

 COTSWOLD DISTRICT COUNCIL	COTSWOLD DISTRICT COUNCIL
Name and date of Committee	CABINET – 13 MAY 2021
Report Number	AGENDA ITEM 7
Subject	UBICO BUSINESS PLAN 2021-22
Wards affected	All
Accountable member	Cllr Joe Harris Leader of the Council Tel: (01285) 263000 Email: joe.harris@cotswold.gov.uk
Accountable officer	Robert Weaver Chief Executive Tel: (01285) 263000 Email: Robert.weaver@cotswold.gov.uk
Report author	Scott Williams – Business Manager Contracts Email: scott.williams@publicagroup.uk
Summary/Purpose	To consider the Ubico Business Plan 2021-22, to note progress and recommend the Leader, approves the Plan.
Annexes	Annex A - Ubico Business Plan 2021-22
Recommendation/s	That Cabinet recommends that the Leader (as Shareholder representative) approves the Ubico Business Plan 2021-22, subject to any comments it wishes to make.
Corporate priorities	<ul style="list-style-type: none"> • Respond to the challenges presented by the Climate Change Emergency • Ensure that all services delivered by the Council are delivered to the highest standard
Key Decision	NO
Exempt	NO
Consultees/ Consultation	The following people have all been consulted on this report and the detail contained within: <ul style="list-style-type: none"> • Councillor Joe Harris • Councilor Mike Every • Councillor Andrew Doherty • Senior Council and Publica Officers.

1. BACKGROUND

- I.1. Cotswold District Council (CDC), is a shareholder in Ubico Limited, a Teckal company designed to deliver environmental services, offering better value for money than commercial contracts.
- I.2. The Teckal model enables Councils to commission services without the costs associated with an EU procurement process. Ubico delivers environmental services on behalf of the Council at a cost price. Ubico holds no assets, the depot it operates from, the vehicles it uses to perform the services and the waste and recycling containers which are provided to residents are all owned by the authority. This ensures that the shareholders have full control over high value expenditure.
- I.3. As part of the establishment of Ubico, a number of items were identified as reserved matters for Council approval to ensure that shareholder Councils retained an element of control over their company.
- I.4. To assist the Leader in reaching his decision the Overview and Scrutiny Committee received a presentation on the Draft Business Plan in early 2021 and were invited to suggest appropriate amendments before it was adopted.
- I.5. Cabinet is also invited to review the business plan and suggest any amendments.

2. MAIN POINTS

- 2.1. The Business Plan provides the vehicle to carry forward and address the issues identified by partners. The 5 year vision developed by the Ubico Board of Directors in 2020 identifies the following priorities:

- Leveraging synergies and economies of scale
- Harnessing opportunities to deliver value back to our 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

- 2.2 Ubico's 2021/22 business plan and 5-year vision is built around four key pillars:

People

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

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.

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.

Business Development

We will build business development capability, which enhances our partnerships and allows 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.

- 2.3 Working in partnership, the Council, Ubico and Publica implemented a waste and recycling service redesign in March 2020, which has increased the opportunity for residents to recycle.
- 2.4 In support of Ubico and its vision, the Council has recently procured and implemented an environmental services back office system with In-Cab technology, which will provide both service related and financial benefits for both partners.
- 2.4 In support of the Councils service related and financial priorities, Publica is working in partnership with Ubico to develop an Environmental Services Innovation Program (ESIP) which will bring forward opportunities to deliver better services to residents, reduce the effect services have on the climate and environment and capture efficiency and financial savings for all partners.

3. REASON FOR RECOMMENDATION

- 3.1. The benefits of adopting the Business Plan are to enable a sustained focus on the Council's priorities and the longer horizon fits better with the nature of the Plan and the Council Priorities.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications associated with the Ubico Business Plan, although the company has committed to supporting the Council deliver against its Medium Term Financial Strategy (MTFS) savings, which shall be delivered as part of the emerging Environmental Services Innovation Program (ESIP).

5. LEGAL IMPLICATIONS

- 5.1 This Business Plan has to be adopted in accordance with The Members' Agreement for Ubico Limited.

6. RISK ASSESSMENT

- 6.1. There are no specific risks in adopting the Ubico business plan. The Council is a shareholder in the company and is committing to a 5 year contract extension (with a break clause at 2 years) which reaffirms its commitment to Ubico.
- 6.2. If the Council does not approve the plan there is a risk that the company will not be able to support some of the activities necessary to deliver the savings set out in the Council's MTFS or its corporate priorities.

7. ALTERNATIVE OPTIONS

- 7.1. The Cabinet is free to make comments in relation to the Plan, but proposed amendments will need to be agreed by the other partner councils.

8. BACKGROUND PAPERS

- 8.1. None