

**Cheltenham Borough Council**  
**Cabinet – 27 April 2021**  
**Ubico Business Plan 2021/22 and 5 Year Vision**

<b>Accountable member</b>	<b>Councillor Rowena Hay, Leader of the Council</b>
<b>Accountable officer</b>	<b>Karen Watson, Environmental Partnerships Manager</b>
<b>Ward(s) affected</b>	<b>All</b>
<b>Key/Significant Decision</b>	<b>No</b>
<b>Executive summary</b>	<p>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.</p> <p>The proposals contained in the Ubico 2021/22 business plan and 5 year vision are built around four key pillars (people; operations; climate; business development) and focus on the following themes:</p> <ul style="list-style-type: none"> <li>• Leveraging synergies and economies of scale</li> <li>• Harnessing opportunities to deliver value back to partners</li> <li>• Using technology to drive operational efficiency</li> <li>• Understanding our communities' needs</li> <li>• Inspiring our workforce to be committed to providing value for money and carbon neutral services</li> </ul> <p>Ubico will submit individual business cases for approval, as appropriate, to support potential investment proposals within the 2021/22 Business Plan to develop areas of the business that have been identified as having potential to deliver greater value for shareholders.</p>
<b>Recommendations</b>	<p><b>That Cabinet:</b></p> <ol style="list-style-type: none"> <li><b>1. Note the Ubico 5 year vision and 2021/2022 Business Plan</b></li> <li><b>2. Note that the Leader of the Council, as shareholder representative, proposes to sign the written resolution to approve the Ubico 5 year vision and 2021/2022 Business Plan in due course.</b></li> </ol>
<b>Financial implications</b>	<p>No financial implications as a direct result of this report.</p> <p><b>Contact officer: <a href="mailto:gemma.bell@cheltenham.gov.uk">gemma.bell@cheltenham.gov.uk</a></b></p>

<b>Legal implications</b>	<p>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'.</p> <p><b>Contact officer: One Legal, <a href="mailto:legal.services@tewkesbury.gov.uk">legal.services@tewkesbury.gov.uk</a>, 01684 272691</b></p>
<b>HR implications (including learning and organisational development)</b>	<p>No HR implications as a direct result of this report.</p> <p><b>Contact officer: <a href="mailto:HR@cheltenham.gov.uk">HR@cheltenham.gov.uk</a></b></p>
<b>Key risks</b>	<p>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 and individual risk assessment.</p>
<b>Corporate and community plan Implications</b>	<p>Delivery of the Ubico business plan and 5 year vision will sit alongside and support the Council's corporate plan, most notably key priority 3 as set out below.</p>
<b>Environmental and climate change implications</b>	<p>Environmental and climate change priorities and are integrally interwoven into the Council's key priorities, particularly key priority 3 - <i>achieving a cleaner and greener sustainable environment for residents and visitors</i> and the Ubico business plan and 5 year vision seeks to support the Council's priorities in this area.</p>
<b>Property/Asset Implications</b>	<p>No Property or Asset implications as a direct result of this report.</p> <p><b>Contact officer: <a href="mailto:Dominic.Stead@cheltenham.gov.uk">Dominic.Stead@cheltenham.gov.uk</a></b></p>

## **1. Background**

- 1.1** 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.
- 1.2** The proposals contained in the Ubico 2021/22 business plan are built around four key pillars as set out below:
- 1.3** People – we will have a well- trained, supported and engaged workforce who live our values and are proud to work for Ubico.
- 1.4** 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.
- 1.5** 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.
- 1.6** 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.
- 1.7** and the business plan and 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
- 1.8** Ubico will submit individual business cases to support potential investment proposals within the 2021/22 Business Plan to develop areas of the business that have been identified as having potential to deliver greater value for shareholders.

## **2. Reasons for recommendations**

- 2.1** 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.

## **3. Alternative options considered**

- 3.1** The Leader of the Council, as shareholder representative, has delegated authority to approve the

Ubico business plan and 5 year vision, and there is no need, other than to support transparency for a report to be considered and noted by cabinet.

#### **4. How this initiative contributes to the corporate plan**

- 4.1** Delivery of the Ubico business plan and 5 year vision will sit alongside and support the Council's corporate plan. Environmental and climate change priorities and are integrally interwoven into the Council's key priorities, particularly key priority 3 - achieving a cleaner and greener sustainable environment for residents and visitors and the Ubico business plan and 5 year vision seeks to support the Council's priorities in this area.

#### **5. Consultation and feedback**

- 5.1** During the consultation stage, Ubico has presented the business plan and 5 year vision at an all member briefing session, in addition to consulting with senior officers and relevant cabinet members.

#### **6. Performance management –monitoring and review**

- 6.1** 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, clean and green environment, in conjunction with the lead commissioner, will monitor delivery of work streams and projects which delivery these outcomes as part of the client function within the Council.
- 6.2** An equality impact assessment will be carried out by the Council as part of any work stream or project that is initiated as will a full risk assessment including any environmental impacts.

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<b>Appendices</b>	1. Risk Assessment 2. Ubico 2021/2022 business plan and 5 year vision <b>(to follow)</b>
<b>Background information</b>	

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
	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 2021/22 and 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.	Tim Atkins	12/4/21	4	2	8	Reduce	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 2021/22 and 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.	Both annual review and ongoing review	Karen Watson	Will be transferred on 27/4/21
<b>Explanatory notes</b> <b>Impact</b> – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical) <b>Likelihood</b> – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability) <b>Control</b> - Either: Reduce / Accept / Transfer to 3rd party / Close											