

DRAFT

Commissioning Strategy

Meeting local needs and delivering
excellent and efficient services for
Cotswold District Council.

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Foreword

Our Councils together with Publica share with all public services, a responsibility to constantly find more effective ways to deliver better outcomes – especially when public money is being used. This aim is vital in the current circumstances where the financial settlement between central government and local government is so challenging.

Publica is commissioned by its Partner Authorities to deliver agreed services that address the needs of service users – making use of insight and intelligence to plan effectively and making the best use of resources recognised as the value per £ spent. Publica in turn is a commissioning organisation and uses its expertise to decide how to use the total resources available, in order to improve outcomes in the most efficient, effective, equitable and sustainable way – using a whole system approach.

With such a large proportion of Councils budgets being spent with third parties, better commissioning is one of the most effective tools we can use to meet the challenge. In doing so it is also clear that the understanding between central government and local government is that potentially radical solutions should be pursued through commissioning – particularly through shared and integrated commissioning and around the sharing of risk and reward.

Radical moves by central government have granted legitimacy for big shifts in how local services are provided; unknown territory for many, but time to invest in how we want services to operate in the future, and the innovation needed to get us there.

With the creation of Publica, we have demonstrated our ambition and appetite for that radical shift in how services are delivered, but we recognise that there is a limit to the extent to which further streamlining and efficiency improvements within the Company and Councils will achieve savings of the scale necessary.

Excellence in commissioning is integral to our strategy because it will provide our Councils together with Publica with the necessary foundation and framework for pursuing a transformative agenda. It sets out the ‘rules of the game’ which focus on;

- The way we are going to work together and with service providers
- The governance that will apply
- The information and processes we need
- The new skills and behaviours we will need to learn

Setting out our commissioning approach is particularly important for joint working as well as partnerships and collaborations to achieve a common goal. A commitment to excellent commissioning starts with a desire to achieve great outcomes, but it also

includes developing better relationships with our most critical providers to achieve our shared business requirements. Identifying providers that will assist with transformation, securing services at better value, developing alternative sources of supply and managing those providers who are less effective in delivering our Corporate Strategies and business plans are all crucial to our commissioning success.

Our Commissioning Strategy will ensure that we have more choice in the market so that those from whom we commission through procurement:

- Are able to deliver and improve quality and performance
- Are forward thinking and innovative
- Proactively respond to the needs of the people who we provide our services to
- Can be measured against service level agreements
- Can use existing Council and community assets
- Can influence partner spending

The service delivery model created by Publica is unique in that it not only brings together service providers but also delivers expert advice and commissioning support. This ensures that together we maximise the benefits of our scarce resources and ensure that policy development, procurement and service delivery are all aligned.

Strategy Objectives

The objective of this Strategy is to ensure that Publica commissions services for the Councils efficiently by:

- Having oversight of all commissioned services to ensure co-ordination, reduced costs, and maximising arising's from economies of scale and opportunities for joint procurement.
- Explore innovation in commissioning, to ensure the best commissioning route is taken.
- Supporting Council and Publica officers in the commissioning process to ensure it is as quick, simple and efficient as possible and fully compliant, and to ensure that the right staff/consultants with the necessary knowledge are involved.
- Continually self-policing the commissioning undertaken by Publica on behalf of our Partner Councils to ensure that it is compliant to legal, safety and

ethical standards and delivers the best available option for its communities in terms of benefit and cost.

It is intended that the development and adoption of this strategy will be a fundamental building block in our ambition to become effective commissioners, for the following reasons:

- It will provide a framework to support all areas of our Partner Councils and Publica in adopting a consistent, comprehensive and robust approach to commissioning activity, encouraging long term strategic planning.
- It will promote commissioning as a driver for the transformation of council services and encourage challenge of existing methods of service delivery.
- It will positively contribute to delivering efficiency and quality improvements through commissioning of excellent and cost effective services.
- It will set out how we will work with partners to develop our strategic commissioning and procurement approach across service groups.
- It will provide transparency around Publica and the Partner Council's commissioning strategy and objectives, and the plans to achieve these will act as a reference point to check progress against meeting those objectives.

The aims of the strategy are to:

- Set out the vision and direction for commissioning activity across Publica and the Partner Councils;
- Provide clarity around what we mean by commissioning;
- Define the basic principles which should support all commissioning decisions;
- Identify the key outcomes required to make our Partner Councils and Publica expert commissioners;
- Set out how our Partner Councils and Publica propose to achieve the intended outcomes.

