

PUBLICA

Delivering Local Priorities and Improving Services

BUSINESS PLAN ACTION PLANS 2021-22



INTRODUCTION

This action plan supports the four business plan priorities:

- Support our member councils to deliver their ambitions
- Get commissioning right
- Be a great service provider
- Be a great place to work

Collectively, these priorities form our vision:

... Delivering local priorities and improving services.

The business plan contains the strategic actions that will be delivered to drive the organisation forward.

The action plans will ensure outcomes and benefits are delivered and there are clear milestones and measures of success.

Each strategic action has a Sponsoring Executive Director and Lead Group Manager who, along with a delivery team, will be responsible for delivering the outcomes and benefits.

Each of the business plan priorities has a Non-Executive Director attached to it and they will be involved in monitoring and driving delivery of the business plan in a challenge and oversight role.

Progress will be monitored by the Publica Board and reported to shareholder councils.

Our progress

We have completed 19 milestone projects in 2020/21. Although we have made good progress in some areas, Publica has been held back as a result of the response to the Coronavirus pandemic, which has dominated much of our work on behalf of the partner councils. During the next year, we will need to focus on delivering the benefits from these completed projects.

During 2021/22, a greater focus will be placed on supporting our partner councils deliver their ambitions. This will be achieved through the 28 scheduled projects, including 4 new projects. In addition, our priorities will include:

- Modernising Planning and Waste Services
- Better use of the councils' physical assets to support our Agile Working Strategy
- Improving how we communicate and engage with residents and businesses to meet their needs
- Modernising our Human Resources capability and delivering our leadership programme

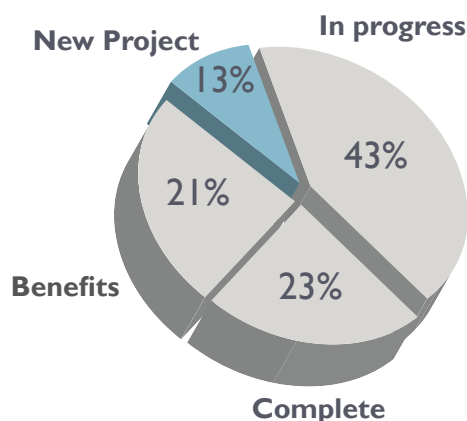
Project Assessment

In progress - The project is ongoing.

New Project - A new project added in April 2021.

Benefits - This project has been delivered and we are focussed on driving out benefits.

Complete - This project and the benefits have been delivered.



Strategic Action 1

We will improve engagement with cabinet members, chairs of committees and key partners to translate council priorities into action plans to deliver their desired outcomes. Specifically, we will implement a structured, regular programme to ensure that cabinet members and chairs of committees are fully briefed on plans, programmes, opportunities and risk. This will include a strategic member led group at each locality who will oversee the 'recovery' from Covid-19



An effective recovery to the Covid-19 pandemic



Effective engagement with Members



Effectively respond to emergencies & Major Incidents

Recovery Groups
June 2020



Establish a multi-disciplinary strategic recovery group in partnership with each council to identify local priorities and delivery of activity to support communities, businesses, and the economy.

Member Portal
October 2020



Use of a modern digital platform which ensures all elected members have access to information about council services and assurance that their priorities are being delivered.

Member Briefings
October 2020



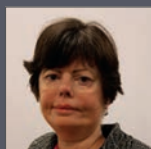
Regular, programmed engagement with cabinet members and committee chairs to ensure that they are satisfied and confident with the way in which we are delivering services and their priorities.

Emergency Response
Framework
July 2021



A framework to enable Councils to have the ability and resilience to respond to concurrent incidents and meet their responsibilities under Civil Contingencies act.

Sponsoring
Director:
Sue Pangbourne



Lead
Group
Manager:
Andy Barge



Lead Non-
Executive
Director:
Paul McCloskey



Strategic Action 2

We will help our partner councils deliver their priorities by:-

- preparing climate change strategies and actionable proposals that will deliver against those strategies;
- assessing how we might deliver additional affordable homes and bring forward delivery proposals;
- preparing strategies to support the local economy, employment and develop investment proposals
- supporting them with the modernisation and improvement of services (Contained in Action 9 and 10)



Reducing greenhouse gases by supporting local communities to decarbonise and minimising the footprint of council operations.



Deliver affordable homes.



Increase local employment by improving and investing in the local economy.

Climate Change Strategy
September 2020

BENEFITS

Setting out and agreeing how each council will play a leading role in tackling the climate crisis through the decarbonisation of its operations and communities within its district.

Affordable Homes
March 2021/22

IN PROGRESS

Assessing how we might deliver additional affordable homes in each district and bring forward delivery proposals and targets by September 2020 which will include delivery targets for March 2021/22.

