

Cheltenham Borough Council

Cabinet – 2 April 2024

Ubico business plan 2024/2025

Accountable member:

Councillor Rowena Hay, Leader of the Council

Accountable officer:

Karen Watson, Environmental Partnerships Manager

Ward(s) affected:

All

Key Decision: No

Executive summary:

Ubico, the Council's environmental services provider, is a teckal company wholly owned by local authorities including Cheltenham Borough Council and is required to submit an annual business plan for approval by the shareholders. Whilst the Leader of the Council has authority, as shareholder representative, to approve the business plan it is being brought to cabinet for members to note and consider.

The proposals contained in the Ubico 2024/2025 business plan which delivers the fourth year of the 5 year vision are built around four key pillars (people; operations; climate; business development) and focus on the following themes: leveraging synergies and economies of scale; harnessing opportunities to deliver value back to partners; using technology to drive operational efficiency; understanding our communities' needs; inspiring our workforce to be committed to providing value for money and carbon neutral services. Ubico has seen significant growth since it started delivering services in 2012 and in 2024/25, Ubico will grow again, extending the services it delivers for the Forest of Dean to include waste, recycling and street cleaning services from August 2024 and the mobilisation and delivery of these services will be a key focus for Ubico in the first half of the year.

Ubico will submit individual business cases for approval by the Council, as appropriate, to support potential investment proposals within the 2024/2025 Business Plan to develop areas of the business that have been identified as having potential to deliver greater value for shareholders.

Recommendations:

1. that Cabinet notes the Ubico 2024/2025 Business Plan
 2. that the Leader of the Council, as shareholder representative, proposes to sign the written resolution to approve the Ubico 2024/2025 Business Plan in due course.
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1. Implications

1.1 Financial, Property and Asset implications

No financial implications as a direct result of this report. Ubico will submit individual business cases for approval by the Council, as appropriate, to support potential investment proposals within the 2024/2025 Business Plan.

Signed off by: gemma.bell@cheltenham.gov.uk

1.2 Legal implications

Part 3 of the constitution provides that the Leader shall, 'Represent (or arrange for a Cabinet Member or Officer to represent) the Authority as shareholder or member in a company in which the Authority holds an interest'.

Signed off by: legalservices@onelegal.org.uk

1.3 Environmental and climate change implications

Environmental and climate change priorities are integrally interwoven into the Council's key priorities, particularly key priority 2 - working with residents, communities and businesses to help make Cheltenham #netzero by 2030 and the Ubico business plan 2024/2025 and 5 year vision seeks to support the Council's priorities in this area. Individual business cases are required to take forward projects or initiatives and these will require completion of climate change assessments using the new tool available.

Signed off by: Debbie Baker, Climate@cheltenham.gov.uk

1.4 Corporate Plan Priorities

This report contributes to the following Corporate Plan Priorities:

- Working with residents, communities and businesses to help make Cheltenham #netzero by 2030

1.5 Equality, Diversity and Inclusion Implications

Individual business cases are required to take forward projects or initiatives and these will require completion of climate change assessments using the new tool available as well as

Equality Impact Assessments.

1.6 Performance management – monitoring and review

The Ubico board of directors, including Cheltenham Borough Council's shareholder representatives, will manage and monitor the delivery of the business plan. In addition the cabinet member, waste, recycling and street services, in conjunction with the lead commissioner, will monitor delivery of work streams and projects which deliver these outcomes as part of the client function within the Council.

An equality impact assessment will be carried out by Ubico or the Council as part of any work stream or project that is initiated as well as all risk assessments including any environmental impacts.

2 Background

2.1 Ubico, the Council's environmental services provider, is a teckal company wholly owned by local authorities including Cheltenham Borough Council and is required to submit an annual business plan for approval by the shareholders. Whilst the Leader of the Council has delegated authority, as shareholder representative, to approve the business plan it is being brought to cabinet for members to note and consider.

2.2 The proposals contained in the Ubico 2024/2025 business plan are built around four key pillars as set out below:

2.3 People – we will have a well- trained, supported and engaged workforce who live our values and are proud to work for Ubico.

2.4 Operations – we will deliver high quality services which remain safe and compliant, seeking continuous improvement in productivity, value and service excellence. We will harness innovation where appropriate and will explore synergies and opportunities for partnership and cross boundary working.

2.5 Climate – we will minimise our environmental impact and support our shareholders to meet their carbon neutral targets, integrating carbon reduction opportunities wherever reasonably possible in both our fleet and non-fleet activities.

2.6 Business development – we will build business development capability which enhances our partnerships and allow for effective identification, analysis and presentation to shareholders of potential new business opportunities. We will explore opportunities that aren't simply about profit, including those that would deliver greater value, help our communities or improve services.