Our Partners & Publica

Publica is a council-owned service delivery company that is modernising local public services, and has the vision of being a recognised leading provider of local public services.

Publica delivers services to Cotswold (CDC), West Oxfordshire (WODC), Forest of Dean (FoDDC) District Councils and Cheltenham Borough Council (CBC). Publica additionally provides services to the Cheltenham Trust, Cheltenham Borough Homes and Ubico Ltd (an environmental services local authority company).

As set out in its strategy (Appendix B), Publica exists to improve our local communities with services our staff are proud to deliver.

Our principles are to:

- Take expansion of Publica off the transformation agenda for 12 months and focus on the four member councils.
- Conduct a strategic review in a year's time to assess whether there is appetite (externally and internally) for expansion into more councils.
- Think about impact, not growth: Publica can have a positive impact on the standards of every local council in the country – whether it grows or not.
- Make progress visible to Partners and Councils: introduce substantive redesigned resident-facing services on a regular basis to evidence that 'Publica is working'.
- Keep working on the core: there are substantial improvements possible within underlying functions across the organisation that can help Publica achieve the aims set out in its business plan.
- Own the agenda on value: identify and communicate a series of Publica-centric metrics that can evidence progress with data.

Our vision is to be recognised as a leading provider of local public services and to achieve this we will:

- Encourage and support everyone in Publica to do their job brilliantly
- Demonstrate the impact we have on our local communities with services that are visibly better and easier to use
- Increase the value we provide to member councils by continuously improving our ways of working
- Explore how to maximise Publica's impact on the broader local government sector

Each of the councils and clients retain their independence and identity but by working together and sharing resources seek to maximise mutual benefit, leading to more efficient, effective delivery of local services.

Publica was created to assist councils to:

- Respond to current and future financial pressures
- Deliver efficient, value for money services using technology in a connected world
- Increase organisational resilience and capacity by sharing expertise
- Deliver better outcomes for our communities
- Champion local needs

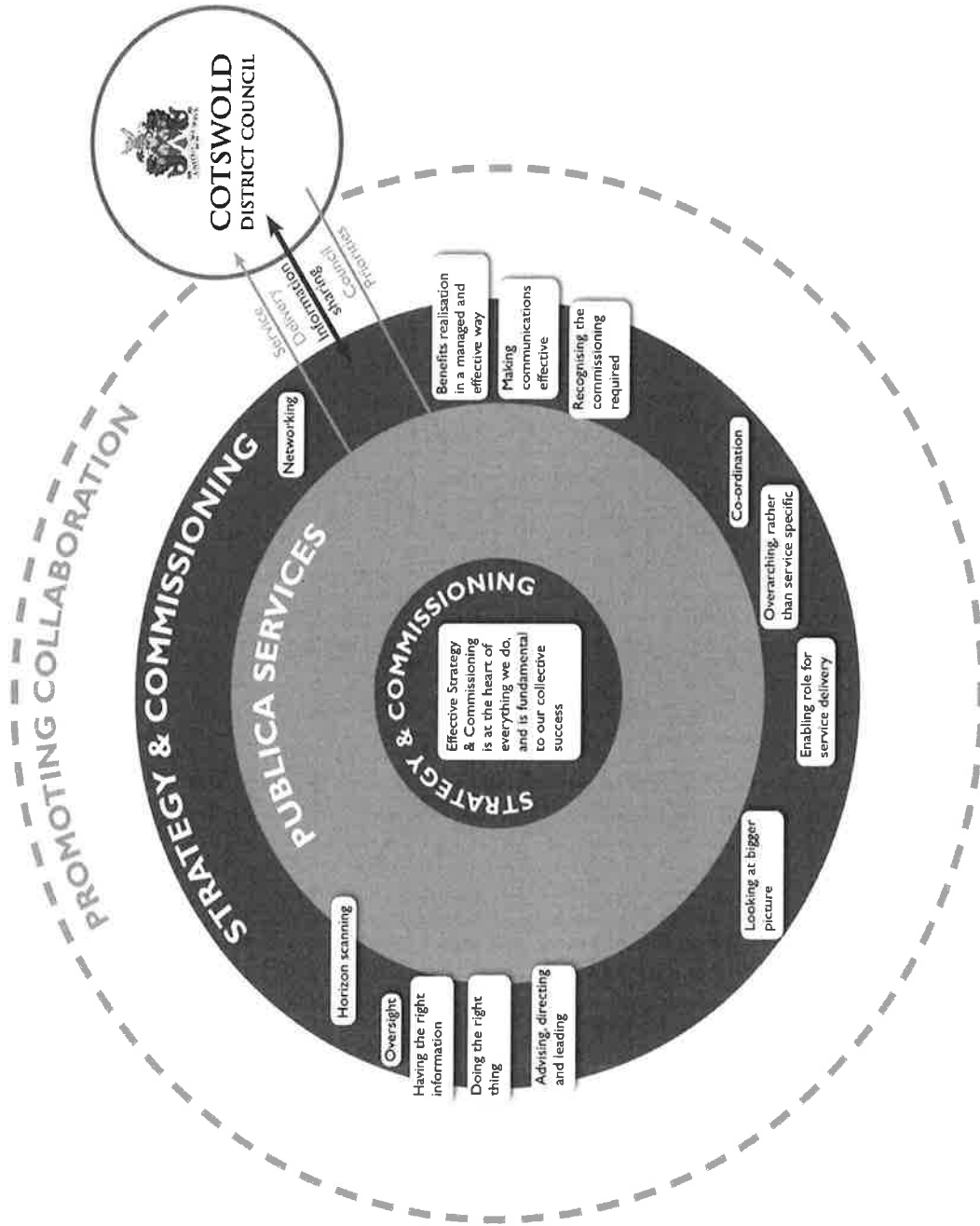
Our Councils together with Publica seek to deliver the best solutions for residents and communities using all of the potential options available to us; to design directly provided services to succeed in meeting the agreed standards; and to ensure they are delivered for the best possible value.

