



Notice of a meeting of Overview & Scrutiny Committee

Monday, 18 March 2013
6.00 pm
Pittville Room - Municipal Offices

Membership	
Councillors:	Duncan Smith (Chair), Klara Sudbury (Vice-Chair), Nigel Britter, Barbara Driver, Colin Hay, Helena McCloskey, Ian Bickerton, Andrew Wall, Jo Teakle and Diane Hibbert

The Council has a substitution process and any substitutions will be announced at the meeting

Agenda

1.		APOLOGIES	
2.		DECLARATIONS OF INTEREST	
3.		MINUTES OF THE LAST MEETING Approve minutes of the last meeting held on 18 February 2013	(Pages 1 - 8)
4.		PUBLIC QUESTIONS, CALLS FOR ACTIONS AND PETITIONS None received to date.	
5.		MATTERS REFERRED TO COMMITTEE No matters referred.	
6.		FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED	
7.		UPDATES FROM SCRUTINY TASK GROUPS Review the latest update from the scrutiny task groups.	(Pages 9 - 10)
8.		REPORT OF THE SCRUTINY TASK GROUP- UBICO The report of the scrutiny task group – UBICO will be introduced by the chair of the task group, Councillor Andrew Chard. The O&S committee are asked to satisfy themselves that the terms of reference have been met and endorse the recommendations before forwarding them to Cabinet on 16 April 2013.	(Pages 11 - 26)

9.		REVIEW OF SCRUTINY WORKPLAN Review of the latest workplan and any suggestions for inclusion in the plan.	(Pages 27 - 28)
10.		DATE OF NEXT MEETING Date of next meeting: Thursday 16 May at 6 pm	

Contact Officer: Rosalind Reeves, Democratic Services Manager, 01242 774937
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Overview & Scrutiny Committee

Monday, 18th February, 2013

6.00 - 7.17 pm

Attendees	
Councillors:	Duncan Smith (Chair), Nigel Britter, Barbara Driver, Colin Hay, Helena McCloskey, Ian Bickerton, Andrew Wall, Jo Teakle and Wendy Flynn (Reserve)
Also in attendance:	Rosalind Reeves, Andrew North, Councillor Jon Walklett, Councillor Steve Jordan, Councillor Peter Jeffries, Councillor Roger Whyborn, Pat Pratley, Richard Gibson, Jane Griffiths and Councillor Andrew Chard

Minutes

1. APOLOGIES

Apologies were received from Councillor Hibbert and Councillor Sudbury, Councillor Flynn was attending as her substitute.

2. DECLARATIONS OF INTEREST

None declared.

3. MINUTES OF THE LAST MEETING

The minutes of the last meeting of 23 January 2013 were approved as a correct record.

4. PUBLIC QUESTIONS, CALLS FOR ACTIONS AND PETITIONS

None received.

5. MATTERS REFERRED TO COMMITTEE

There were no matters referred to committee.

6. FEEDBACK FROM OTHER SCRUTINY MEETINGS ATTENDED

Councillor McCloskey updated members on a meeting of the Gloucestershire Police and Crime Panel she had attended on 6 February 2013. At the meeting, members of the panel had agreed the police budget recommended by the new Police and Crime Commissioner. The panel would consider the Commissioner's plan at the next meeting on 12 March. The panel acknowledged that this sequence was not ideal but accepted that this year there had been no alternative in order to agree the budget in time for council tax precepts to be set. In future years they would expect the results of the consultation on the budget and the Commissioner's plans to be available to them before they agreed the budget. Asked by a member whether there had been a vote on the budget, she advised that there had been no proposals from any member of the panel for an alternative budget and following a chairman's casting vote the budget was agreed seven votes to six against.

In the absence of Councillor Sudbury, the chair advised that she had wished to inform members that the Gloucestershire Health, Community and Care O&S Committee at its meeting on 8 February had agreed by a majority vote that the NHS should carry out a formal consultation on the proposals for the new A&E arrangements rather than be the subject of an engagement. He considered this was a win for democracy.

7. DRAFT CORPORATE STRATEGY 2013/14

The Strategy and Engagement Manager introduced his report which set out the council's draft corporate strategy for 2013/14 together with a detailed action plan. The strategy set out in a public document what the Cabinet/Council was planning to achieve in 2013/14 and as such could provide a basis for future performance management by Overview and Scrutiny. This year directors had been more intensely involved in producing the action plans which were now underpinned by detailed resource plans. Resources were going to be challenged but it was also important to allow for ad hoc events that may occur during the year. This was an opportunity for the committee to identify any gaps in the strategy before it went to Council and highlight any areas they may wish to scrutinise in more depth and add to their scrutiny workplan.

The chair expressed concern that there were a number of gaps in the targets set out in the action plan and felt it was unrealistic for O&S to comment on the appropriateness of the targets without this information. He felt this had been flagged before in previous years and so should have been addressed in the document presented to members.

A member wanted to know more about the other projects highlighted in paragraph 3.1 and questioned why the plans to commemorate the First World War Centenary and the war memorial enhancement would have a significant impact on resources. In response, the Strategy and Engagement Manager did not have any more details at this stage but following the experience of the Jubilee it was considered that members would want to be marking this important occasion in some way.

There was some discussion about whether it was appropriate for this committee to receive the strategy and action plan after it had scrutinised the budget as if O&S identified any significant gaps it may be too late to allocate the necessary funds to fill them. However an alternative view was acknowledged that it was unrealistic to build up expectations of what could be delivered in the corporate strategy until members knew how much money the council had to spend. In response the Leader advised that informal Cabinet did review a first draft of the action plan before finalising their budget proposals. It would be possible for O&S to review this early draft but there would be many gaps and there was a question for O&S as to how many times they wish to be involved in the process. The chair requested that O&S should be able to review the priorities for the plan in December and identify any missings at that early stage. The detail regarding individual targets could come later and it would be useful if this could be sent out to all members.

A member asked for more information regarding the proposed feasibility study on the Prince of Wales Stadium. In response the Executive Director advised that this was one of two feasibility studies commissioned during the initial stages of the Leisure and Culture Commissioning review. The results would be

coming back in parallel to the commissioning work and would require a decision at some point on the way forward.

A member asked whether it be possible for CBH to have more input into the JCS in order to help address the need for more affordable housing.

