PUBLICA

Delivering great services locally

CBC: ANNUAL PERFORMANCE REPORT
October 2018

INTRODUCTION

The Publica Business Plan 2018-19 - Preparing for the Future, clearly sets out our aims to:

- **Be a great service provider**
- **Be a great place to work**
- **Support our member councils deliver their ambitions**
- **Be a growing and improving company**

In achieving these aims we've identified a number of priorities and this performance report gives a visual representation to show how, at a glance, we're doing against these priorities to:

- Exceed the minimum business case financial targets
- Do the 'day job' really well
- Transform service delivery
- Develop Publica people

This first performance report covers the first five months of operating. Future reports will be presented on a quarterly basis.

FINANCIAL PERFORMANCE: November - March (core contract excluding transformation costs)
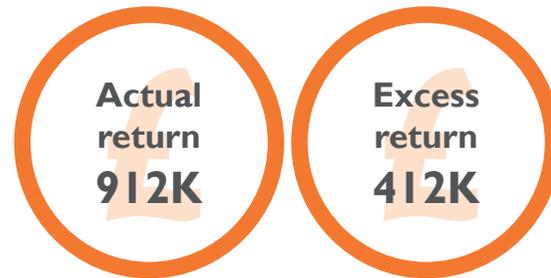
TARGET
(Savings target plus markup)

Total target return
5%

Total actual return
500K

ACTUAL
(Attributed back to partner based on source)

Actual return
912K

Excess return
412K

KEY REASONS:

One company, pensions savings and vacancies:

- Cheltenham £16k   (8%)
- Cotswold   £188k (11%)
- Forest   £49k   (7%)
- West   £159k (10%)

Some of these repeatable and built into 2018-19 savings.

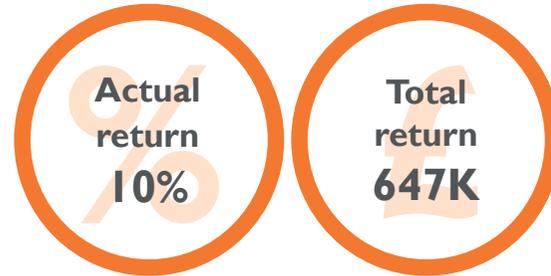# FINANCIAL PERFORMANCE: April - June 2018: Quarter 1 (core contract)

TARGET
(Savings target plus markup)

Total target 5%

Total target return 305K

ACTUAL

Actual return 10%

Total return 647K

KEY REASONS:

- Pensions savings   £85k
- Other staff costs   £155k
- Equipment / office   £40k

HOW IS PUBLICA PERFORMING FOR CBC: April 2017 - March 2018
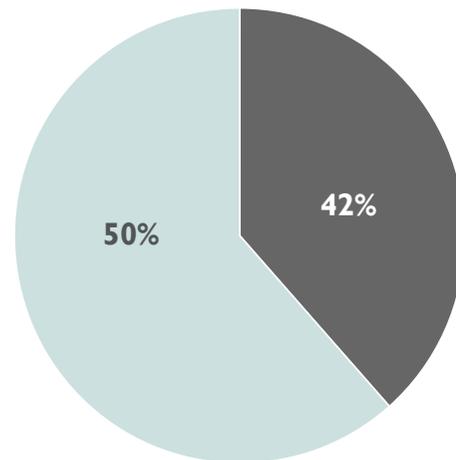
KEY PERFORMANCE INDICATORS

Number of core indicators achieving target:

100%

Summary of key tasks

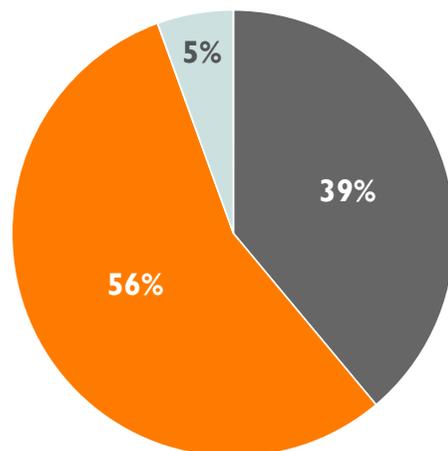☺ Completed (5)

☺ On target (8)

42%

50%

BUSINESS PLAN TASK TRACKER: May 2018

The Publica Business Plan 2018-19 identified a total of 18 key tasks:

Summary of task status

- 😀 Tasks completed (7)
- 🙂 Tasks on-track (10)
- 🙁 Tasks off-target (1)