Strategic Use of Assets
March 2022

NEW PROJECT

Optimising the use of Council owned buildings to deliver environmental and economic sustainability, whilst also building on truly flexible ways of working for our people.

Local Economy
March 2021

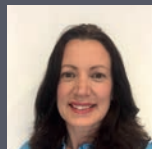
IN PROGRESS

Building on our Covid-19 recovery work supporting businesses, develop a strategy that supports the local economy and business growth.

Sponsoring
Director:
Jan Britton
and Lead
Relationship
Directors



Lead Group
Manager:
Claire Locke



Lead Non-
Executive
Director:
Paul McCloskey



Strategic Action 3

We will increase residents' awareness of the outcomes and benefits that the partner councils deliver by working with each authority to develop effective communication strategies and plans which will achieve this.



Effective messaging of each council's priorities to residents and businesses through a communications plan.



Members will be the primary communicators for each council.



Residents and businesses will be better informed about what their council is doing, including the outcomes achieved and the benefits that are delivered.

New Website
June 2020

BENEFITS

Launch of new council websites to ensure greater customer engagement and satisfaction.

Communications Plan
July 2020

BENEFITS

A digital first plan, leading with direct communications to residents through social and digital media tailored to each council's priorities.

Communications
Protocol
September 2020

COMPLETE

A communications protocol, setting out roles and responsibilities to ensure effective delivery of the communications plan and ensuring Members are the primary communicators for each council.

Publica Brand
December 2021

NEW PROJECT

We will review the Publica brand in partnership with our shareholders to ensure it compliments and reflects their vision for the partnership.

Sponsoring
Director:
Jan Britton



Lead
Group
Manager:
Bill Oddy



Lead Non-
Executive
Director:
Steve Anderson
Dixon



Strategic Action 4

We will assist our partner councils to achieve financial sustainability and deliver their medium term financial strategies, by working with them to develop commercial strategies to increase their revenue income. This action is linked closely to Strategic Action 6.



Improving the councils' financial position, whilst also creating social value by closing the gap between income and expenditure.



Focusing on delivering the best value for councils by creating a more commercial mindset in our staff.



Finance the delivery of current and emerging council priorities through the generation of income by sustainable investments.

Commercial Strategy
November 2020

COMPLETE

Setting out a strategic framework for investments which will generate income to deliver council priorities and create social value.

Commercial Awareness
March 2021

IN PROGRESS

A focussed leadership development programme, at all levels, to develop commercial skills across the organisation.

Commercial Strategy
Delivery
March 2022

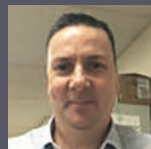
IN PROGRESS

The planned delivery of capital investments to enable the financing of Council priorities, whilst ensuring that the appropriate return on capital is achieved to support annual revenue budgets.

Sponsoring
Director:
Frank Wilson



Lead
Group
Manager:
Bill Oddy



Lead Non-
Executive
Director:
Paul McCloskey



Strategic Action 5

We will enable our partner councils to properly hold Publica to account for the services we provide on their behalf, by implementing the high level statement on commissioning, which sets out roles and responsibilities in the commissioning function, and producing a robust and transparent performance management framework.



Councils have a complete view of public service effectiveness.



Empowering Councils to make informed decisions about the way in which services are delivered.



An effective framework is in place at each council to manage risk and opportunities.

Performance
Reporting Framework
September 2020

BENEFITS

A framework which will enable us to provide regular updates to members and stakeholders against clearly defined outcomes and measures.

Commissioning
Statement
November 2020

COMPLETE

A framework which will provide councils with assurance that Publica is commissioning services effectively on their behalf, with clear roles and responsibilities.

Performance
Management System
July 2021

IN PROGRESS

Visible business information will ensure that we are focusing on our performance, risks and the delivery of council priorities.

Sponsoring
Director:
Jan Britton



Lead
Group
Manager:
Bill Oddy



Lead Non-
Executive
Director:
Steve Anderson
Dixon



Strategic Action 6

We will work effectively with partner councils to deliver efficiency savings and increase earned income for each by securing, managing and monitoring contracted services to enable them to deliver their medium term financial strategies. This action is linked closely to Action 4 and 8.



A roadmap of leisure and waste services.



Collaboration with our strategic partners to deliver greater benefits to both councils and residents.



Work with leisure service providers to deal with the impact of Covid-19.

Waste & Leisure
Services Roadmap
July 2020

COMPLETE

Develop a leisure and waste services roadmap for each council in consultation with Cabinet Members and enable them to track progress and hold Publica to account.