CDC, WODC & FoDDC commission Publica to deliver all services with the exception of Legal Services and the Counter-Fraud Unit.

CBC commissions Publica to deliver HR, Finance and ICT services, but has a retained commissioning function.

Publica's Strategy and Commissioning Group commissions all relevant services on behalf of Publica and its Partner Councils, and is integral to everything we collectively do.

Strategic commissioning is at the heart of the company, but also acts as the bridge to support the services performed and challenge old ways of working;



Why do we need a Commissioning Strategy?

We need a Commissioning Strategy to ensure that there is an agreed clear and consistent approach for everything Publica commissions for itself and on behalf of our Partner Councils - with clarity on roles and responsibilities.

The strategy won't get in the way of business as usual, but will support a focused approach and enable us to effectively manage resources, prioritise direction and focus, and manage expectations by way of agreed processes.

It will also be the platform to enable objectivity and challenge, be a driver to having challenging conversations particularly in managing legislative changes, and enable the use of insight and intelligence to inform decision making and use of resources.

Defining Commissioning Strategy

It is essential that everyone, from Partner Council, Publica and Council officers, customers and residents, to Elected Members has a clear and consistent understanding of what is meant by the term Commissioning Strategy.

'Commissioning Strategy' is a cyclical process that public sector organisations use to plan, procure, deliver and evaluate services for local residents, as set out in the 'Guide to Commissioning'. It supports how we go about securing the right services to meet identified needs and priorities and provides an auditable transparent trail;



What Commissioning Strategy isn't;

Commissioning Strategy isn't the procurement or physical delivery of a service or statutory function, but it underpins all the services provided, purchased or procured by Publica for itself and on behalf of our Partner Councils, from high value long-term contracts to daily consumables and involvement in partnerships.

To support this, the Commissioning Strategy Group and Procurement Team will have a close working relationship and share/receive key intelligence.

What do we Commission;

Publica is commissioned by its Partner Councils to provide agreed services which the company then works to find the best way to deliver based on an outcome approach. This supports the statutory functions that the Councils are required to provide such as:

- Development Management
- Environmental and Regulatory Services
- Domestic waste collection

Publica also commissions discretionary services that individual Councils have identified as being required locally, such as

- Provision of leisure facilities
- Public conveniences

All of the services that are commissioned on behalf of the Councils are set out in the service specifications which form part of the formal agreement between the Councils and Publica.

These are delivered via:

In-house services – standard services that are required on a day-to-day basis by the Councils and form the major part of the formal agreements between the Councils and Publica;

Externally sourced services that are the subject of specific contracts or service level agreements, such as Leisure Services and Waste Services;

One-off contracts for services or functions that cannot be provided 'in-house', usually due to a requirement for specialist expertise or a short term increase in demand which cannot be resourced quickly or efficiently in-house such as transport consultants.