5%

39%

56%

GREAT SERVICES

Key task	Business Plan Priority	Transformation / BAU	Lead	Due date	Progress	Status
To establish core digital capabilities required to transform all services	Transform service delivery and exceed service expectations	Transformation	Bill Oddy, Sarah Turner	March 2019	Proposals to be considered by the Publica Board in May 18	🙂
To establish an ongoing and prioritised rolling programme of service transformation reviews	Transform service delivery and exceed service expectations	Transformation	Bill Oddy	May 2018	Report containing roadmap considered by the Publica Board in April 18. Further work to establish a plan during April/May 18	🙂
Embed and build on 'Total Reward' approach	Develop Publica people	Embed: BAU Build: Transformation	Embed: Phil Martin, Helen Chamberlain Build: Bill Oddy, Phil Martin	Tbc	To be contained in the Organisational Design transformation workstream	🙂

GREAT PEOPLE

Key task	Business Plan Priority	Transformation / BAU	Lead	Due date	Progress	Status
Introduce a flexible benefits scheme for April 2018	Develop Publica people	Transformation	Andy Barge	April 2018	Staff benefits platform launched in April 18	🙂
Introduce Publica People Recognition scheme linked to the Publica Way by April 2018	Develop Publica people	Transformation	Andy Barge	March 2018	Staff recognition scheme launched in march 2018	🙂
Complete establishment of formal employee consultation and negotiation arrangements by April 2018	Develop Publica people	Transformation	Bill Oddy / Phil Martin	April 2018	All staff transferred to Publica in November 2017	🙂
Consult with employees and Unions on a new organisational design framework with a view to implementation by March 2019	Develop Publica people	Transformation	Bill Oddy / Phil Martin	Tbc	To be contained in the Organisational Design transformation workstream	🙂
Consult and agree new pay and grading arrangements and revisions to Terms and Conditions by March 2019	Develop Publica people	Transformation	Bill Oddy / Phil Martin	March 2019	To be contained in the Organisational Design transformation workstream	🙂
Develop a detailed process for the commissioning of individual services, based on the Commissioning Framework, in preparation for a rolling review of how all services are provided from April 2019 onwards	Exceed the minimum business case financial targets	BAU	Claire Locke	March 2018	Completed project as part of the Publica set Up	🙂

SUPPORTING COUNCILS & CLIENTS

Key task	Business Plan Priority	Transformation / BAU	Lead	Due date	Progress	Status
Establish robust support services for councillors, including PA support, access to officers, training and development, and opportunities to share examples of best practice, based on detailed user needs research	Transform service delivery and exceed service expectations	Transformation	Andy Barge	Tbc	To be developed as part of the communications and engagement transformation workstream	🙂
Undertake a detailed review of council strategies/plans and corporate priorities in preparation for councils following District Elections in 2019/2020	Transform service delivery and exceed service expectations	BAU	Andy Barge	Tbc	To be scheduled	🙂
Review the new format Service Delivery Plans and Performance Information in Q3 for any changes to be made for implementation in April 2019	To do the 'day job' really well	BAU	Claire Locke	Tbc	To be scheduled	🙂
Agree communication and liaison plans with each council and client	To do the 'day job' really well	Transformation	Andy Barge	Tbc	To be developed as part of the communications and engagement transformation workstream	🙂
Review liaison arrangements between Publica and councils and make recommendations for improvement by December 2018	Transform service delivery and exceed service expectations	Transformation	Andy Barge	Dec 2018	To be developed as part of the communications and engagement transformation workstream	🙂
Develop a Transformation Programme Plan by April 2018	Transform service delivery and exceed service expectations	Transformation	Bill Oddy	May 2018	Report containing roadmap considered by the Publica Board in April 18. Further work to establish a plan during April/May 18	🙂

IMPROVING & GROWING COMPANY

Key task	Business Plan Priority	Transformation / BAU	Lead	Due date	Progress	Status
Establish a Transformation Lead and Core Team by April 2018	Transform service delivery and exceed service expectations	Transformation	Bill Oddy	April 2018	Frank Wilson appointed as the Transformation Director / Bill Oddy appointed as the Group Manager responsible for transformation	☺
Establish key specialists to support the programme by April 2018	Transform service delivery and exceed service expectations	Transformation	Bill Oddy	April 2018	Methods / satori Lab / Innecto appointed by March 2018	☺
Develop a Communication Plan by April 2018	Transform service delivery and exceed service expectations	BAU	Andy Barge	April 2018	Will be completed by new Head of Communications & Marketing when appointed in May 2018	☹

SICKNESS ABSENCE

Average number of days lost per FTE:

Short term sickness:
3.73 days

Long term sickness:
3.72 days

Since going live
59%
of staff have had no sickness absence.

Total number of days lost per FTE:

Local goverment average:
9.9 days

Publica staff:
7.45 days

Productivity loss:
£422,475

LEAVERS

- Headcount   608
- Number of leavers   26 (4.28%)

Target
10.0%

Actual turnover
4.28%

CHELTENHAM BOROUGH COUNCIL Q1 UPDATE

KEY PERFORMANCE INDICATORS

Ongoing – support provided when required.