Leisure Services Review
September 2020

IN PROGRESS

We will undertake a review of the impact of the pandemic on leisure services at each council and report to each authority.

Review of the Waste
Contracts
March 2021

COMPLETE

Building a strong and mutually beneficial relationship with waste and leisure partners to maximise the value the partnership can provide through services to residents and businesses.

ESIP Programme
March 2023

NEW PROJECT

Working in partnership with UBICO to modernise waste services used by residents and businesses.

Sponsoring
Director:
Frank Wilson



Lead
Group
Manager:
Bill Oddy



Lead Non-
Executive
Director:
Steve Anderson
Dixon



Strategic Action 7

We will ensure that each partner council's high-priority projects are delivered as expected by implementing stronger project governance arrangements for all significant projects in line with the new Programme and Project Management Monitoring Framework.



Well governed and managed projects and programmes.



Delivery of high priority council projects to agreed time, budget and quality.



Projects achieve the expected outcomes and benefits.

Programme & Project Framework
October 2020

BENEFITS

An effective monitoring framework will ensure the desired outcomes and benefits are achieved for each council and Publica.

Project Management Training
November 2020

IN PROGRESS

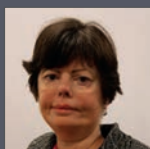
Staff will be provided with the methodology and skills to effectively manage programmes and projects.

Benefits Realisation Management
December 2020

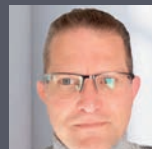
IN PROGRESS

Delivery of agreed outcomes and benefits from high priority council projects through a comprehensive monitoring framework.

Sponsoring Director:
Sue Pangbourne



Lead Group Manager:
Andy Barge



Lead Non-Executive Director:
Steve Anderson Dixon



Strategic Action 8

We will create an environment, supported by robust and effective processes, where we look to maximise the potential value of all procurement opportunities by fully understanding the local supplier base / economy, utilising economies of scale and adopting innovative routes to market. This action is linked closely to Action 4 and 6.



We will have a robust and effective procurement framework in place.



Work closely with local procurement partnerships, other local authorities, and partners like Ubico.



Develop procurement skills across the Councils and Publica.

Work in Partnership
July 2020

COMPLETE

Create a procurement community of practice, to maximize the potential benefits delivered from collective procurements, by working more effectively in partnership to better understand the local economy and markets.

Review Procurement
Processes
October 2020

COMPLETE

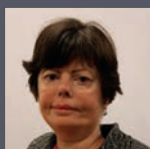
Undertake a review of the procurement processes and guidance ensuring they are easy to use, compliant with the relevant legislation, and links with the Commissioning Framework.

Procurement Training
December 2020

BENEFITS

Provide the necessary support, training and advice for staff to 'self-serve', on both simple and complex procurements.

Sponsoring
Director:
Sue Pangbourne



Lead
Group
Manager:
Phil Martin



Lead Non-
Executive
Director:
James Towner



Strategic Action 9

We will provide a positive customer experience in the delivery of services for the partner councils by implementing the customer promise; including delivery of the Salesforce Operating Model and improving outdated processes. This action is linked closely to Strategic Action 8 and 10.



Deliver high levels of customer satisfaction across all channels through implementing the customer promise.



Constantly increasing levels of customer and staff self-service.



Simplified processes that meet customer and business needs.

New Websites
Capabilities
August 2020

IN PROGRESS

Implement new digital capabilities including forms and automated tasks using a BOT.

Technology
Improvements
March 2022

IN PROGRESS

Implement the technology roadmap, including a new Revenues and Benefits system, Salesforce development, GIS, and digital payments.

Customer Experience
Improvement Team
March 2022

IN PROGRESS

Implement a programme which focuses on aligning and improving processes by moving them to a self serve environment and making them simple enough for residents to use. This will focus on improvements to Revenues and Benefits and Regulatory Services, including Development Management.

Sponsoring
Director:
Frank Wilson



Lead Group
Manager:
Jon Dearing



Lead Non-
Executive
Director:
James Towner



Strategic Action 10

We will improve how we organise ourselves, manage our resources and develop a customer-centric culture to ensure that we are focussed on meeting the needs of the councils' customers. This action is linked closely to Action 9.



A mindset focussed on providing the highest levels of customer satisfaction.



A flexible workforce that can be rapidly reorganised to meet customer needs and deliver council priorities.



Up to the minute visibility of what our customers are asking for and what our people are working on.

Live Business Information
October 2020

BENEFITS

Making business information current and visible across the organisation. Maximising the use of real time data, ensuring we deliver effective services and council priorities.

Agile Working
October 2020

BENEFITS

Embed truly flexible ways of working for our people, facilitating improved productivity, more responsive services and delivery of the councils' ambitions through asset optimisation.