A member commented that the action plan to support the arts and culture strategy seemed to be very town centre focused and they hoped the Leisure and Culture review would address this and give the plans more substance.

The chair thanked members for their input and asked these points to be noted by Cabinet when finalising the draft strategy for presentation to Council on 25 March 2013.

8. DRAFT REPORT TO CABINET ON RICKSHAW CALL IN

The chair referred members to his draft report on the rickshaw call-in which had been circulated to members at the start of the meeting. He requested that members refer any comments to the Democratic Services Manager by close of play on Thursday in order for the report to be finalised for forwarding to Cabinet.

9. FINAL REPORT OF THE SCRUTINY TASK GROUP ON SEX TRADE IN CHELTENHAM

The chair of the scrutiny task group, Councillor Barbara Driver, introduced the report. She reminded members that the starting point for the review had been media coverage which had suggested that Cheltenham may have a significant problem regarding the illegal trade of sexual exploitation. Following a comprehensive review, the task group recognized that there was a problem but this was no more significant in Cheltenham than any other similar town. Unlike Gloucester, the sex trade in Cheltenham was mostly behind closed doors rather than being on the street. It was essential that the borough council worked in partnership with other agencies to address the issue of the illegal sex trade however small. During the review, the task group had heard from a young lady who had been trafficked and they understood how difficult it was for women to get out of their situation particularly as they may not even speak English. The police had suggested that the borough council may be able to help by ensuring there was a safe house in Cheltenham where they could take these vulnerable people whilst they were giving evidence to the police.

At the end of the review the task group felt able to reassure the public that it was not a big problem in Cheltenham, however everybody should be aware of the danger signs and the council should continue to work with the other agencies to ensure that young and vulnerable people are safe. She added the task group had not been concerned with prostitution; their concern was with people who had not chosen it as their career but had been forced into it. They hoped that by raising awareness of this issue, this would encourage people to feel confident about reporting any suspicions to the appropriate authority. She concluded by thanking all the members of the task group and Rosalind Reeves from Democratic Services and Sidgoree Nelson from the County Council who had supported the review.

The chair asked members to consider whether the task group had met their terms of reference.

A member said the report contained some really useful information but felt there needed to be more clarity on some of the recommendations. For example in order to consider the request for a safe house there needed to be more information on how many people it would need to accommodate and how often. There may be issues about the security of the people running the safe house as well as those residing in it and he questioned whether CBH was necessarily the best provider. He also had some problems with the timings of the report, as if this committee were to conclude that the report needed amendment or the task group needed to do further work, the report had already been published with the council agenda.

Another member felt it was a good report and set out what the council could do, however a multi agency approach was needed. They were concerned by the potential number of agencies involved set out in appendix 2 of the report and suggested that there were a lot of potential gaps between agencies where the approach could fall down. How could a joined up approach be ensured?

Another member welcomed the report and was shocked by some of the statistics it contained. She welcomed the recommendations and thought it would be good if Cheltenham could be seen as a leading light in addressing this important issue. However she suggested more clarity was needed on recommendations iii) and v) to make it clear what was the council's role.

Councillor Chard, as a member of the working group, said the issue of a safe house was a difficult one but emphasised that it had been specifically requested by the police when they attended the scrutiny meeting. It was not intended as a long-term stay but purely for a short period of time from 28 to 48 hours to allow the police time to interview the people concerned. The vulnerable people could then be moved out of the county to other national facilities.

The Chief Executive, who had supported the review as the lead officer, wished to highlight a process point. The role of this committee was to ensure that the working group had met their terms of reference and could endorse the report and forward it to Council. It was not envisaged under the new arrangements that this committee would change the detail of the report and it may be that Council decides that they need some work to be done on working up the recommendations. He advised that during the course of the review he had had discussions with CBH and they had made it clear that they would require a business case in order to set up a safe house. This business case was not currently available but if council were to support this recommendation in principle then the council would need to work with other agencies to work up the necessary business case.

The chair thanked the task group for their report. He felt it was important to make Councillors and officers more aware of the issue and encourage the public to raise their suspicions. He suggested there may be an action for the council to take some positive steps to make communities more aware of the issue so they could be more self policing in this matter.

Resolved that the scrutiny task group report be endorsed and forwarded to Council on 22 February 2013.

10. UPDATES FROM SCRUTINY TASK GROUPS

The chair referred members to the summary of the scrutiny task groups which had been circulated with the papers and there were no further questions.

Members were asked to comment on the update from the scrutiny task group looking at the provision of services for young people. The report provided an update for members on the progress made by this task group and asked them to consider whether they wanted the group to continue meeting or whether they were happy that scrutiny members could continue to attend the wider meetings and to fulfil their scrutiny role in that way.

As a member of the working group, Councillor Driver fully supported the work of Cheltenham Community Projects CCP but had not found the task group particularly useful and felt it should not continue. Another member of the working group, Councillor Teakle, felt it had been worthwhile if slightly woolly at times but felt it had an important role in monitoring the achievements of CCP in providing services for young people.

Resolved that the next meeting of the scrutiny task group should review whether or not their remit was complete or whether they should continue, and report back to O&S on their conclusions.

The chair referred members to the update from the UBICO scrutiny task group who had met on the 18 February 2013 to review the suspension of refuse and recycling collections (18 January to 25 January) and invited the chair of the task group to speak to the committee.

Councillor Chard referred to the summary which he felt was very clear. The task group had concluded that there were two major concerns. Firstly whilst they agreed with the decision to stop collections due to the snow, they did not agree with the decision not to restart collections when the snow cleared. There also appeared to be a failure to communicate effectively with residents with an over reliance on the website and local press and failure to involve local radio stations. This had resulted in many residents being very confused as to why their rubbish was not being collected even though their streets were clear of snow. They had carried out the review very quickly and looked forward to a full report being available next month. He warned that another period of heavy snow in March could not be ruled out hence the urgency to take some action.

A member raised a concern that this piece of work was not within the remit set for this task group by the O&S committee. He cited the example of the ICT scrutiny task group who had carried out their initial review and had then been asked by this committee to carry out a further piece of work regarding the virus outbreak. He also understood there had been some criticism by some members of the task group in the way the meeting had been conducted. He understood that the task group had only made suggestions in their report but he felt the timescales were unrealistic. It was necessary to have some contingency plans and smarter communications in place for the next winter season but it was important to allow the Cabinet Member Working group time to have a proper look at the issue and come up with their own recommendations.