In addition, we will commission specific services that are required to assist Publica in undertaking its own work (e.g. digital transformation) or the work it does for its partners such as purchasing an investment property or leasing additional space.

Principles

In order to achieve good commissioning and provide assurance for our Partner Councils it is important that we continually measure ourselves against a set of defined principles – we will:

- Use an outcome based approach, recognising the importance of value for money and drive innovation to ensure that we maximise impact per £, with minimal wastage;
- Understand the local needs of users and other communities by ensuring that, alongside other consultees, we engage and gain intelligence and feedback;
- Ensure our commissioning is ethical, provides social value and delivers on any other wider ambitions the Councils may have i.e. reducing carbon.
- Not make any assumptions on need and look at a whole system approach with partners to ensure that we don't miss opportunities;
- Ensure there is a detailed and accurate brief before the commencement of the commissioning process with effective management of risk and awareness, and appropriate governance in place;
- Ensure contracting processes are transparent and fair, facilitating the involvement of the broadest range of suppliers, where appropriate;
- Ensure the allocation of the right staff/consultants with the necessary knowledge and skills;
- Target long-term contracts and risk sharing, wherever possible, as ways of achieving efficiency and effectiveness;
- Work with existing suppliers/contractors to decommission services/contracts effectively in a managed way; and
- Seek feedback from service users, communities and providers in order to review the effectiveness of the commissioning process in meeting local needs.

How do we commission

When

The Commissioning Calendar sets out key dates for reviewing existing contracts and agreements and ensures that all commissioning activities take place in a timely and structured manner.

How

The Commissioning Framework sets out the high level approach to commissioning, including when and how options appraisals should be carried out to determine the most appropriate commissioning route for any particular service or function. The Framework will guide both the Councils and Publica in making these decisions.

Insight & Intelligence

Our Councils will be supported by Publica in identifying our community needs which will shape our Corporate Plans. A collaborative approach will be pursued that draws together insight and intelligence and inputs from partner service areas to identify local needs and to evidence areas which should be prioritised.

Our aim will be to use data and evidence to strengthen our decision making and this insight led approach to commissioning allows us to answer the what and why questions first; which in turn leads to an intelligent answer as to how we meet that need – the sourcing or delivery model used, which informs tasks, functions and projects which the Council wants to deliver, how these could be delivered and at what cost.

Some key areas may be fairly obvious such as affordable housing or homelessness but compiling data may help refine tasks or targets. Other areas may be less obvious but data or intelligence may inform Members of local issues, such as drug abuse or obesity in children which enable policies or investment to be targeted to provide greater support in these areas.

Commissioning is the attitude that underpins the decision, rather than the process we go through.

Relationships

Publica will nominate a commissioning partner (from the Director and Group Managers within the Strategy and Commissioning Group) for each Council, who will meet with the Head of Paid Service and Members to share and receive intelligence and data, and define priorities for the following year. Consultation with the S.151 Officers and Monitoring Officers in the development of the Corporate Plans will ensure coordination with Medium Term Financial Strategies and compliance.

Corporate Plans will be communicated to Group Managers and Business Managers where their objectives will be translated in to Service Delivery Plans and used to develop a refreshed performance framework, which will be monitored in accordance with the Councils' requirements.

Identifying Priorities

When priorities and key tasks are developed, Publica's commissioning partners will advise the Heads of Paid Service and Members of the ways in which staff, financial and other resources can be used to best effect. Once Corporate Plans have been agreed there may be a need to review priorities or retarget resources throughout the year. This tends to occur when new issues emerge or new legal requirements are imposed, which could not have been previously anticipated, e.g. the issue of single use plastics which gained momentum in 2018 following television coverage and influenced a new DEFRA Waste and Resources Strategy.

