

Cheltenham Borough Council

Cabinet – 4 April 2023

Ubico Business Plan 2023/2024

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 2023/2024 business plan which delivers the third year of the 5 year vision are built around four key pillars (people; operational excellence; 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 will submit individual business cases for approval, as appropriate, to support potential investment proposals within the 2023/2024 Business Plan to develop areas of the business that have been identified as having potential to deliver greater value for shareholders.

Recommendations:

- 1. to note the Ubico Business Plan 2023-2024**
- 2. to note that the Leader of the Council, as shareholder representative, proposes to**

sign the written resolution to approve the Ubico Business Plan 2023-2024 in due course.

1. Implications

1.1 Financial, Property and Asset implications

No financial implications as a direct result of this report.

Signed off by: paul.jones@cheltenham.gov.uk

1.2 Legal implications

Part 3E 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: One Legal legalservices@onelegal.org

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 2023/2024 and 5 year vision seeks to support the Council's priorities in this area in a positive way. For commitments in the business plan that directly relate to Cheltenham, have a climate impact and require a business case and a decision from Cabinet, the completion of the climate change is recommended, utilising the climate change assessment tool.

Signed off by: Laura.tapping@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, and 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 2023/2024 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 2023/2024 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 support potential investment proposals within the 2023/2024 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. Ubico Business Plan 2023-24

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
	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 2023/24 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.	Darren Knight	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 2023/24 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.	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