The chair reminded the committee that the task group had been set up to look at the effectiveness and performance of UBICO and therefore it was entirely appropriate for it to look at this particular issue. It would have been foolish to

hold up matters by insisting it came back to this committee for authorisation. He confirmed that he had been made aware of the request for this meeting by members and it had been facilitated appropriately by the Democratic Services team. He urged members to raise any complaints about the process being operated in task groups to himself or to the Democratic Services Manager.

Whilst acknowledging that the meeting may have been a knee-jerk reaction to a very topical issue, a member welcomed the information that had been made available in the report particularly the rules set out in appendix C where for the first time he was able to see the decision process that was applied when making decisions about whether to suspend services. As a councillor who had received many complaints from residents, he was concerned that under the new commissioning arrangements he appeared to have no influence over such important decisions and had not been in a position to advise the public when their bins would be collected. Considering UBICO was owned by the Council he questioned why the council seemed to have so little control and this was a general concern he had expressed before about the commissioning process.

Another member agreed that when setting up commission services there needed to be clear controls in place, particularly when commissioning services to a potential private company.

Members had some discussion about residents being prevented from organising their own black bin collections as the depot would not accept what would appear to be commercial waste vehicles. This was noted as a point that the Cabinet Member Working Group could consider.

The chair considered that the report did not highlight sufficiently the reputational damage for the council arising from this issue and the inadequate communication to the public. He had received questions from members of the public who had asked why UBICO was not sending out vehicles when private companies were operating similar vehicles.

Members thanked the working group for their report and concluded that no councillors would feel comfortable about the events that had taken place and therefore it was important for the Cabinet Member Working group be given time to carry out a full review and put in place the necessary improvements.

11. REVIEW OF SCRUTINY WORKPLAN

The Democratic Services Manager referred members to the workplan which had been circulated with the agenda. She highlighted that once a task group had reported to Cabinet or Council, a follow-up review would be automatically scheduled in the workplan for six to nine months time to review progress on implementing the recommendations.

Members discussed the proposed topic for scrutiny regarding hidden deprivation in the town centre. Councillor Driver advised that after suggesting that topic she had met with the Director of Commissioning, the Strategy and Engagement Manager and Democratic Services to discuss how it might be taken forward. Their ideas were set out in the registration form.

The committee welcomed the topic but felt the outcomes needed to be firmed up and more focused. It was suggested that this could be done at the first

meeting. Apart from Councillor Driver, there were no other volunteers for the task group so it was agreed that all non-executive members would be approached.

A member questioned why the boundaries appeared to be very tight and were they necessarily appropriate. Councillor Driver advised that they had agreed that either side of the High Street would be a good starting point. The chair thought it was important to keep to a tight geographical focus but acknowledged that their work may lead them into other areas.

Resolved that a scrutiny task group looking at hidden deprivation in the town centre be set up and the terms of reference be firmed up at their first meeting and reported back to this committee.

12. DATE OF NEXT MEETING

The date of next meeting was 18 March 2013 at 6 p.m.

Duncan Smith
Chairman

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List of all scrutiny task groups and other appointments related to Overview and Scrutiny

Overview and Scrutiny	Purpose	Agreed nominations/membership Chairs in bold	Update
Budget scrutiny working group	The working group's role is to develop the budget process, support the development of Members' scrutiny role and to consider ideas from Members for reducing the budget gap.	Cllrs Coleman, Harman, Wall , Hibbert, Massey, Sudbury Cllr Prince (sub). Cabinet Member Finance to attend by invitation.	The group intends to focus on the potential big savings from major projects that form part of the MTFs. They have already looked at the leisure and culture review and the ICT review in their January meeting. They have invited the Chief Executive and the Leader to their meeting on 9 April to outline their vision for the next year and they will also be having an update on the Bridging the gap.
Community Governance review (STG)	Council in December 2011 agreed to set up a cross party working group to review the Parish Council boundaries ahead of the PC elections in 2014.	Cllrs Barbara Driver and Klara Sudbury and 3 Parish Council members. Member chair not appointed.	O&S did not support the recommendations from the task group when they reviewed them in November and made alternative recommendations to Council. The task group will be reconvened in January 2014 when the scope and terms of reference will be redefined. The Leader is being consulted on how he wishes to carry out the review.
JCS and Planning Liaison Group (STG)	To provide a vehicle with which to engage with elected members on strategic development management issues in light of the changes to the planning framework.	Cllrs Bickerton, Harman , Wall, Godwin, McCloskey and Teakle.	The task group forwarded their final report on household formation rates to the JCS joint member steering group on 31 January 2013 and they accepted the recommendations. The original terms of reference set by O&S in July still stand and the group have met again to consider their approach in completing the rest of this work and are planning monthly meetings for the rest of this year.
Event Submissions task group (STG)	Review and make recommendations for the process for organisers of events to submit proposals.	Cllrs Regan, Hall , Britter, Hibbert and Seacome and Councillor Sudbury .	The Cabinet received the final report on 5 February 2013 and requested a further report from officers on the implementation of the recommendations. No date has currently been scheduled for this in the Forward plan. The Events Consultative Group approach recommended by the task group is already being piloted along with Safety Advisory Groups.
Youth provision (STG)	A potential STG to review CBC investment in CCP to develop resilience in VCS Youth provision and assess the impact of the GCC grant allocations	Cllr Anne Regan, Chris Coleman, Suzanne Williams, Rob Reid, Jo Teakle and Barbara Driver	O&S on 19 February asked the task group to consider whether they wished to continue meeting as a scrutiny task group or carry out their scrutiny role as a member of a wider group.
ICT review (STG)	A potential to review ICT services and resilience. Is the infrastructure sufficiently robust, is a shared ICT the right approach and do we have the right delivery model in place.	Cllrs Andrew Chard, Andrew Wall, Simon Wheeler and Colin Hay .	Recommendations all accepted by Cabinet. Most being picked up by ICT commissioning review. Democratic Services have written to members regarding ICT support as agreed in one of the recommendations in the report. A further remit has been set to review the ICT virus outbreak and the task group are meeting on 12 March and will be able to give a brief update at the O&S meeting on 18 March.
UBICO (STG)	To review the service post implementation of UBICO and benefits realisation.	Cllrs Jacky Fletcher, Suzanne Williams, Tim Harman, Andrew Chard , Charlie Stewart and Pat Thornton	Reporting to O&S on 18 March.