Group	Roles & Responsibilities
Members/ Cabinet Members	Define priorities for the coming year
Heads of Paid Service	Support Members/Cabinet Members in defining priorities for Publica
Chief Finance Officer (S.151 Officer	Support Members/Cabinet Members in understanding the budgetary envelope available for delivering priorities
Commissioning Partners	Gather and share intelligence for decision making purposes
Group and/or Business Managers	<p>Share and receive intelligence and data, to help define priorities and capture in action plan</p> <p>Advise on commissioning opportunities and present business cases for change</p> <p>Deliver agreed priority outcomes through services or tasks</p> <p>Report on performance to Members</p> <p>Support the Chief Finance Officer by providing details of the financial implications of delivering the Council Priorities to inform the Medium Term Financial Strategy and detailed annual budgets</p>

	Deliver actions to meet budget savings as approved by Council
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Flexibility

Publica will strive to be as flexible as possible in accommodating the requirements of its partner Councils. Where an additional requirement is identified which will be placed on the Council or there is an emerging issue which needs to be addressed, the relevant commissioning partner will raise it with the Head of Paid service for discussion with Members. Where this results in additional work being required, or alternatively where Cabinet Members identify any other pieces of work or projects that they wish Publica staff to undertake that is not covered by the agreed 'business as usual' work plan, Publica will assess resource implications and report back before going ahead.

Members should always set out their requirements to the Head of Paid service who will make the request to the Publica commissioning partner.

As an example, an instruction which is received following an informal Cabinet discussion will result in Publica providing an advisory service whereas a formal Council, Cabinet or Lead Member decision will result in a formal commissioning process.

In these circumstances, Publica will commit to:

- Identify the earliest the work could be carried out within existing resources
- Ascertain the additional resource requirements which would be required to carry out the work immediately (or as soon as feasible)
- Identify options for ceasing other work to enable the new work to be delivered more quickly

A record of the instruction will be recorded on the 'Variation pro-forma' and where applicable, a contract variation will be agreed for the change.

Commissioning Process

We will encourage innovation at each stage of the commissioning cycle:

Phase	Generating innovation
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Analyse	Looking for better ways of defining the problems to be solved and challenge how solutions could be met in different ways by having a better understanding of community strengths																																																							
	Critically reviewing the potential outcomes our Partner Councils and Publica would like to see and any underlying logic for them																																																							
	Using insight and intelligence to gather data, challenging any assumptions for correlation and to review cause and effect – when two things are related, but one doesn't necessarily cause the other; and for causation – when one factor does cause another																																																							
	Encouraging public feedback on outcomes, rather than existing services. We won't start with the presumption that the same, or similar, service is needed.																																																							
	Understand needs and desired outcomes to create rich picture and enable value based decisions																																																							
Plan	Starting with user research and crowdsourcing ideas for what matters																																																							
	Using 'Route Cause Analysis' – Example;																																																							
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	Involving users in the development of specifications and performance measures
	Co-creating, prototyping and testing new solutions
	Target appropriate resources to agreed priorities and ensure that the right skills are in place
	Engaging current and potential providers in ideas for seeing how the challenge is tackled elsewhere
Do	Encouraging providers' ideas for innovation in the service development or tendering process
	Involving service users (where appropriate) in developing the evaluation and supplier selection process
Review	Measuring against benefits to determine realisation of outcomes
	Regularly looking at the quality of performance measures - both output based and outcome based
	Evolve contract governance to balance risk and innovation
	Bring users together with providers to review how to improve services

To achieve this any officer who needs to commission a service will in the first instance complete the 'Commissioning pro-forma' and liaise with the Business Manager for Strategy and Commissioning (BMS&C), who will then in-turn collaborate with colleagues and review the service/s required in the context of the wider business needs and identify any opportunities for joint commissioning.

The BMS&C will ensure that appropriate budget has been agreed and once the review has been completed, refer to the Commissioning Policy which will identify the most appropriate commissioning path for the officer/service area to take, including direct purchasing, procurement or partnership delivery.

In certain cases the current way of working/contracting/procuring will be satisfactory and there will be no identifiable benefits in changing the approach, but our Partner Councils and Publica will have assurance that the necessary commissioning review has been completed.

This process will complement the existing Procurement route and ensure that opportunities are identified early on to maximise the chance of benefits realisation. Examples of this are shown by way of the two case studies shown at Appendix A - Commissioning & Procurement working together.

Monitoring and Review

How do we monitor the quality of what we commission?

Publica will:

- Review commissioning routes, options for delivery and performance against objectives and present these to individual councils to enable informed commissioning decisions
- Present its draft Business Plan to each Council's Scrutiny Committee(s) and Cabinet annually
- Attend appropriate Scrutiny Committees to answer questions on the quarterly monitoring reports
- Attend additional Scrutiny Committee meetings as required
- Meet with Cabinets and other invited members on a quarterly basis to discuss progress against the Business Plan, key risks and challenges, budget monitoring and service delivery matters
- Present its Annual Report at an Annual General Meeting where all councillors will have the opportunity to ask questions in an open environment
- Request Audit undertake both routine and targeted auditing of service delivery and procedures to effectively manage risk and provide assurance of quality and compliance, which will be reported to Partner Councils .

