



Building a partnership  
to deliver great services:  
Our progress in 2020/21

**PUBLICIA**



COTSWOLD  
DISTRICT COUNCIL



WEST OXFORDSHIRE  
DISTRICT COUNCIL



Forest of Dean  
— DISTRICT COUNCIL —



CHELTEMHAM  
BOROUGH COUNCIL



# Hello & welcome to the Publica Annual Report for 2020/21

**PUBLICA**

Building a partnership to deliver great services: Our progress in 2020/21

# PUBLICICA

It is safe to say that globally, nationally and locally the past year has been dominated by the Coronavirus pandemic. Publica has been at the heart of that response, working closely with the four partner councils and local residents, voluntary and public sector partners including the NHS, and supporting local communities to get through what have been incredibly challenging times and as a partnership we are now very much supporting the recovery.



Jan Britton  
Managing Director



Sally Walker  
Chair of the Board

The pandemic has required our staff to be flexible and agile to respond to the needs of local communities and our partners, and we are immensely proud of what they have achieved. Our staff have been fantastic, taking on additional responsibilities, delivering projects that have been recognised nationally, and supporting communities and businesses. The pandemic has also provided us with opportunities and experiences that will help Publica develop future improvements.

While the impact of the pandemic on our capacity has been significant we have also been able to make progress against many of the partner council priorities, working on the delivery of affordable housing, the climate emergency, and supporting the local economy. The fact we have implemented over half the actions in our Business Plan 2020-2022 is testament to the commitment of our staff. As this report shows we have been

able to deliver some fantastic outcomes and benefits which have been recognised with shortlists for national awards, Government praise, and high levels of customer satisfaction.

Publica is still a relatively young organisation and on a journey, working as a partnership to deliver modern services and local priorities for our shareholder councils and the residents they serve. We believe this report demonstrates some really positive progress over the last year but we know we have more to do and we can always improve which is why we have highlighted some of our key areas that we will be working on in the future.

We would like to thank all the councils and our client organisations for their support over the past year through what has been a very challenging period and we are very excited about what the future holds for the partnership as we continue to work better together and deliver for the residents we serve.

# Delivering for the partner councils

The Publica Business Plan 2020-2022 outlines the key projects the business is committed to delivering for each of the partner councils based on their needs and aspirations, along with setting out the approach to improving how services are delivered and making Publica a great place to work.

## The focus of the plan is on:

- supporting the partner councils to deliver their priorities
  - improving the approach to commissioning
  - continuing to improve services and customer experience using digital technology
  - delivering efficiency savings
  - investing in our staff
- Despite the pandemic, good progress has been made during the first year of the business plan, with 65% of projects delivered in year one. The detail of the delivery during the last year is demonstrated throughout this document but it is also recognised that there is still a way to go on the journey to build a partnership to deliver great services. Some of the key projects from this year include:
- Cotswold District Council's new waste and recycling service has been rolled out working in partnership with Ubico. It is now live and emptying 144,000 containers a week
  - Supporting Cheltenham Borough Council with their recovery from the pandemic and 'New Normal' workstream
  - Forest of Dean District Council's regeneration of Lydney Docks. Work completed to date includes the planning and design for improved wayfinding, signage and heritage interpretation, a new public art installation and trail, and a new cafe
  - The publication, submission and examination of the Salt Cross Garden Village Area Action Plan has been delivered for West Oxfordshire District Council's Garden Village
  - The websites for Cotswold, Forest of Dean and West Oxfordshire District Councils have been rebuilt, making them easier to use for residents. Work will continue to improve the quality of information and digital services provided
  - Working with Cotswold, Forest of Dean and West Oxfordshire District Councils, the Local Government Association, and national experts, a toolkit guiding developers and homeowners on how to make properties net-zero carbon has been produced. With the UN Climate Change Conference (COP26) being hosted in Glasgow in November 2021, the toolkit has been recognised nationally as good practice as part of the Pass the Planet Campaign
  - A key role for local government is effectively responding to emergencies and major incidents. Over the past year Publica has effectively responded to severe flooding over Christmas, provided support during Operation Pilling - the evacuation of British Nationals and those eligible for relocation under the Afghan Relocation and Assistance Program from Afghanistan to the UK through RAF Brize Norton, and played a part in Operation Bridge following the death of Prince Philip, The Duke of Edinburgh