Organisational Design
March 2021

BENEFITS

Implementation of automated self-service, customer support, casework and locality fieldwork capabilities that provide the ultimate customer experience, with more focused and fewer blended roles.

Resource & Workforce Planning Framework
March 2021

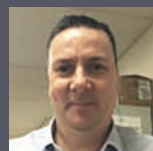
IN PROGRESS

Anticipating customer demand and enabling our workforce to be redistributed to meet need, by deploying the right people, with the right skills, at the right time. Ensuring that productivity is optimised and that if recruitment is necessary, appropriate roles and skills are sought.

Sponsoring Director:
Frank Wilson



Lead Group Manager:
Bill Oddy



Lead Non-Executive Director:
James Towner



Strategic Action 11

We will attract and retain high quality employees by ensuring that they are trained, appraised, recognised and rewarded fairly, working in a safe environment with the highest standards of welfare and support. We will achieve this by implementing our People Strategy and working closely with our recognised trade unions.



Support health, wellbeing and safety of employees.



Develop staff and ensure that there is an effective appraisal framework.



An effective approach to recruitment & retention.

Staff training
October 2020

COMPLETE

Implementation of an online training system to support mandatory & compliance training and develop a wellbeing approach that supports staff.

Appraisals
October 2020

BENEFITS

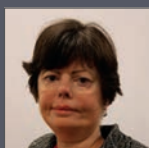
Introduce and implement a new approach to appraisals that focuses on providing clear targets and developing staff in order to deliver the business plan.

New Talent
October 2020

IN PROGRESS

Redesign our approach to recruitment & retention to ensure we attract the best talent, including the implementation of an intern and graduate strategy.

Sponsoring
Director:
Sue Pangbourne



Lead
Group
Manager:
Phil Martin



Lead Non-
Executive
Director:
Rosa Stewart



Strategic Action 12

We will implement the pay and grading framework, working closely with our recognised trade unions to ensure the approach is fair, modern, flexible and reflects the diverse nature of the roles performed by Publica employees, to recognise and reward existing employees and help attract high quality individuals.



New pay and grading structure.



New and adapted roles.



Benefits Portal.

Pay Structure
April 2020

COMPLETE

Implement the new pay and grading structure.

New & Adapted Roles
September 2020

IN PROGRESS

Implement a new process on pay (including training for managers) and trade union engagement.

Benefits Platform
January 2021

IN PROGRESS

Review the benefits portal to improve employee engagement and secure improved value for money from the benefits platform.

Sponsoring
Director:
Frank Wilson



Lead
Group
Manager:
Phil Martin



Lead Non-
Executive
Director:
Rosa Stewart



Strategic Action 13

We will inspire, motivate and empower employees by implementing a Leadership Development Programme, based on the principle of “leadership at all levels” including political and commercial awareness.



Development of inspirational leaders who will ensure we make the lives of residents and businesses better.



Leaders who are able to effectively work in a political environment so that councillors can have confidence in their ability to deliver great services and council priorities.



Delivering financially sustainable services by developing leaders who have commercial awareness that stretches beyond typical local government thinking.

Procurement
July 2020

COMPLETE

Conclude procurement process to commission a specialist training provider for a Leadership and Development Programme.

Design
September 2020

IN PROGRESS

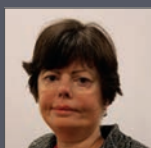
Co-design of programme with specialists.

Delivery
March 2022

IN PROGRESS

Delivery of a phased leadership development programme across the organisation.

Sponsoring
Director:
Sue Pangbourne



Lead
Group
Manager:
Phil Martin



Lead Non-
Executive
Director:
Rosa Stewart



Strategic Action 14

We will create the right conditions for achieving continuous improvement, high performance and productivity, by improving our HR practices using the Investors in People (IiP) framework and attaining IiP accreditation.



IiP assessment report and recommendations.



Development of projects that will support accreditation, staff engagement and each aspect of the IiP framework.



IiP status awarded, recognising that Publica meets the required standard.

Registration
July 2020

COMPLETE

Registration with IiP and approach to assessment and accreditation agreed.

Project Plan
December 2020

IN PROGRESS

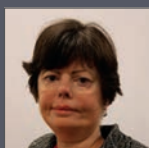
Develop projects that will support accreditation, staff engagement and each aspect of the IiP framework.

Accreditation
October 2021

IN PROGRESS

IiP accreditation achieved, and ongoing delivery of recommendations.

Sponsoring
Director:
Sue Pangbourne



Lead
Group
Manager:
Phil Martin



Lead Non-
Executive
Director:
Rosa Stewart