2.7 The business plan 2024/2025 is part of a 5 year vision – to be recognised by our customers and employees as a quality provider of sustainable services for our local communities, delivery best value and reliability - focuses on the following themes: Leveraging synergies and economies of scale; Harnessing opportunities to deliver value back to partners; Using technology to drive operational efficiency; Understanding our communities' needs; Inspiring our workforce to be committed to providing value for money and carbon neutral services.

2.8 Ubico will submit individual business cases to the Council to support potential investment proposals within the 2024/2025 Business Plan to develop areas of the business that have been identified as having potential to deliver greater value for shareholders.

3 Reasons for recommendations

Whilst the Leader of the Council has delegated authority, as shareholder representative, to approve the business plan it is being brought to cabinet for members to note and consider to support greater transparency and involvement in the future strategic direction of Ubico, the Council environmental services partner.

4 Alternative options considered

4.1 The Leader of the Council, as shareholder representative, has delegated authority to approve the Ubico business plan (which forms part of the 5 year vision), and there is no need, other than to support transparency for a report to be considered and noted by cabinet.

5 Consultation and feedback

During the consultation stage, Ubico has presented the business plan at a member briefing session, in addition to consulting with senior officers and relevant cabinet members.

6 Key risks

6.1 Risks are set out in the business plan. Any work streams or projects initiated by Ubico themselves or in partnership with the Council will be subject to appropriate shareholder or member approval following consideration of a business case, PID/project plan and individual risk assessment.

Report author:

Karen Watson, Environmental Partnerships Manager, karen.watson@cheltenham.gov.uk

Appendices:

- i. Risk Assessment - attached
- ii. Climate Change Impact Assessment N/A
- iii. Equality Impact Assessment N/A

Background information:

Ubico Business Plan 2024/2025

Appendix 1: Risk Assessment

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions
	<p>If all potential risks that the council may be exposed to associated with taking forward any work stream or projects as a result of the Ubico Business Plan 2024/25 within the 5 year vision are not identified, mitigated and managed as part of the appropriate decision making process there may be a negative impact on the MTFS and the Council's reputation.</p>	Gareth Edmundson	4	2	8	Reduce	<p>All potential risks that the council may be exposed to associated with taking forward any work stream or projects as a result of the Ubico Business Plan 2024/25 within the 5 year vision will be subject to consideration of a full business case and risk assessment for approval as part of the decision making process by either the Ubico Board of Directors or CBC members/CBC lead commissioner in accordance with the Constitution.</p>	Karen Watson	Both annual review and ongoing review

Risk ref	Risk description	Risk owner	Impact score (1-5)	Likelihood score (1-5)	Initial raw risk score (1 - 25)	Risk response	Controls / Mitigating actions	Control / Action owner	Deadline for controls/ actions

Guidance for officers **(delete all of the below once assessment is completed)**

Risk reference

If the risk is already on Clearview put in the reference; if not, leave blank until added to Clearview.

Risk description

Identify the event or trigger which may generate some new or increased risk to the council. Significant risks which are already identified are recorded on the Clearview and form part of the Corporate Risk Register. Please use *“If xx happens then xx will be the consequence” (cause and effect)*. For example *“If the council’s business continuity planning does not deliver effective responses to the predicted flu pandemic then council services will be significantly impacted.”*

Risk owner

Identifying the person who will take responsibility for the overall risk.

Impact score

Use the risk management policy scorecard to evaluate the severity of impact(s); enter the highest score you gave:

1 - Negligible

2 - Minor

3 - Moderate

4 - Major

5 – Critical

Likelihood

Assign a score according to probability, timing or frequency; again enter the highest score you gave:

1 – Rare

2 - Unlikely

3 - Possible

4 - Likely

5 - Almost Certain

Raw risk score

The initial risk score is the impact score multiplied by the likelihood score. This is called the raw risk score, without any controls in place to mitigate the risk.

Risk response

For each risk identified, a risk response should be identified.

Reduce the risk

Accept the risk

Transfer the risk to a third party

Avoid the risk

Report for Cabinet, 02 April 2024

Prepare a contingent plan

Share the risk

Enhance the risk

Exploit the risk

Managing the risk: Control/mitigating action

There are usually things the council can do to reduce either the likelihood or impact of a risky event. Mitigating controls can already be in place, such as budget monitoring. New controls or actions may also be possible, such as agreeing SLA's with partners, or obtaining additional funds.

Ownership

Identify the person who will manage/implement the risk controls/actions.

Deadline

Put in a deadline for the completion of each control or action