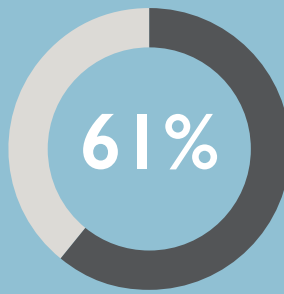
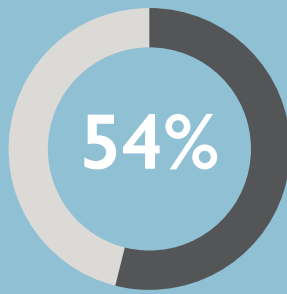
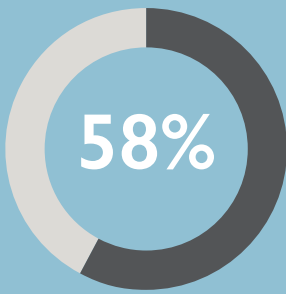
# 65%

Despite the pandemic, good progress has been made during the first year of the business plan, with 65% of projects delivered in year one

# Delivery in numbers across the partnership (since March 2020)



Working in partnership with Ubico delivered some of the highest recycling rates in the country - Cotswold 58%, Forest of Dean 54% and West Oxfordshire 61%



## 950+

placements were made into emergency accommodation to make sure people always had somewhere to stay

## £263m

collected in council tax and business rates

# 3,800+



fly tips responded to

# 264,174



calls answered by customer services on behalf of the councils

## 750+



food hygiene checks and inspections, supporting businesses

## 470,000


Supported councils to reopen their leisure centres following lockdowns which have had over 470,000 visits

3,000 planning applications processed and over 3,000 pre-application enquiries supported

# 3,000

Working with Ubico and Biffa collected over 12.6 million waste bins with a collection rate of over 99%

# 12.6m



99%

## 570+

reported abandoned vehicles investigated



# 16,000

We contacted over 16,000 vulnerable people to support them during the pandemic

## 13,700

building control visits and inspections carried out

## 46,000

benefits and financial support claims processed

# 1,500



households supported to find a new house through Homeseeker Plus

# Improving the services we deliver

Publica is constantly looking to improve the way services are delivered to residents in each council area by making them smarter, and where possible, more efficient. It is a never ending journey for all councils to adapt to new legislation, changes in society and how residents expect services to be delivered in a connected, digital world.

This year very good progress has been made in a number of areas and there is still work to do in others. The Business Plan 2020-22 sets out the key areas of improvement. Some of the major projects we have progressed this year are:



## The Environmental Services Innovation Programme

This partnership programme with Ubico has already generated £370k of additional income and savings for the partner councils to reinvest in their priorities. This includes fuel savings, additional income from green waste, and the introduction of container delivery charging.

In addition, working in partnership with Ubico, a new £50,000 litter bin placement and renewal programme has been started in West Oxfordshire to improve the environment.

## Providing digital services

Many of the councils' services are now digital and residents can make applications, pay for services (including their council tax and business rates), and report issues online. More work still needs to be done, including improvements to the digital offering the councils have, alongside existing traditional approaches.

## Enhanced support for the visitor economy

The work we do to support the visitor economy has been changed this year. As part of the work £185,000 of external funding was secured to enable businesses to improve their online presence and digital skills, including developing free online resources. It was also used to showcase businesses and towns to gain the benefit of the visitor spend and on working with communities to manage the impacts of tourism across the Cotswolds.

## Introduction of In-Cab technology

In partnership with the councils and Ubico, In-Cab technology has been introduced to Cotswold and West Oxfordshire councils' waste collection fleet which tracks collections, improving the service. So far there has been a 30% reduction in missed collections where the service is running.