Indicator	Q1 Outturn	Q1 Target	RAG Status
The percentage of invoices for commercial goods and services paid by the authority within 30 days of receipt or within the agreed payment terms	97.73%	90%	Green
Availability of network and servers from a central monitoring point	99.98%	99.9%	Green

Key task / projects

What	Why	How	When	Status
Replacement of existing telephony system	End of life	• Roll out the telephony solution that is used across the partnership • Configure and replace handset	Q4 17/18 to Q1 18/19	**Completed:** All Cheltenham staff and buildings migrated across to the new Cisco solution on the 12 &13 May 2018
Replacement of parking enforcement software	Existing system being de-supported October 2019	• Assess the needs of the team / organisation • Procure relevant solution • Implement solution	Q1 18/19 to Q3 19/20	**Ongoing:** data migration exercise scoped, new hand mobile devices and printers identified. Planned go-live 5 December
Implementation of CIL module	To meet Council's operational needs in regards managing CIL	• Implement new Idox module / compatible system	Q1 18/19 to Q2 18/19	**Ongoing:** A new system has been purchase and is currently in the test environment. Work will continue around the understanding of the CIL legislation and configuration of the system. ICT currently looking at the integration requirements between the new CIL system and Business World

What	Why	How	When	Status
Device strategy implementation	PCs and IGel solution becoming end of life in the next 18 months	• Work with the Council to carry out a prioritisation exercise • Roll out agreed devices	Q1 18/19 to Q4 19/20	**Ongoing:** This has been incorporated into the 'Smart Working' project, the team are working closely with the project manager and a roll out schedule for new laptops has been agreed and is in the process of being rolled out
Review collaborative IT platform (replacement for Huddle)	Costs are thought not to reflect VFM	• Assess the needs of the team / organisation • Recommend options / outline associated costs	Q1 18/19	**Completed:** Following the review a decision was made to move to a different platform and support provided to do this
Support the digitisation of green space project	Corporate priority / plan	• GIS Officers working with relevant Council teams to plot / map areas / assets	Q1 18/19	**Completed:** Review of the different system options undertaken, a GIS layer created, and training provided to the appropriate officers within the Council to undertake the data capture exercise
Support the crematorium new build	Corporate priority / plan	• Work with the Council's property team and contractors to identify ICT provision • Programme in required work either internally or with external suppliers • Financial support for the project - representation on project team, monitoring of budget and contract variations	Q1 18/19 to Q2 19/20	**Ongoing:** ICT / finance teams have worked closely with the officer to ensure the project progresses as planned
Support the town hall redevelopment and associated project activity - joint project in partnership with The Cheltenham Trust	Sustain and grow economy and culture activity	Financial support for the project - preparation and assessment of business cases for redevelopment options	Q2 2017/18 to Q2 2018 / 19	**Ongoing:** Providing support when required

What	Why	How	When	Status
Produce financial statements in line with new statutory deadline of 31 May Normally business as usual but as this is the first year have included as a key task	Statutory requirement for the Councils. Other client accounts feed into the Council accounts	• Work to progress in line with Accounts plan - Chief Finance Officers to be updated on progress weekly • Annual Governance Statement to be reported to Audit Committees (or equivalent) April 2018 • Engagement with external auditor throughout process • Report to Audit Committees (or equivalent by end of July)	Q1 18/19 to Q2 18/19	**Completed:** Accounts closed within the new shorter timescale
Rationalisation of existing Assets including accommodation strategy and depot rationalisation	Sustain and grow economy & value for money	Financial support for the project – preparation and assessment of business cases for investment portfolio and economic opportunities	In accordance with Medium Term Financial Strategy	**Ongoing:** Providing support when required
Replacement of the payment / income management system	Contract ends July 2020	• Assess the needs of the organisation and partners (CBH) • Carry out options appraisal and implement changes/new system as appropriate • Procure relevant solution (might be part of a joint procurement) • Implement solution	Q1 18/19 to Q3 19/20	**Ongoing:** Meetings have been held with partner Councils have been held and a joint specification has being created. Work is also underway in regards looking at the current finance system and incorporating the income management functionality into this. Additional meeting has been held with Business World regarding an income management module system as a possible replacement.
Support the Leisure phase one capital development scheme and associated project activity	Strong safe and healthy communities and economy	Financial support for the project - representation on Project team, monitoring of budget and contract variations	Q1 2018/19 to Q4 2018 /19	**Ongoing:** Providing support when required
Establish a new recruitment service that meets the needs of all Partners and Publica	Sustain and grow economy and value for money	Review the recruitment function, process and resource levels	Q1 18/19 to Q2 18/19	**Completed:** A new recruitment team have been established, bringing in 2 new recruitment co-ordinators to add capacity / skills along with the introduction of revised processes designed to support Managers and drive up success in attracting and recruiting new staff