Overview and Scrutiny	Purpose	Agreed nominations/membership Chairs in bold	Update
Sex trade in Cheltenham (STG)	Council at its meeting on 25 June referred this matter to O&S with a view to bringing back a report to Council in December.	Cllrs Chard, Driver , Regan, Seacome and Massey	Reported to O&S on 18 February and Council on 22 February. Cabinet have requested further guidance on how any recommendations could be implemented before they consider the report on 16 April.
Allotments (STG)	Review allotment strategy Identify lessons learnt from Weaver's Field.	Cllrs Regan , Smith, McCloskey, Britter, Stewart and Hay	The task group's report was endorsed by O&S in January and was considered by Council in February. Council commended the report and it will now be considered by Cabinet on 12 March.
Grass verge cutting (STG)	Review grass cutting policy and operational issues.	Cllrs Hall , Fletcher and Britter,	Recommendations approved by Cabinet in December 2012.
Shared Services	Councillor Smith suggested that a review could be carried out of the joint services with One Legal and the Chief Executive suggested that it may be worth looking at Building Control as this also a shared service with Tewkesbury Borough Council	tba	Councillor Smith to work with officers to produce a one-page strategy which can then be considered by the O&S committee for inclusion in the workplan when resources become available.
Deprivation	Councillor Driver suggested a review should be carried out of small pockets in the town which may suffer from deprivation but may not get the consideration that the more obvious deprived areas get.	tba	The terms of reference were agreed by O&S on 18 February and Democratic Services have asked members to express an interest in being on the task group by 15 March 2013.

Cheltenham Borough Council
Overview and Scrutiny Committee
18 March 2013
Scrutiny Task Group – UBICO

Accountable member	n/a
Accountable officer	Jane Griffiths, Director - Commissioning
Ward(s) affected	All
Key Decision	No
Executive summary	<p>The Overview and Scrutiny Committee set up a task group to review the effectiveness of the new arrangements under UBICO six months on from their coming into operation. A copy of the task group report and recommendations is attached.</p> <p>The task group involved officers and the relevant Cabinet Member in the discussions so that there was a consensus on the approach which is being outlined within their report.</p>
Recommendations	<p>The Overview and Scrutiny Committee is recommended to:</p> <ol style="list-style-type: none"> 1. Satisfy itself that the terms of reference set have been met by the task group (Appendix 1.1 of this report); 2. Agree the recommendations of the scrutiny task group report (as set out at item 8 of Appendix 1 of this report); 3. Endorse the recommendations for approval by Cabinet.
Financial implications	<p>There are no direct financial implications arising from this report, apart from the 'invest to save' request from recommendation 7, in respect of promoting the trade waste service. The resource implication for this has yet to be quantified, and would need to clearly demonstrate that additional income would offset costs.</p> <p>Contact officer: Des Night, Accountant des.knight@cheltenham.gov.uk, 01242 264124</p>
Legal implications	<p>None directly arising from the recommendations.</p> <p>Contact officer: Shirin Wotherspoon shirin.wotherspoon@teWKesbury.gov.uk, 01684 27201</p>

HR implications (including learning and organisational development)	<p>There are no direct HR implications arising from this report, but two aspects which will need to be considered.</p> <p>Recommendation 2 reviewing the location of customer service staff may have both HR and cost implications depending on the exact wording of their contracts of employment.</p> <p>The resource implication for the 'invest to save' request from recommendation 7 has yet to be quantified, and this matter would need to be reconsidered before any decision was taken.</p> <p>Contact officer: Richard Hall, HR Business Partner Richard.hall@cheltenham.gov.uk, 01594 812634</p>
Key risks	<p>No risks arising from the report.</p>
Corporate and community plan Implications	<p>None directly arising from the report.</p>
Environmental and climate change implications	<p>Ubico as a service provider are key in helping to support the delivery of a reduction in residual waste going to landfill and delivery of the council's biodiversity policies in relation to parks, gardens and open spaces.</p>

Report author	<p>Contact officer: Jane Griffiths, Director – Commissioning</p> <p>jane.griffiths@cheltenham.gov.uk, 01242 264126</p>
Appendices	<p>1. Scrutiny task group report and appendices</p>



SCRUTINY TASK GROUP REPORT

**Overview and Scrutiny Committee – 18 March 2013
Cabinet – 16 April 2013**

Ubico

1. INTRODUCTION

- 1.1 The new service commissioned from Ubico came into operation on 1 April 2012 and six months on from this it was considered appropriate for a scrutiny task group to review the service being provided.
- 1.2 The task group were specifically tasked with reviewing the Service Level Agreements and considering whether the benefits were being realised and the effectiveness of the service. Part of this was to include the customer's view of the service being offered and whether they had noted any changes.
- 1.3 This report sets out the findings and recommendations arising from the scrutiny review by the Ubico scrutiny task group.

2. MEMBERSHIP AND TERMS OF REFERENCE

2.1 Membership of the task group:-

- Councillor Andrew Chard (Chair)
- Councillor Jacky Fletcher
- Councillor Tim Harman
- Councillor Charles Stewart (Vice-Chair)
- Councillor Pat Thornton
- Councillor Suzanne Williams

A member of Cotswold District Council was invited to join the group as a co-optee but no nomination was received.

2.2 Terms of reference:-

- To understand how the contract is being monitored
- To identify whether the business benefits of setting up Ubico are being delivered
- To ascertain whether the service is being delivered in accordance with the Service Level Agreement

3. METHOD OF APPROACH

3.1 The task group met on seven occasions and spoke to a range of people involved with Ubico. They all contributed to enabling the task group to assess the effectiveness of the service and identify areas for improvement;

- Jane Girffiths, Director - Commissioning
- Rob Bell, Managing Director (Ubico Ltd)
- Scott Williams, Strategic Client Officer (CBC/CDC)
- Members of Street Cleaning, Landscaping and Waste & Recycling crews in Cheltenham
- Judy Hibbert, Customer and Support Services Manager
- Karen Watson, Customer Relations and Research Manager
- Business representatives and users of trade waste services from across Cheltenham via the Cheltenham Business Partnership Manager and questionnaires
- Councillor Colin Hay, Ubico Board Observer
- Councillor Roger Whyborn, Cabinet Member Sustainability