## Marketing the councils paid for services

This year saw a trial of marketing paid for services to increase income across the partnership and make residents aware of them. The two month trial promotion of the Forest Lottery saw a 15% increase in income which will help fund local good causes in the Forest of Dean.

## Improving our planning performance

Analysis of planning service performance data has been used to identify areas where the council planning processes can be improved, which is already bearing fruit with the planning validation process reducing from two weeks to six days. Further work is needed to address demand pressures in planning and improvement work will be continued over the next year so that the service is high performing.



#### **Introducing LGA best practice for Communications and Marketing**

Over the past year the approach to communications and marketing has been transformed with Cotswold, Forest of Dean and West Oxfordshire councils setting a clear Annual Communications Plan for the next year, making sure we communicate our partner councils' priorities more effectively and following Local Government Association best practice.

#### **Improving cyber security**

In the wake of significant cyber attacks against local authorities during 2020 we have improved the cyber security capabilities at all four shareholder councils and our client organisations including the introduction of Immutable Storage and a centralised Security Event Information Management (SIEM) system. Using AI the shared ICT team now analyses over 40 million security events per day keeping the councils and our client organisations safe.

#### **Improving customer experience**

Surveys show that residents are very happy with the customer service they receive from their local authority and 80.4% are satisfied across the partnership. Further improvements are being planned to make services suit the needs of the customer and improve ways that residents can contact the council by providing better digital channels for residents to use.

#### **Monitoring our performance effectively**

This year our approach to measuring performance and demand on council services has been enhanced, allowing us to present live business information and assess where we need to improve. This data will be used in the coming year to help improve performance and inform channel shift, manage demand, and make further service improvements. How residents engage with the councils is now actively monitored and over the next year there will be continued development of this capability.



# 80.4%

Surveys show that residents are very happy with the customer service they receive from their local authority and 80.4% are satisfied across the partnership

# Our response to the pandemic

The coronavirus pandemic put significant pressure on Local Government (and other public services) across the country as councils stepped up to the front line, continuing many of the services local communities rely on while also delivering a huge range of additional support to help the most vulnerable residents, keeping businesses going with grants, preventing the spread of the virus and kick starting the local recovery.

Publica staff, working in partnership with councillors and council colleagues, have delivered some amazing work with local communities over the past year, showing how a collaborative way of working can deliver better support while also flexing to the individual needs of each area. Staff have worked incredibly hard and have made a huge difference to local people.

# 16,000

Over 16,000 clinically vulnerable people were contacted during the pandemic.

## Getting support grants to local businesses

Publica teams working across three councils and in partnership with council colleagues have distributed over £159M in business grants, helping keep local economies going.

## Supporting vulnerable residents

Throughout the pandemic, support was provided to residents who needed to isolate. Over 16,000 clinically vulnerable people were contacted, over 620 prescriptions were delivered and 1,450 food parcels provided to those who couldn't leave their homes. Council Help Hubs have supported over 3,000 people, getting in touch with them to make sure they were safe. Over 950 placements were made into emergency accommodation to make sure people always had somewhere to stay.

*"I would like to thank you and your colleagues for all the support and advice you gave me on behalf of my business during the lockdowns starting in March 2020. It was really good knowing that we could contact you during these troubled times and ask what help you could give us from an advice and financial aspect. The grants that we were awarded in line with our business rates status allowed us to "stay afloat" and we are now back trading again. It looks like we are going to have a good summer and hopefully we can get back into full swing in 2022. Please pass on our thanks to all your colleagues who helped us out since the first Covid-19 lockdown."*

Quote from a Cotswold Business







Continuing our waste collections - where many councils struggled and had to reduce or stop collections, through the partnership with Ubico and Biffa we continued an effective service which emptied over 480,000 waste and recycling containers per week.

