



2026/27 Business Plan

Contents

1. Business Overview	5
1.1. Introduction	5
1.2. Quality and safety	6
1.3. Our services	6
1.4. Our shareholders	7
1.5. Governance and risk management	7
1.5.1. Governance	7
1.5.2. Risk management	8
1.6. Our values	8
1.7. Balanced Scorecard (BSC)	8
2. Business Plan 2026/2027	9
2.1. Our company vision	9
2.2. Strategic pillars	9
2.3. Strategy planning	10
2.3.1. Annual planning and engagement process	10
2.3.2. Introduction of the new five-year strategic roadmap (2026–2031)	10
2.4. Project lifecycle	11
2.5. People pillar	12
2.5.1. 2026/27 activity	12
2.5.2. People – key risks and mitigations	13
2.6. Operational excellence pillar	14
2.6.1. 2026/27 activity	14
2.6.2. Procurement activity 2026/27	15
2.6.3. Operational excellence – key risks and mitigations	16
2.7. Climate pillar	17
2.7.1. 2026/27 activity	17
2.7.2. Climate – key risks and mitigations	18
2.8. Business development pillar	19
2.8.1. 2026/27 activity	19
2.8.2. Business development – key risks and mitigations	20

1. Business Overview

1.1. Introduction

Ubico is a successful and well-respected local authority owned company operating across Gloucestershire and West Oxfordshire. We deliver high quality environmental services including waste and recycling collections, grounds maintenance, street cleansing and household recycling centre management. Our purpose is to keep places clean and green for every resident, visitor, town, village and community. Working in close partnership with our shareholder councils, we strive to deliver a service that benefits both councils and communities, helping them achieve their individual objectives.

Ubico has seen significant growth since we started delivering services in 2012 and will grow again in 2026/27 with the commencement of environmental service delivery for Wiltshire Council from July 2026, and the mobilisation and delivery of these services will be a key focus for the year.

Our growth, size and position places us in a strong position to leverage opportunities for greater efficiencies across a wider base, leading to cost-savings for our councils and their residents and the opportunity to explore new and exciting areas for growth and innovation. A new five-year strategy roadmap for the company from 2026 to 2031 has been developed, building on the successes already achieved in the previous five years.

We are a significant local employer, particularly in Gloucestershire, where we were 64th in the top 100 employers in the county based on 2023 turnover, up from 72nd in 2022. In 2026/27 we will employ around 1,300 people, who are the backbone of our operations. We will continue to have a strong focus on our people this year and advance our work on climate initiatives. This includes fleet decarbonisation, improving resource and energy use efficiency, biodiversity and clean energy, as well as working closely with our partners to support them in delivering their ambitious climate targets. A key consideration for the next five years is the change that Local Government Reorganisation could bring, and we will work closely with our shareholders who may be affected by this to help prepare for any such transition.

1.2. Quality and safety

Ensuring high standards of health, safety and compliance is a key priority and underpins everything we do. This is demonstrated through our ongoing achievement of industry-recognised accreditations, including ISO 45001 and ISO 14001 for our Health and Safety Management and Environmental Management Systems respectively, which reflects our positive health and safety culture which we are committed to maintaining and improving. Our Safety, Health, Environment and Quality (SHEQ) team drive our safety culture and practices, and health and safety performance is monitored at all levels of the business and reviewed by our board of directors at every board meeting. Our internal compliance team supports the company in maintaining high standards through a thorough programme of scrutiny involving both scheduled and risk-based assessments, checking compliance in key areas such as ISO standards, fleet compliance, Environment Agency permitting requirements and the Health & Safety at Work Act 1974. This is complemented by our annual internal audit plan which is drawn up in consultation with the Risk and Audit Committee and in partnership with our independent internal auditors.

1.3. Our services



1.4. Our shareholders



Wiltshire Council will also join as a shareholder during 2026.