3.2 Members would like to thank all of the officers and individuals who attended meetings and contributed to the review.

3.3 The task group review included;

- Consideration of the relevant extracts from the Ubico Service Level Agreement
- Review of performance data
- Review of complaints data
- Q&A session with members of staff from the Street Cleaning, Landscaping and Waste & Recycling teams.
- A site visit to the Cotswold and Cheltenham depots
- Q&A session with the Managing Director (Ubico) and Strategic Client Officer (CBC/CDC)
- Q&A session with the Customer and Support Services Manager and Customer Relations and Research Manager
- Q&A session with the Ubico Board Observer
- Questionnaires to business representatives and users of trade waste services from across Cheltenham and consideration of feedback
- Consideration of the service disruption due to snow in mid January
- Consideration of a briefing regarding the rationale for Ubico Board structure
- Q&A session with the Cabinet Member Sustainability

4. CURRENT SERVICE DELIVERY

4.1 Ubico is a local authority company jointly owned by CBC and Cotswold District Council (CDC). The company is governed by articles and a shareholder agreement, and the leaders of the two councils act as shareholders. The Board of Directors comprises;

- Rob Bell, Managing Director
- Ralph Young, Chairman (CDC nominated director)
- Grahame Lewis, Director (CBC nominated director)
- Frank Wilson, Finance Director

- 4.2 Both councils have contracts with Ubico to deliver a range of services and for Cheltenham these services are;
- Waste and recycling
 - Trade waste
 - Street cleaning
 - Grounds maintenance
 - Toilet cleaning
 - Fleet management
 - Sports pitch marking and pavilion cleaning
 - Highways agency agreement
 - School grounds maintenance contract
 - Nursery
- 4.3 The client side function is undertaken by a strategic client officer which is a shared post between CBC and CDC. When at CBC the post holder (Scott Williams) reports to the Director Commissioning and the Cabinet Member Sustainability.
- 4.4 The customer interface for the services in scope sits with the customer services team at the Municipal Offices and is managed by Judy Hibbert, the Customer and Support Services Manager.
- 4.5 The Board of Directors informally report to the shareholders on a quarterly basis and their first AGM will be held in September 2013. Monthly meetings whereby Ubico present performance data are held with the Client Monitoring Officer and Director Commissioning (and her CDC equivalent). These meetings also provide an opportunity to discuss longer term operational and strategic issues which may impact on service delivery. In addition there is a quarterly performance meeting which is attended by the respective Cabinet Members. Responsibility for resolving day to day operational issues lies with Ubico.
- 4.6 No borough councillors sit on the Board but each council may nominate one councillor to attend as Board Observer. CBC has nominated Councillor C. Hay as Board Observer.
- 4.7 The employees of Ubico are either former CBC/CDC employees or were employed by SITA who was the contractor for CDC.

5. OUR FINDINGS

- 5.1 Members of the task group were comfortable that the contract was satisfactorily monitored by the shareholders, officers and the Cabinet Member but felt that there was a general lack of understanding from members across the council regarding the governance arrangements for Ubico (i.e. who was on the Board of Directors and who was responsible for providing members with feedback relating to performance).
- 5.2 Members felt strongly that the decision not to include borough councillors on the Board of Directors, other than as an Observer, was questionable. They considered the rationale behind the decision and remained unable to agree with the decision.

- 5.3 The task group's discussion following the service disruption due to snow did highlight the need for clear lines of accountability and responsibility in a commissioner/provider environment and the need for these to be communicated effectively with the public and members.
- 5.4 The task group identified that the split between customer services and Ubico has on occasion lead to an increase in work. Staff from the Landscaping team advised the task group that in the past such requests had been dealt with immediately by the relevant manager but since this function had transferred to the Municipal Offices such requests resulted in job tickets being raised. The staff members in attendance explained that someone had to undertake a visit for each job ticket and often found that the issue had already been resolved or was not as described on the job ticket, which they felt was an inefficient use of the person's time. Officers supporting the review felt that the practice of raising job tickets had customer benefits in providing an audit trail and the means by which lessons could be learnt. They also felt that ultimately this practice would have been adopted regardless of where the customer service end of the operation was sited.
- 5.5 The staff members the task group spoke with also felt that there were issues with the knowledge base of some staff within Customer Services which resulted in misinformation being passed on to customers and crews alike.
- 5.6 The customer service team acknowledge that there has been a steep learning curve for them. Although two members of staff transferred from the former operations team, all staff within the customer contact centre have had to be trained to deal with the services now in scope. In addition they also had to put in place a process for the renewals for the garden waste scheme and they have picked up additional work which was not anticipated such as liaison with individual clubs for sports pitch bookings.
- 5.7 The task group noted that officers have already identified some of the above issues and that a systems thinking review is being undertaken to consider how the interface between customer services and Ubico works. Staff were undertaking visits to CBC pitches and pavilions and accompanying waste and recycling crews on collections in an effort to better understand any issues faced at an operational level.
- 5.8 Operatives from the Waste & Recycling and Street Cleaning teams raised numerous concerns mostly relating to the need for better communication - staff needed to be made aware of changes and the reasons behind them otherwise this could lead to discontent amongst frontline staff who did not understand the changes that had taken place.
- 5.9 The managing director has indicated that he now has a clear business focus for the services that Ubico provide rather than in the past being drawn into corporate matters relating to the council.
- 5.10 The task group did consider whether during the service disruption the split between client and contractor had made the situation more difficult than when it had previously been delivered directly by the council.