# 480,000 containers



### Providing support to businesses and helping recovery

Aside from distributing grants, wider support was provided to local businesses through the periods of restrictions including:

- Webinars and training for businesses to help them upskill in digital and prepare for reopening
- Business Packs which were praised by the Government as a best practice way to provide information and support
- Campaigns to encourage people back into town centres
- Over 50 pavement licenses granted to help businesses reopen during restrictions.

### Supporting visitors and communities

Covid Support Officers responded to over 1,700 requests, helping support businesses and communities through the pandemic.

### Helping health services

Support was offered to our local NHS health service colleagues all the way through the response, especially on the vaccination programme and testing. A great example was in Witney where extensive support was provided to set up and host two

vaccination drop in centres that achieved record take ups for the local area, with over 2,200 vaccinated in eight days. Testing centres were also set up by officers in Witney and Carterton, helping the local health service with the Covid-19 response.



Covid Support Officers responded to over 1,700 requests, helping support businesses and communities through the pandemic.

# Supporting vibrant and sustainable local economies

The challenges presented by the pandemic have meant the need to support local businesses has been greater than ever - not only through administering Government grants but in supporting the reopening of town centres, working with sectors in the visitor economy, and signposting those out of work to new opportunities. Alongside this work, progress has also been made on key projects to help grow local economies.

Sharing best practice and expertise across the partnership has been critical. There are varied approaches to the support in each district in response to local need, but Publica teams can collaborate with each area benefiting from shared knowledge and contacts. Some of the key projects this year have been:

## Listening to and collaborating with our businesses

This year Cotswold District Council set up the Cotswold Economic Advisory Group and secured adoption of a new Green Economic Growth Strategy which impressed Ian Mean, Director of Business West Gloucestershire | Business West 3rd February 2021 who said "I was very impressed by their plans and enthusiasm. I was actually inspired to hold the webinar after reading one of the best council reports for a long time - Green Economic Growth Strategy". In other areas of the partnership, the Forest Economic Partnership is working well and regular business engagement is taking place in West Oxfordshire.

*"I was very impressed by their plans and enthusiasm. I was actually inspired to hold the webinar after reading one of the best council reports for a long time - Green Economic Growth Strategy"*

Ian Mean, Director of Business West Gloucestershire

Each council now publishes a regular e-newsletter specifically for local businesses in the Cotswolds, Forest of Dean, and West Oxfordshire with information, advice, and news.

# 99%

superfast broadband coverage across West Oxfordshire, years ahead of the national rollout.



## Supporting inward investment and business growth

Worked with GFirst LEP Inward Investment Team and the Department of Trade to support the relocation of ZeroAvia to Cotswold Airport bringing multi-million pound Government funding and new job opportunities.

Working with Gigaclear a project was completed to bring superfast broadband to 99% of West Oxfordshire homes and businesses, years ahead of the national rollout. The project has been recognised with a nomination at the national LGC Awards 2021.

### Bringing in external investment

To help regenerate Lydney Harbour, a successful bid was made for £2.1 million of funding to create new employment, training opportunities and create safe, attractive transport routes into the harbour. It will also develop the area as a recreation and tourism destination.

A £20m Levelling Up Fund bid was submitted for Forest of Dean District Council in collaboration with Hartpury University/College and Cinderford Town Council. It is a multiple project bid seeking to improve social mobility through investment in new leisure, community, education, arts and enterprise infrastructure.



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**Loyalfree**

**Helping businesses reach a wider audience**  
Reward based schemes have been introduced in the Cotswolds and West Oxfordshire which help encourage people to use local businesses. The My Cirencester loyalty/discount card has around 100 businesses and 1,500 people signed up. The Loyalfree app in West Oxfordshire has been incredibly successful and in the first two months has had over 2,000 app downloads, over 50 local businesses providing offers and over 920 offers redeemed, helping to bring the West Oxfordshire economy back to life.

# Responding to the climate emergency

The world is facing a climate emergency that requires bold action by all levels of government, businesses and individuals. Tackling the climate emergency presents a complex challenge but also offers opportunities for solutions that can help create jobs and improve the quality of life for individuals and communities, particularly as we work towards a green recovery from the pandemic.

