

# STROUD DISTRICT COUNCIL

## COUNCIL

THURSDAY, 27 APRIL 2023

<b>Report Title</b>	<b>Ubico Five Year Vision and Business Plan 2023/2024</b>			
<b>Purpose of Report</b>	To provide an update on the Ubico Five Year Vision and Business Plan 2023/2024.			
<b>Decision(s)</b>	<b>The Council RESOLVES to Note the Business Plan for 2023/24</b>			
<b>Consultation and Feedback</b>	Officers and shareholders; Environment Committee in December 2022, Group Leaders and Chair of Environment Committee.			
<b>Report Author</b>	Kathy O’Leary, Chief Executive Email: <a href="mailto:kathy.oleary@stroud.gov.uk">kathy.oleary@stroud.gov.uk</a>			
<b>Options</b>	The report is for information only.			
<b>Background Papers</b>	None			
<b>Appendices</b>	Appendix A - Ubico Five Year Vision and Business Plan 2023/2024			
<b>Implications (further details at the end of the report)</b>	Financial	Legal	Equality	Environmental
	No	No	No	No

### 1. INTRODUCTION / BACKGROUND

- 1.1 Stroud District Council has a multi-service contract with Ubico to provide the collection of waste and recycling, street cleaning, grounds maintenance and building cleaning. Ubico is a teckal company wholly owned by local authorities including Stroud District Council.
- 1.2 The annual business plan is produced by Ubico and taken to the Directors and Shareholders meetings in February / March of each year for agreement for the following financial year. It sits within the context of a five-year vision for the company agreed in 2021. Directors and Shareholders meet quarterly to progress the business plan and monthly meetings are held with officers to discuss operational performance. The Strategic Director of Communities sits as a director on the Ubico Board and the Chief Executive fulfils the shareholder function for the Council.
- 1.3 Whilst the Chief Executive has authority as the shareholder representative to approve the business plan, it is being brought to Council for Members to note and consider.

### 2. BUSINESS PLAN 2023/2024

- 2.1 In 2019, it was agreed that the Council’s Environment Committee would have early sight of the draft business plan prior to its consideration by director and shareholder sign-off meetings, to allow for Members’ comments to be considered prior to the plan being finalised and endorsed by shareholders.

- 2.2 At the Environment Committee on 8 December 2022, Ubico's Managing Director gave a presentation which included outlining the business plan themes for 2023/2024. Similar presentations were made to groups and committees at each Ubico council.
- 2.3 The proposals contained in the business plan are built around the four key pillars of People, Operational Excellence, Climate and Business Development and focus on the following themes:
- Leveraging synergies and economies of scale
  - Harnessing opportunities to deliver 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.
- 2.4 The year 2023/24 is the third year of the delivering the five-year vision for Ubico agreed in 2021. The business plan for 2023/24 seeks to build on the successes already achieved, and will focus particularly on Ubico's people, carbon reduction, digitisation and collaborative working.
- 2.5 The written version of the Business Plan for 2023/2024 was shared with the board of directors and shareholders in February and councils were asked for any further feedback.
- 2.6 The resulting final version of the business plan is attached here. It is intended to publish the plan in May 2023 once the shareholders have signed off the written resolution to approve it.
- 2.7 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 identified as having potential to deliver greater value for shareholders.

### **3. CONCLUSION**

- 3.1 Members are recommended to note the Business Plan for the financial year 2023/2024 appended here.

### **4. IMPLICATIONS**

#### **4.1 Financial Implications**

There are no direct financial implications arising from this report.

An annual contract sum is reviewed and agreed with Ubico as part of the budget setting process and considered by full Council each February.

Andrew Cummings, Strategic Director of Resources  
Email: [andrew.cummings@stroud.gov.uk](mailto:andrew.cummings@stroud.gov.uk)

## **4.2 Legal Implications**

There are no direct legal implications arising from the recommendations in this report. The Chief Executive will need to make a formal decision to approve the business case as the representative of SDC as shareholder.

One Legal

Email: [legalservices@onelegal.org.uk](mailto:legalservices@onelegal.org.uk)

## **4.3 Equality Implications**

Ubico's Business Plan promotes equality of access to essential services.

## **4.4 Environmental Implications**

The Business Plan supports the Council's environmental and climate change priorities.