For externally sourced service provision contract monitoring arrangements with KPIs and reporting frameworks are embedded within the relevant contracts with a focus on outputs, which truly reflect contract performance and the service received by the customer, such as financial performance, number of missed bins etc.

We will undertake Post Project Reviews which include the contribution that 'one-off' commissions of consultants/service providers have made to a project.

We will also undertake targeted reviews and/or audits of contract performance where concerns arise or where contract extension is to be considered.

Appendix A Commissioning & Procurement working together

The Commissioning Strategy will work within the Contract Rules and support the Procurement Strategy, but will continually challenge old ways of working to identify the best procurement path in order to deliver benefits for our Partner Councils and Publica, and ultimately better impact per £.

The following case studies demonstrate the importance of good commissioning in support of procurement.

Case Study 1

CDC, FoDDC and WODC all separately expressed a desire to install Electric Vehicle Charging points. Initially a one off joint procurement was considered but following consultation with the procurement team, a Framework agreement has been procured which allows named authorities to call off from that agreement over the life of the Framework, installing more charging points over the next few years as demand grows.

After some soft market testing it became apparent that there is a very different offer available from each competing supplier, so different Lots were advertised to allow flexibility in the product and choice for each Partner Council in what service they ultimately purchase.

Whilst CDC and WODC initially funded the legal costs to prepare the framework, Publica have also been named to allow other Councils to acquire services through the Company in the future.

This will enable the funding councils to recoup their costs and potentially generate income.

Case Study 2

CDC is implementing a waste and recycling services redesign in autumn 2019. In order to perform the new service, Ubico Ltd required new Kerbside Recycling Resource Recovery Collection Vehicles (RRV), as the present ones were 7 years old, could not fulfil the requirements and had high maintenance costs making them uneconomical to continue with.

The Project Board for the service implementation project appraised 2 types of RRV's and concluded that due to significant health and safety concerns, a type manufactured by Colin White Service (CWS) was better suited to the service requirements than that produced by its competitor - Romaquip.

Immediately following this decision, Ubico gained a list price for the new RRV vehicles from CWS.

The list price quoted by CWS was as follows;

Vehicle Type	Chassis	Body	Price
12 x 12 tonne RRV's	£43,750	£78,000	£1,461,000
2 x 13.5 tonne RRV's	£42,930	£88,000	£261,860
2 x 7.5 tonne RRV's	£28,700	£70,000	£197,400
Grand Total			£1,920,260

Using a framework CDC was able to direct award to CWS but rather than accept the list price offered, negotiation directly with the manufacturer were completed to reduce the overall cost for the Council.

Following the completion of two phases of negotiation, officers were able to reduce the price by £120k which equated to the cost of one of the new vehicles

PUBLICA

Publica's strategy

Introduction.

The aims of this project:

- To align everyone behind a single, achievable strategy
- To provide a common language for Publica's strategic goals
- To create a strategy framework that ensures common understanding across Publica

Outcomes

- Refreshed purpose, vision, value propositions to key audiences
- Clearly defined, actionable priorities
- Draft objectives to meet priorities
- Strategic principles to underpin planning

The strategy framework

- This is a cascade of strategy components that define what Publica is, what it stands for, and how it will focus its activities
- It is a powerful tool that will help to align and direct future activities across the organisation

Notes

The interviews, group workshop and subsequent discussions have been incredibly valuable in helping to shape the framework.

Over the course of these activities a series of key principles for Publica's strategy have emerged that inform the shape and content of the strategy framework.

These have been included as context for the framework content.

Principles.

- Take expansion off the transformation agenda for 12 months and focus on the four member councils.
- Conduct a strategic review in a year's time to assess whether there is appetite (externally and internally) for expansion into more councils.
- Think about impact, not growth: Publica can have a positive impact on the standards of every local council in the country – whether it grows or not.
- Make progress visible to Partners and Councils: introduce substantive redesigned resident-facing services on a regular basis to evidence that 'Publica is working'.
- Keep working on the core: there are substantial improvements possible within underlying functions across the organisation that can help Publica achieve the aims set out in its business plan.
- Own the agenda on value: identify and communicate a series of Publica-centric metrics that can evidence progress with data.

