

### Ubico Client Monitoring Audit Recommendations and Progress Report

CO No	Rec No	Risk (of non-implementation)	Recommendation	Progress to date (August 2017)	Implementation Date	Priority
1	1	Key elements of the service not monitored in terms of service delivery and performance/ issues not identified	As part of the annual review, the Key performance Indicators within the Ubico contract should be reviewed to ensure they are fit for purpose, robust and that all elements of the service provided by Ubico are monitored where appropriate.	<p>Contract monitoring arrangements are in place for waste, recycling and street cleansing and these are monitored by the joint waste team and reported back to officers and Members regularly. In addition the Joint Waste Team are commencing a review of the street cleansing service in September to analyse the type of requests that are being received by the Council and establish if there are better ways of working.</p> <p>Grounds maintenance and fleet management is currently dealt with on a more reactive basis. The Head of Community Services is in the process of recruiting a dedicated resource to undertake a project to ensure that robust grounds maintenance and fleet management performance is better monitored.</p>	April 2018	E

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				Garden waste and trade waste are currently subjects of their own reviews and this action is being picked up as part of those reviews.		
1	2	Elements of the service provided by Ubico not covered by the contract	A KPI should be established to measure non completion of works in relation to the maintenance of Tewkesbury and Bishops Cleeve.	This will be incorporated into the overall review of performance indicators.	April 2018	E
1	3	Key elements of the service not monitored in terms of service delivery and budget/ issues and overspends etc. not identified.	Responsibilities across the organisation in respect of the performance and budget monitoring of the contract should be clearly defined in order to ensure that an effective approach is taken and that all elements of the service are adequately monitored.	Responsibilities within TBC are now clear and the monitoring of budgets has improved greatly. Regular quarterly reports are now received within the set timescales and the quality of that information has also improved greatly and is now fit for purpose. There is now a good dialogue between Ubico and the finance team at TBC. As and when queries are raised about finance these are escalated and discussed between the Head of Community Services and Ubico at the regular performance meetings which now take place.	Complete	E

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				Once the performance indicators are agreed then these will be reviewed for performance against them		
1	4	Non-compliance to the contract/ contract monitoring not robust.	Performance monitoring arrangements should be reviewed	<p>Regular contract monitoring meetings take place to discuss amongst other things overall contract performance. These include:</p> <ul style="list-style-type: none"> <li>• Monthly Lead Member, JWT &amp; HoS meeting.</li> <li>• Monthly TBC Customer Service, JWT.</li> <li>• 6 weekly contract monitoring meetings to discuss overall contract performance including KPI's, health &amp; safety and current projects (sample agenda attached)</li> <li>• Quarterly Gloucestershire Waste Collection Safety meeting including all contractors and councils.</li> </ul>	<p>Partially complete.</p> <p>April 2018</p>	E

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				<ul style="list-style-type: none"> <li>Quarterly Environmental Services Partnership Board including Head of CS, TBC finance, Ubico MD &amp; operations Manager, Lead Member, JWT.</li> <li>Quarterly senior management group including all relevant Council Heads of Service and the Head of the JWT.</li> </ul> <p>Grounds maintenance has been monitored on a more ad-hoc basis with officers meeting weekly to discuss matter arising. This will be subject to the same level of scrutiny once KPIs etc are developed.</p>		

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1	5	Negative reputational impact.	The Council should establish its requirements for robust stock control procedures with Ubico in order to ensure that adequate stock levels are maintained, new bin orders are made promptly and customers receive an acceptable level of service in respect of bin deliveries.	<p>As part of the improvement plan Ubico has assigned a person responsible for monitoring stock levels, gaining quotes and ordering bins and has committed to maintaining adequate levels of stock. In addition, following a review of the Swindon Road depot, more space has been identified to store larger numbers of bins on site. This will also help to resolve any stock issues going forward.</p> <p>The lead times are monitored at the monthly JWT/ Customer Services / Ubico meeting and corrective action is put in place if lead times start to rise. A procurement strategy for bulk purchase through frameworks is being explored.</p>	Complete	N

CO No	Rec No	Risk (of non-implementation)	Recommendation	Progress to date (August 2017)	Implementation Date	Priority
1	6	Non-compliance to the contract.	In accordance with the terms of the contract, it should be requested that Ubico submit quarterly reconciliation invoices/ credit notes within 14 days of the respective quarter to reflect the actual cost of the services incurred in the preceding quarter.	Quarterly invoices are now being received unless otherwise agreed for operational reasons, this allows for robust financial management and monitoring.	Complete	E
1	7	Non-compliance to ICO best practice.	A Data Sharing Agreement should be established between Tewkesbury Borough Council and Ubico.	A draft data sharing agreement is in the process of being agreed by TBC legal services and Ubico.	May 2018	E
1	8	Contract appendices not up to date.	The Communications Protocol should be reviewed to ensure consistency with the contract and be amended to refer to Tewkesbury Borough Council.	All appendices are under review as they are out of date.	April 2018	N

**E= Essential – Necessary due to statutory obligation, legal requirement, Council policy or major risk of loss or damage to Council assets, information or reputation. Where possible it should be addressed as a matter of urgency.**

**N= Necessary - Could cause limited loss of assets or information or adverse publicity or embarrassment. Necessary for sound internal control and confidence in the system to exist and should be pursued in the short term, ideally within 6 months.**

**Agenda**  
**Waste, recycling and street cleansing**  
**Contract Monitoring Meeting JWT & Ubico**

DATE / TIME...

Location: Ubico meeting room, Swindon Rd Depot

1. Review actions from last meeting
2. Performance Indicators
  - a. Outstanding service complaints
  - b. Missed bins
3. Health and Safety
  - a. Health and Safety Reports
  - b. Reporting of RIDDOR, Lost time incidents and non-lost time incidents, vehicle incidents / Near Miss
  - c. Crew monitoring completed for period and feedback
  - d. Any Staff training/ safe systems of work
4. Service Delivery
  - a. Refuse, recycling, food waste and garden waste collections
  - b. Recycling Banks
  - c. Commercial waste
    - i. KPIs / missed bins
  - d. Bulky waste/ bin deliveries
    - i. Bin stock levels and
    - ii. lead times
  - e. Street cleaning and fly tipping
5. Customer Services / Communications
  - a. Queries, complaints and system issues / feedback
6. Projects (Up and coming / live / close out)
7. AOB