## Reducing our own carbon footprint

Publica has set out plans for considering the environmental impact of business activities, aiming for a more sustainable future and reducing the carbon footprint of the business through a detailed carbon reduction plan. A commitment has been made to consider climate impact in all Publica work and this will be embedded into project management, commissioning and procurement. Work this year to reduce the business carbon footprint includes:

- Implementing an Agile Working Strategy which has the potential to shrink our carbon footprint through reducing both commuting and business mileage
- Joint working across our climate action officers, who work with all four councils, to share best practice, ideas and learning

- Roll out of carbon literacy training with the aim of Publica becoming a recognised Carbon Literate Organisation

## Tackling the climate emergency in each district

Good progress has been made this year with partner Councils to deliver on their climate action priorities and supporting them achieve their target to reach net-zero carbon by 2030. Key projects include:

- Developing a nationally recognised Net-Zero Carbon Toolkit
  - Working with the Local Government Association and national experts, a toolkit guiding developers and homeowners on how to make properties net-zero carbon has been produced and published. The document has been recognised



Cabinet members presenting the new Net Zero Carbon Toolkit

Working together to reach a target  
of net-zero carbon by

# 2030



nationally and there is interest from many other councils as part of their carbon reduction work

- Using renewable energy and low energy equipment
  - Through the successful bidding for national funding, progress is being made on installing renewable energy and energy efficient equipment at sites across the districts including solar panels and low energy lighting at the Forest of Dean District Council offices in Coleford and energy efficient upgrades at Cotswold District Council's Moreton Area Centre
- Working with the community on climate action
  - Climate action groups have been set up to work closely across local communities to tackle the climate emergency in partnership

- Planning that has climate and biodiversity at its heart
  - Specialist officers were appointed this year to support our wider planning team to make sure that council planning processes focus on climate and biodiversity. They will be working in West Oxfordshire, supporting applications and land management plans to help increase biodiversity and put climate at the heart of the local planning process.

*A commitment has been made to consider climate impact in all Publica work and this will be embedded into project management, commissioning and procurement.*



Through the successful bidding for national funding, progress is being made on installing renewable energy and energy efficient equipment at sites across the districts.

# Supporting Community Health & Wellbeing

Publica teams bring a wealth of community experience, knowledge and understanding, which comes from their locality-based connections and the contribution they make by working with and walking alongside councillors and communities - asking 'how can we help?'. A whole systems and asset-based approach is used, building on what is strong and making the best use of resources by sharing experiences and learning.

Health and wellbeing underpins everyone's lives and the pandemic has highlighted existing health inequalities in local communities and the importance of adopting healthy lifestyles to support resilient, well-connected and active towns and parishes.

# £100,000

Work has progressed with the Gloucestershire Clinical Commissioning Group on a £100,000 project to build community focused work to reduce health inequalities and promote healthy lifestyles.

Much of the work this year has been centred on providing pandemic support tailored to individuals and communities but has also included:

- Teams in the Forest of Dean have connected over 590 vulnerable individuals with peer support, exercise groups and community groups or organisations to help them stay healthy and active. The response hub in West Oxfordshire supported over 1,140 people with problem solving, befriending, emotional and practical support
- Work has progressed with the Gloucestershire Clinical Commissioning Group on a £100,000 project to build community focused work to reduce health inequalities and promote healthy lifestyles, including a dedicated physical activity pathway for Cotswold residents to access physical classes and community-led activities



*“All through lockdown we have become quite isolated and the hour with Toni has helped us both a great deal. Thank you so very much”.*

Sheila & John (Forest of Dean)

- The community recovery programme in West Oxfordshire is progressing well with new Active Lives and Community Builder roles and a Wellbeing Hub research project to help develop and promote community specific health and wellbeing solutions
- Grant funding has been distributed to help tackle food poverty. In West Oxfordshire we distributed over £120,000 in food and essential supplies funding across the district. Across Cotswold and Forest of Dean Councils 625 food vouchers were issued with a summer grant scheme supporting a further 1,100 families

- At any one time over 2,000 elderly residents are supported in the Cotswolds and Forest of Dean by the Careline and Linkline services which help vulnerable people live independently.