- 5.11 Having reviewed the Service Level Agreement in conjunction with performance data, members of the task group were generally satisfied that the service level agreement was being met, performance was good and when issues were identified there was a quick response to remedial action. The group better appreciated the scale of the operation following a site visit to the CBC and CDC depots and having met with the managing director and members of the refuse crews they better understood some of the obstacles faced by Ubico in being able to undertake various tasks (parked vehicles preventing access, etc).
- 5.12 A questionnaire had been distributed via the Chambers network to businesses. Members were disappointed that only 5 of a possible 500+ trade waste clients had responded to the questionnaire, which had been made available in hard copy as well as online. However, those clients that did respond were very happy with the service being provided. In addition the task group had received a response from a business using a private sector provider. Officers from Ubico welcomed the feedback that had been received, which they considered valuable in helping to inform the review of trade waste that was being undertaken on behalf of CBC and CDC. This was a sizeable piece of work and would take some time.
- 5.13 The task group were surprised to learn that neither CBC or Ubico did not actively promote the trade waste service to potential new customers. It was noted that this was historical following legal advice which suggested that the council could not proactively market themselves for new business. Members felt that this was nonsensical and should be revisited. Officers conceded that a larger number of trade waste customers had been lost than had been gained which they attributed to the recession and to a competitive private sector market.
- 5.14 For the period 01 April 2012 to 31 December 2012 there were 8439 enquiries/works orders raised for Ubico services and logged by the Customer Services Team. Most related to requests for recycling boxes and missed collections. In this period there had been 185 complaints and the vast majority of these related to missed collections. Officers were open about the fact that there were issues regarding the way in which Ubico and CBC dealt with customer issues and in recognition of this, improvement activity by Ubico and customer services, as part of the systems thinking work, was underway. Members felt that the level of complaints was proportionately low given the fact that Ubico service 51,000 properties at least once a week, sometimes more than once and the number of complaints had fallen in quarter three after a peak in quarter two.
- 5.15 During the service disruption it was noted that the number of enquires and calls to the council increased significantly. The contact centre normally deals with around 2000 calls and in the two week period of the disruption this rose to around 4000 calls per week. In addition a number of people contacted the customer relations team and wished their calls to be logged as formal complaints.
- 5.16 The task group were concerned about the way in which the council communicated with the public. This concern was heightened in relation to the service disruption. The task group felt that more could be done to put out proactive messages and use different media channels. There was particular concern about how policies are communicated such as the closed bin lid and side waste policy.

- 5.17 The task group raised their concerns about the bring site facilities and the need to ensure that skips were cleared on a regular basis. There was a perception that they were always full which members felt lead to frustration and rubbish being left at the side of skips. It was noted that a review of bring sites would be undertaken in 2013/14.

6. OPTIONS CONSIDERED

- 6.1 It was noted that Ubico had only been in operation for less than 12 months so there were inevitably teething issues. However, the task group considered a number of options for improvement.
- 6.2 Customer service improvements. Consideration was given as to whether it would be beneficial for staff to undertake site visits to better understand some of the issues that result in (for example) late/missed bin collections, which would in turn improve their knowledge and result in improved advice for the customer. The task group also considered whether it was appropriate to split customer services from the operation.
- 6.3 Complaints/feedback process. The task group noted that a review is already underway but felt that there should be more guidance as to how customer service staff deal with initial queries. They also felt that it was important to ensure that outcomes are recorded on job tickets which should then be added to the system when a job is closed in order that outcomes can be monitored and a more proactive approach to resolving issues may be more easily adopted.
- 6.4 Communication of policies – the website should include the reasoning behind the policies (e.g. closed bin policy is for H&S reasons). The task group also felt that it would be beneficial to adopt a similar leaflet (bin hanger) such as those circulated by Tewkesbury Borough Council. They discussed how there needed to be more proactive communication with regards to the benefits of recycling.
- 6.5 Communications. Consideration was given as to whether UBICO need to be more proactive about self promotion and create press releases which aim to explain policies and procedures. The task group were keen to see the council provide clear messages to the public (without jargon) and consideration was given as to whether more could be done with the local radio stations particularly if there are specific messages that need to be given to all residents. The use of social media and web sites were acknowledged as having a place but felt that not all residents access these and there maybe an over reliance on this media channel.
- 6.6 Feedback from members of the Street Cleaning, Landscaping and Waste & Recycling teams had suggested to the task group that there was something to be done around internal communications which they felt had suffered as a result of the transfer of customer services from the depot to the Municipal Offices.
- 6.7 Governance: The task group considered how the governance arrangements are communicated to all members. They also considered whether there should be a review of the Board structure arrangements and possible move from Observer only status for borough councillors.

- 6.8 Trade waste. Members felt that the Council, through Ubico, should consider assigning resources to promote the trade waste service in an effort to secure new business.
- 6.9 Pitch bookings. Members were not comfortable with the decision of the senior football league to cease coordination of the sports pitch bookings. This had resulted in the customer services team having to deal with numerous people rather than one individual and proved very labour intensive. Members were of the opinion that the senior football league should be asked to reconsider this decision and have one individual coordinate bookings as the junior football league did.
- 6.10 Bring site facilities. Members felt that the frequency with which the skips were cleared should be considered as part of the review scheduled for 2013/14.

7. CONSULTATION AND FEEDBACK

- 7.1 During the course of the review the task group consulted trade waste customers regarding their views of the service being delivered. The feedback received is summarised at 5.12 of this report.
- 7.2 Throughout the review the task group consulted widely with officers who helped members to assess the effectiveness of the service being delivered. A copy of the report was circulated to officers who had contributed to the review and those that would be involved in taking forward some of the recommendations and their comments were incorporated into the final report.
- 7.3 The Cabinet Member Sustainability attended the 20 February 2013 meeting and was given the opportunity to offer his views on the way in which the service was provided and take part in discussions regarding the final report and recommendations of the task group. The Cabinet Member was pleased with the way in which the task group had conducted their review and regarded the findings and recommendations as being constructive.

8. RECOMMENDATIONS

- 8.1 Taking all of our findings and options into consideration, the Ubico scrutiny task group would like to make the following recommendations for consideration by Cabinet, namely that;
1. **Review the decision not to nominate any borough councillors to the Board by September 2013 (as set out at 6.7 of the report).**
 2. **Review the customer service arrangements at an appropriate time, but no later than by the end of September 2013 and consider whether delivery of this service should return to the depot (as set out at 6.2 and 6.3 of the report).**
 3. **Review internal and external communication strategies by September 2013 (as set out at 6.4 and 6.5 of the report).**

4. Review the emptying frequency timetable for the bring site facilities as part of the review of bring sites by September 2013 (as set out at 6.10 of the report).
 5. Consider the adoption of waste and recycling literature (bin tags) which include information including collection dates, bin information and key messages, as produced by Tewkesbury Borough Council by September 2013 (as set out at 6.4 of the report).
 6. At the end of the season (end of April 2013) assess the overall impact of the decision by the senior football league to cease coordination of their sports pitch bookings and if this has had a largely negative impact on resources within the customer services team ask the senior football league to reconsider their decision (as set out at 6.9 of the report).
 7. Consider providing additional marketing resource on an invest to save basis for the promotion of the trade waste service by September 2013 (as set out at 6.8 of the report).
9. **TAKING FORWARD THE RECOMMENDATIONS FROM SCRUTINY**
- 9.1 It is proposed that should the recommendations be approved by Cabinet then the recommendations should be considered at the quarterly performance meeting of Ubico.
 - 9.2 A report should be sent back to the Overview and Scrutiny Committee in October 2013 in order that they can review progress and a copy of this report should be circulated directly to those members that formed the original scrutiny task group.

