed (by who) ?
- Is there funding / income ?
- What liabilities are there ? Eg staff
- What is the political view / support ?
- Does it reduce or enhance the potential of success ?
- Don't assume anything !



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1 year on

- What is the new normal ?
- We are a start up but with baggage
- We need to grow distributed leadership and organic growth and change
- More confident – (perception or reality) we are no longer seen as LA
- Exercise new freedoms, take calculated risks
- Finance and compliance is everyone's business
- New Leadership – Governance – New Ways / Old Ways



But it is great

Questions