Grant funding has been distributed to help tackle food poverty. In West Oxfordshire we distributed over £120,000 in food and essential supplies funding across the district.

# £120,000



# 590+

Teams in the Forest of Dean have connected over 590 vulnerable individuals with peer support, exercise groups and community groups or organisations to help them stay healthy and active.



The crowdfunding platform, Crowdfund Cotswolds, was launched this year. It enables local people to put forward and support local initiatives. Over a thousand people have pledged more than £280,000 and Cotswold District Council a further £85,000 towards 15 new community-led ideas, including Cotswolds Friends Independent Living project to support older people in the North Cotswolds.



# Building a modern workplace where people thrive

Creating a positive workplace for staff with a culture where great people want to work is key for our continued delivery. The past year has been very challenging for employees across the public and private sector with the additional pressures and changes to working life brought on by the pandemic. Publica staff were incredible in stepping up to deliver great services in a very challenging environment to support local communities and businesses.



Despite the pandemic, efforts have continued to make Publica a great place to work and the organisational development programme put in place has progressed, using some of the opportunities presented by the pandemic to leave a long-lasting benefit for staff and delivery through new ways of working. This journey will continue over the coming months and years as Publica strives to be a great public sector employer.

## Improving recruitment

Attracting the best candidates is key for developing a good workforce and progress has been made on improving the approach to recruitment. The internal processes have been improved to make recruitment smarter and easier and our adverts have been redesigned to help recruit specific roles. Also a new applicant tracking system has been introduced and further improvements are to be made to build the employer brand and improve our candidate offer.

## Introducing a new agile working approach

In response to the pandemic a new Agile Working Strategy was developed to help staff work flexibly and it has been recognised nationally as good practice. As we move forward we are looking to build on this, including changes to council office space to improve working conditions for staff and enable us to be more efficient and effective.

## Looking after staff wellbeing

- The pandemic has been particularly challenging for staff and regular surveys and management conversations, as well as informal events such as virtual team get togethers over coffee, have been used to support wellbeing. High quality support services are also available for staff to access if they need support
- The Managing Director holds regular Q&A sessions which all staff are invited to attend and a weekly 'Keeping You Connected' email is sent to all staff every Friday



**INVESTORS  
IN PEOPLE**

Working towards  
Investors in People accreditation

Progress towards IIP accreditation has been made with surveys and assessments taking place over the last year to help guide our continued organisational improvement to achieve full accreditation.





Staff volunteering to do a local litter pick

### Supporting Cheltenham Borough Council

- We supported Cheltenham Borough Council to become the first local authority in Gloucestershire to become part of the South West Ambassador Apprenticeship Network, showcasing the investment made by the council to support local 16-25 year olds access local jobs
- We worked in partnership with Cheltenham Borough Council to build and launch a learning portal that enables councillors and staff to access all their training as well as council meeting agendas and minutes and recordings of meetings

- Working in partnership with Cheltenham Borough Council we developed a leadership programme that has been accredited by the The Institute of Leadership & Management and certified by Gloucestershire College.

### Recognising staff

The staff recognition programme has been in overdrive since its re-launch in October 2020 with over 200 staff recognised for exceptional delivery over the past year for their work to support communities during the pandemic, picking up additional work or delivering innovative solutions

### Growing leaders

The leadership development programme with Publica and council senior managers to improve leadership across the partnership has started and will continue over the next year. It is run in partnership with Oxford Brookes University Business School.

OXFORD  
BROOKES  
BUSINESS  
SCHOOL

OXFORD  
BROOKES  
UNIVERSITY

# Developing affordable housing in a sustainable way

Across the partnership we are working to maximise the number of affordable homes delivered by partner councils, helping residents afford to live locally when house prices are rising and developers are looking to maximise profits through building larger, more expensive homes.