Report author	Councillor Andrew Chard, Chair of the scrutiny task group Contact officer: Jane Griffiths, Director - Commissioning jane.griffiths@cheltenham.gov.uk 01242 264126
Appendices	<ol style="list-style-type: none"> 1. The one page strategy for this review 2. A summary of the responses to the trade waste questionnaire 3. An example of the bin tags circulated by TBC
Background information	n/a



SCRUTINY REVIEW – ONE PAGE STRATEGY

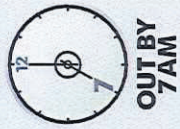
FOR COMPLETION BY THE OVERVIEW AND SCRUTINY COMMITTEE	
Broad topic area	Services provided by UBICO
Specific topic area	The new commissioned service UBICO came into operation on 1 April 2012. Six months on from this implementation it is now appropriate to set up a scrutiny task group to review the service being provided. Is it meeting its Service Level Agreements and are the benefits being realised? What is the customer's view of the service being offered and have they noted any changes?
Ambitions for the review	To understand how the contract is being monitored To identify whether the business benefits of setting up UBICO are being delivered To ascertain whether the service is being delivered in accordance with the Service Level Agreement
Outcomes	Identify any gaps or issues with the service and make recommendations for them to be resolved.
How long should the review take?	Report back to O&S on 18 March 2012 and then on to Cabinet
Recommendations to be reported to:	Cabinet
FOR COMPLETION BY OFFICERS	
Members	Cllrs Jacky Fletcher, Suzanne Williams, Tim Harman, Andrew Chard, Charlie Stewart and Pat Thornton
Officers experts and witnesses	Scott Williams – Client Officer Rob Bell – Managing Director UBICO Judy Hibbert – Customer and Support Services Manager Karen Watson – Customer Relations and Research Manager
Sponsoring officer	Jane Griffiths, Director of Commissioning
Facilitator	Saira Malin, Democracy Officer
Cabinet Member	Councillor Whyborn, Cabinet Member Sustainability
FOR COMPLETION BY THE SCRUTINY TASK GROUP	
Are there any current issues with performance?	Members wanted to know more about; <ul style="list-style-type: none"> • The co-ordination of refuse collections with street cleaning • How UBICO complaints are managed • Why green waste bags are not available across the borough • The side waste enforcement policy – public perception • Trade waste and recycling
Co-optees	A representative from Cotswold District Council was invited but no response was received
Other consultees	<ul style="list-style-type: none"> • Refuse crew members • Trade waste client representatives • Officers as necessary
Background information	<ul style="list-style-type: none"> • UBICO contract and schedules (to be circulated by email and in hard copy) • Complaint details (to be circulated by email)

Suggested method of approach	<ul style="list-style-type: none"> • Site visit • Consideration of customer complaints • Speaking to the refuse crew on the frontline • Speaking to businesses (shops, hotels and pubs) about the trade refuse service provided by UBICO and other providers • A focus towards the customer perspective
How will we involve the public/media? Or at what stages	A press release at the appropriate time

Who is your current waste service provider?	How long have you been with your current provider?	What made you choose your current provider?	Would you describe the service as reliable?	Why/why not?	Would you describe the service as flexible?	Why/why not?	Do you feel the service offers value for money?	Why/why not?	Do you know who to contact in the event of a problem?	Do you feel the resolution of issues or complaints to be satisfactory?	Have you been given advice from your service provider about how/where you should store your bins and the containment of waste?	Have you ever used another service provider?	If yes, who?
Ubico	6+ months	We've always used them.	Yes	I am the Facilities Manager and have few, if any problems - the bins are emptied weekly, I don't see them come and go but the service is done so we are happy.	Yes	If our needs change I just call the Council and they change the bins to whatever is required. We stopped having one bin and for some time have recycled cardboard.	Yes	It's not expensive for a reliable and good service. It is a must but we don't need to worry about it.	Yes	In my experience the limited number of times I have called about any issues they have been dealt with quickly and satisfactorily.	No	No	
Grundons and Biffa	6+ months	Value for money	Yes		Yes		Yes		Yes	n/a	Yes	Yes	Biffa exclusively
Ubico	6+ months	Automatically transferred from CBC	Yes		Yes		Yes		Yes	n/a	No	No	
Ubico	6+ months	Didn't realise the choice available	Yes		n/a		I don't know	I have nothing to compare it to	Yes	n/a	Yes	Yes	Printwaste for recycling
Ubico	6+ months	Automatically transferred from CBC	Yes		n/a		Yes		Yes	n/a	Yes	No	
Ubico	6+ months	Automatically transferred from CBC	Yes		Yes	sometimes I forget to put the bins out and Ubico always come in and get the keys to access the bins	I don't know	I have never shopped around to compare prices	No	n/a	No	No	

Are you using a residual and/or recycling service?	If not both, why not?	Would you be prepared to segregate your waste in return for a cheaper service?	Are you happy with the range of bins provided?	If not, why?	Have you experienced any problems with invoicing?	Do you have any further comments?
Both		Yes	Yes		Not that I am aware of and I would have been advised if there were problems.	
		We do this anyway	Yes		No	Haven't considered Ubico as they haven't approached the Regent Arcade for the business
I don't know		Yes	Yes		No	No
Both		Yes	Yes		Yes due to an admin error at Ubico but the issue was resolved satisfactorily	No
		Yes	Yes		No	No
I don't know						
I don't know		Yes	Yes		No	No

Collection dates 2012-2013



Important!
All bank holiday collections day changes are highlighted in yellow.

Green bin and caddy

Monday 2 April
Monday 16 April
Monday 30 April
Monday 14 May
Monday 28 May
Monday 11 June
Monday 25 June
Monday 9 July
Monday 23 July
Monday 6 August
Monday 20 August
Monday 3 September
Monday 17 September
Monday 1 October
Monday 15 October
Monday 29 October
Monday 12 November
Monday 26 November
Monday 10 December
Monday 24 December
Monday 7 January
Monday 21 January
Monday 4 February
Monday 18 February
Monday 4 March
Monday 18 March

Please note!
If you are a garden waste customer, please put your brown bin out on the same day as your green bin.

