

Proposed high level Implementation Plan – Swindon Library Service Delivery Model

		2018												2019												2020			
Stage		May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
1	Establish Governance																												
1	Staff Restructure																												
2	Shadow Board Established																												
3	New way of operating																												
4	Agree award route by SBC																												
5	Establish PSM																												
6	What does good look like																												
7	PSM Go Live																												

Stage 1 – Establish governance structures required to implement transition plan.

The suggested approach involves the establishment a Project Board and various workstream groups that would progress with the various stages/actions associated with each stage of the transition plan. Clear areas for responsibility, lines of accountability, availability of appropriately qualified resources and clear decision making processes need to be agreed to ensure the foundations are laid for the each stage.

Work to restructure the management structure to establish a commercial post is in train and is due to be completed in the Autumn.

Stage 2 – Shadow board established in June /July 2018

Meetings set up

Shadow Board to clarify salient issues and agreed new Heads of Terms that reflect a fair transfer of risks.

This stage involves SBC and SLS reviewing the current Heads of Terms and salient issues. The intention would be for both parties to negotiate a fair transfer of risk to the PSM, enabling the PSM to operate without undue pressure while also ensuring that SBC is in a position to realise the required level of savings. SBC should adopt a 'one council' approach during these discussions, ensuring that the proposed transfer of risk reflects an aggregated position, rather than each council department (e.g. premises, pensions, business support services) attempting to transfer the maximum level of risk to the PSM.

This process will involve negotiations between both parties, while also requiring the SLS to understand the implications of any changes to the original Heads of Terms. This will therefore require SLS to amend the financial model and business plan, updating assumptions to provide a real time analysis of how any changes will impact on the PSM's viability. The sensitivity analysis in the business plan provides details on how changing the underpinning assumptions will impact on the viability of the new entity.

Stage 3 – New way of operating in place for SLS from September 2018

The SLS is required to adopt a new culture and way of working. The focus will be on operating as a business unit within the confines of SBC. The intention would be to afford SLS increasing levels of responsibility around financial planning and accountability, commercial freedom and the ability to make decisions in relation to resource allocation and service development, without the need to seek authorisation from SBC, working with Shadow Board who will have delegated responsibilities

Agreed performance measures in place and monitored regularly, reporting to shadow board.

Library service working more commercially and plan for the short, medium and long term and to set up the mechanism to review the Service Business Plan annually reporting to the Shadow Board on changes including new income streams.

Stage 4 – Agree award route by SBC.

SBC need to confirm what is the route for award, if this is direct award to the staff PSM or a traditional procurement route.

Stage 5 – Establish PSM.

The current service would have to form and constitute the PSM, this would include formal registrations, developing the Shadow Board into the control Board, and the finalisation of any legal paperwork for agreements with SBC.

Agree the outcomes and performance framework that the service will be delivered from April 2020.

The work to transition to a PSM including TUPE, pensions and related issues.

The Service would need to be in a position to take over the delivery of the Core Library Service working to the budget set by SBC and the outcomes specified by SBC.

Stage 6 – What does good look like

The Service are detailing what good would look like on the day of transfer and are developing an improvement plan to achieve this which is to be implemented in preparation to the move to PSM.

This will include a skill audit and the development of a training plan to ensure the correct skills and behaviours are in place within the service and to build the required capacity.

Stage 7 – PSM go live

The PSM take over as the delivery vehicle for the Core Library Service of Swindon.