Purpose.

An organisation's purpose is the ultimate reason it exists. Everything the organisation does should align with its purpose.

PUBLICA'S PURPOSE

We exist to improve our local communities with services our staff are proud to deliver.

The subject of your purpose is our *communities* made up of residents and businesses, as these are the ultimate beneficiaries of what you do. Making their lives better is, arguably, the ultimate ambition of any local government services.

Services reflects your nature as a service-led organisation: services connect all modern organisations with their end customers.

Your *staff* are critical to Publica's success, and you will be successful if they are proud of the standards of service they deliver to citizens.

Vision.

An organisation's vision is the bold, but achievable, ambition that unites and drives all of the organisation's activities until that ambition is met.

PUBLICA'S VISION

To be recognised as a leading provider of local public services.

Your vision reflects a focus on your current member councils.

It sets out a still ambitious aim to be recognised as the best at what you do. By achieving this, you build demand for your knowledge and the opportunity for expansion.

Leading provider combines both quality and efficiency because Publica is committed to maximising efficiency while driving up the standards of service delivered.

Positioning.

An organisation's positioning defines what it is; a simple descriptor that ensures that everyone describes Publica the same way, in any forum.

PUBLICA'S POSITIONING

Publica is a council-owned service delivery company that is modernising local public services.

A service delivery company has been the most common phrase used to describe what Publica is. By making the statement active – *is modernising* – it positions it as a company with real purpose.

The council-owned component here is important as it establishes Publica squarely in the public sector, run for the benefit of councils and their citizens only.

Value propositions.

An organisation's value propositions are the way it describes its core benefits to its key audiences. Most organisations have at least two: for the target customer and for its staff.

PUBLICA'S VALUE PROPOSITION
FOR STAFF

We enable you to create the place you would be happy to live in, by putting customers first and making service delivery simple and easy.

Working hypothesis:

Most staff will be motivated by doing a good job and will be satisfied when they feel that they have been able to.

The value proposition for staff says that Publica allows them to do something really worthwhile, empowering them to put citizens first and ensuring that the tools they need to do their job will be as good as they can be.

PUBLICA'S VALUE PROPOSITION FOR COUNCILLORS

We enable you to deliver on your promises by providing flexible, efficient, high-quality services for your residents and businesses.

Working hypothesis:

Most councillors will be driven to deliver on the mandate they have been given – to improve the lives of the people in their district and grow their popularity among the electorate.

The value proposition for councillors puts delivering on their promises front and centre via a combination of flexibility (so that it's their choice what is offered), efficiency (so it demonstrates excellent fiscal responsibility) and high-quality (so that citizens are happy).

PUBLICA'S VALUE PROPOSITION
FOR COUNCILS

**We enable you to face the future
with confidence by delivering
better services and reducing the
cost of delivery.**

Working hypothesis:

Councils are squeezed. They will come under increasing financial pressure making service delivery harder and raising the prospect of Unitary mergers. Equally, their citizens will increasingly expect them to deliver digital services to the standards of the best of the commercial sector.

The value proposition for councils centres on facing the future with confidence which wraps up all of their challenges positively.

Priorities.

An organisation's strategic priorities should define the three to four areas that it needs to focus on relentlessly to achieve its vision.

PRIORITY A:

Encourage and support everyone in Publica to do their job brilliantly

Priority A addresses the operational design of the company and the makeup and responsibilities of the teams within it.

It also speaks to the need to provide every person with the tools, support and development opportunities they need to excel at the role they perform.

PRIORITY B:

Demonstrate the impact we have on our local communities with services that are visibly better and easier to use.

Priority B addresses the critical importance of proving that Publica is making citizens' lives easier by delivering tangible, visible improvements to the services they use to engage with their council.

This inherently implies a shift to a seamless digital experience by default where that is appropriate.

PRIORITY C:

Increase the value we provide to member councils by continuously improving our ways of working

Priority C addresses the need to deliver increasingly efficient underlying operations across all day-to-day aspects of the organisation.

This ensures that we focus on ensuring that every Pound spent delivers the maximum return for each of our councils.

PRIORITY D:

Explore how to maximise Publica's impact on the broader local government sector.

Priority D explicitly addresses the opportunity for Publica's *impact* on the local government sector to be expanded – whether by expansion, via sharing strategies, or both.

This ensures that we give proper consideration to the future opportunities available to us while we focus our energies on delivering on our vision.