Blue bin and caddy

Tuesday 10 April
Monday 23 April
Tuesday 8 May
Monday 21 May
Monday 4 June
Monday 18 June
Monday 2 July
Monday 16 July
Monday 30 July
Monday 13 August
Tuesday 28 August
Monday 10 September
Monday 24 September
Monday 8 October
Monday 22 October
Monday 5 November
Monday 19 November
Monday 3 December
Monday 17 December
Monday 31 December
Monday 14 January
Monday 28 January
Monday 11 February
Monday 25 February
Monday 11 March
Monday 25 March

REMEMBER
Food waste collections are every week

Your recycling services



Calendar on reverse!

This year the council would like to recycle 60% of rubbish collected. At present we are recycling around 55%, so we're nearly there. The council's new campaign is 'Sights on 60%' and we need everybody's help. Did you know, in your blue bin you can recycle more items than any other area in Gloucestershire?

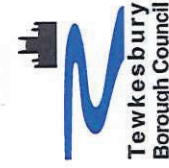
Now you can recycle even more! Aluminium foil can now be put in the blue bin too. Please make sure it is clean and free from grease or fat. More information can be found inside.

Please keep hold of this leaflet throughout the year as it contains important information about your recycling and food waste collections.



Please remember to recycle as much as you can and use your green bin as a last resort. The lid on the green bin must be closed and we will only collect the waste within it. Rubbish left to the side or on top of the bin will not be collected.

The Recycling Team



recycle
for Tewkesbury Borough

Information inside

Blue bin collections



Nearly 90% of residents are blue bin recyclers, let's keep up the good work!



OUT BY 7AM

✓ Yes please

✗ No thanks

household plastic packaging	Household plastic bottles (all types including milk, drink, cleaning etc) Plastic containers (e.g. yoghurt pots, punnets, trays, tubs etc)	Plastic bags and plastic film Plastic toys and plant pots Polystyrene and bubblewrap Videos, tapes, cds and DVDs Nappies
mixed glass	Clean glass jars, glass bottles (all colours) Tip: metal lids can also be recycled in the blue bin	Window panes Pyrex dishes and crockery Light bulbs Milk bottles and drinking glasses
cans, tins, foil and aerosols	Food and drink cans Pet food cans Aerosols Biscuit and sweet tins Aluminium foil (clean sheets) Aluminium foil pots and trays	Paint tins and gas canisters Pet food pouches Crisp packets and sweet wrappers Foil style wrapping paper
mixed paper	Newspapers and magazines Junk mail, white office paper and shredded paper Yellow Pages and directories Envelopes (remove windows) Wrapping paper (only paper types remove all decoration) All books (remove hardback covers)	Wet or dirty paper Wallpaper Foil, plastic or non paper wrapping paper
card and cardboard	Card and cardboard Food packaging boxes and egg boxes Small quantities of corrugated cardboard	
cartons	Tetra-pak style food and drink cartons, paper yoghurt pots etc. Paper ice-cream pots	

Wash and remove lids or film



Remove all corks



Rinse



Please wrap shredded paper in paper or newspaper



Flatten all card



Wash and squash



Clean recycling is good recycling!

Food waste collections



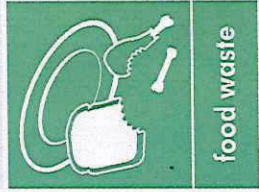
66% of residents are food waste recyclers, join in with the success too!



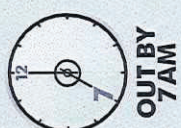
✓ Yes please

✗ No thanks

Food - cooked and uncooked	Food (including carrier bags and non-approved biodegradable liners)
Raw and cooked fruit and vegetables	Packaging of any kind
Meat and fish, including bones and skin	Metal and glass
Cheese and other dairy products	Any other household waste
Eggs and egg shells	Animal faeces
Small amounts of liquids, oil and fat (including solid fats such as lard)	Animal bedding
Bread, cakes and pastry	Pet litter
Tea bags, coffee granules	Pet carcasses
Compostable lining	Cardboard (please recycle in blue bin)
	Nappies



food waste



OUT BY 7AM

For more information, visit www.tewkesbury.gov.uk/recycling

Kitchen caddies can be lined with compostable liners, tissue paper or newspaper. Transfer the lining and the food waste into the larger caddy and present at the kerbside every week for collection. Caddy liners must display the seedling logo.



Visit www.tewkesbury.gov.uk/foodwaste to find out where to buy them.

Caddies must not be lined with plastic carrier or shopping bags.

Food waste presented in these bags will not be collected. Both caddies can be washed clean and are dishwasher safe below 60°C.

This leaflet is printed on 80% recycled paper

Item	Purpose	Outcome	What is required?	Lead Officer
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MEETING DATE: Monday 18 March 2013				
STG-UBICO	Scrutiny	Endorse recommendations from STG and forward to April Cabinet	Report of STG	Saira Malin, Democracy Officer Chair, Councillor, to be advised
MEETING DATE: Thursday 16 May 2013				
STG – ICT (Virus outbreak)	Scrutiny	Endorse recommendations from the STG and forward to Cabinet (if any)	Report of STG	Rosalind Reeves, Democratic Services Manager Chair, Councillor Colin Hay
MEETING DATE: Thursday 11 July 2013				
MEETING DATE: September 2013				
STG- Grass cutting	Follow up	Review implementation of any recommendations agreed by Cabinet in December 2012	Update report	Rosalind Reeves, DSM Chair, Councillor Penny Hall
MEETING DATE: November 2013				
STG- Events	Follow up	Review implementation of any recommendations agreed by Cabinet in February 2013	Update report	Rosalind Reeves, DSM Chair, Councillor Penny Hall
MEETING DATE: February 2014				
STG- Allotments Group	Follow up	Review implementation of any recommendations agreed by Cabinet in February 2013	Update report	Beverly Thomas, Democracy Officer Chair, Councillor Anne Regan

Item	Purpose	Outcome	What is required?	Lead Officer
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STG- Community governance review	Scrutiny	Set revised terms of reference and appoint members	Update report	Helen Down,