Over the past year targets were exceeded for new affordable homes coming to the market. Despite a slowdown as a result of the pandemic there are also many schemes in development across each district that will deliver homes that are not only affordable but are sustainable for the environment.

- Across the partnership, over 550 new affordable homes were built in 2020/21 with over 800 planned for the current financial year
- 10 new affordable homes were completed on land north of Ross Road. The scheme which is located in the large market town of Newent in the Forest of Dean delivered 32 new affordable homes in an area of high demand
- Working with Cirencester Housing we brought 12 rural affordable homes to the market in North Cerney with every effort being made for them to go to local people

- In partnership with Blenheim Estate Homes, the development at Park View in Woodstock has been nominated in the Estates Gazette Awards this year. Over 50% of the homes built will be affordable at a much better than normal 60% market rent allowing over 150 residents to purchase local homes.

*“We are thrilled to receive recognition for the ground breaking work we have done in partnership with West Oxfordshire District Council. The Blenheim-WODC approach has at its core a recognition of the significance of land ownership in delivering affordable housing and building strong communities and local economies”.*

Roger File, Property Director at Blenheim Estate



Across the partnership, over 550 new affordable homes were built in 2020/21 with over 800 planned for the current financial year:

# 550+

# 150+

Over 50% of the homes built will be affordable at a much better than normal 60% market rent allowing over 150 residents to purchase local homes.

# Delivering services for councils through effective and efficient management of resource

Through the unique partnership approach at Publica, one of the key benefits is that resources can be shared, allowing more to be delivered for less as well as allowing flexibility around how we deliver services to achieve the best outcomes in the most efficient and effective way. This is on top of all the other partnership benefits such as shared learning, shared knowledge and shared skills and expertise.

Never has that been the case more than this past year with the additional pressures of the pandemic alongside normal service delivery. Publica has not only been able to deliver the £500,000 savings agreed with the partner councils for this year's budget, but also deliver an additional £160k efficiency savings the councils can now reinvest in other services and/or to deliver their priorities.

## Partnership at its best - Managing the business support grants

Managing the distribution of business grants is a prime example of the partnership model working well. Councils were provided with funding by the Government to resource the distribution of business support grants which was a very resource intensive process lasting many months.

Publica delivered this project largely within existing structures and teams by redeploying staff and flexing the way teams worked to deliver an efficient process. The councils worked collaboratively, sharing the same processes where it made sense to do so, while also allowing flexibility in the approach for each district when it was needed. The Counter Fraud Unit and SWAP (internal audit) worked closely with Publica teams to ensure we not only issued the money but avoided fraud.

This has enabled the councils to reinvest the funding provided by the Government into other areas to support residents and services.



# The Publica partnership



Publica is a not-for-profit company owned by Cotswold District Council, West Oxfordshire District Council, Forest of Dean District Council and Cheltenham Borough Council. We are a partnership, working together to share skills and resources to allow us to deliver more for the councils and residents we serve.

Each of the partner councils and client organisations retain their independence and identity, but by working together and sharing resources, we seek to maximise mutual benefit for all. Set up in 2017, we are on a journey of continued improvement, and we are looking for new ways to effectively deliver local services for each council and the communities they represent.

We have transformed the way services are delivered within the four districts, helping the councils deliver great services for local residents. Over the coming years we will strive to deliver even better services, innovate in the way we deliver them and continue to deliver the council priorities.

*Over the coming years we will strive to deliver even better services, innovate in the way we deliver them and continue to deliver the council priorities.*

## Putting residents at the heart of what we do

Publica is a customer focused organisation driven by real user needs. We are here to deliver great public services for the councils and residents we work for. In all our work we strive to:

- Deliver services to a high standard that are responsive, flexible and focused on individual and community needs
- Staff who are warm and approachable, who take the time to listen and understand people's needs
- A seamless approach to handling complex service requests that cut across more than one team
- Openness and honesty about what we can and cannot provide/deliver
- A willingness to hear and consider ideas about how we can improve services and work collaboratively and in partnership.



# PUBLICA

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