1.5. Governance and risk management

1.5.1. Governance

Good corporate governance and the continued professional development of the board of directors and the senior management team is fundamental to the effective operations of the company. In 2026/27 we will continue to ensure appropriate competency standards and qualifying criteria are applied to all directors and follow the spirit of the UK Corporate Governance Code. At all times, the company will remain open, transparent and accountable. The board and its members will operate as a cohesive team, with its priority to further the aims, goals and values of the company, whilst always having risk and risk management at the forefront of discussions.

The board is supported by two sub-committees, a Risk and Audit Committee and a Governance and Nominations Committee. These committees support the board in key governance areas, for example, better understanding of business risk, and ensuring the processes to mitigate risk are effective and there is compliance.

1.5.2. Risk management

Risk management is a core principle of effective corporate governance and is also a key contributor to a sound internal control environment.

Our strategic risk management objectives include board and senior management setting a 'tone from the top' on the level of risk we are prepared to accept – our 'risk appetite'. We maintain a strategic approach to risk management in order to make better informed decisions and use risk management to enable consistent appraisal of options and improved flexibility/agility in delivering change. Overall, we aim to develop a culture of balanced and informed risk-taking throughout Ubico, including strategic, programme, partnership, project and operational risk.

1.6. Our values

Ubico was created to enable local authorities to enjoy greater efficiencies through economies of scale, and more control over the delivery of services. This approach is reflected in our company values, which are applied across all our services.



1.7. Balanced Scorecard (BSC)

We are continuing our development of the 'Balanced Scorecard' BSC approach for tracking key indicators. BSC is a strategic management performance metric used to identify and improve various internal business functions and their resulting external outcomes. This mechanism will be integrated into the Ubico 2030 Strategy. The BSC leverages and standardises significant key performance indicators (KPIs) and key results indicators (KRIs) to measure and showcase our performance against strategic objectives and our four pillars. It offers a comprehensive view of organisational performance, ensuring every aspect of the business is evaluated.

2. Business Plan 2026/2027

2.1. Our company vision

Recognised by our customers and employees as a quality provider of sustainable services for our local communities, delivering best value and reliability

Through:

- 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. Strategic pillars

Four strategic pillars underpin delivery of our vision and our business plan:



2.3. Strategy planning

2.3.1. Annual planning and engagement process

Ubico's board routinely evaluate the validity of our company vision, and the roadmap for its delivery, ensuring it reflects the needs and desires of our shareholders and maintains the company as a sound proposition, whilst driving value. The process for drawing up the annual business plan incorporates feedback from key stakeholders, including the company's senior management team and the board. Shareholder engagement presentations take place with each shareholder council ahead of presentation of the final written business plan, which incorporates feedback received.

2.3.2. Introduction of the new five-year strategic roadmap (2026–2031)

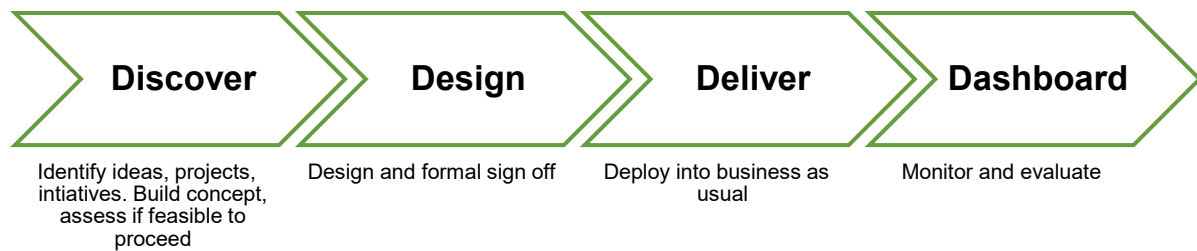
2026/27 marks a pivotal year for Ubico as we conclude delivery of our 2021–2026 strategic plan and commence a new five-year strategy roadmap covering 2026–2031. The previous five-year period saw significant organisational growth, expansion of our digital capabilities, delivery of high standards in operational performance, and substantial progress in carbon reduction. Building on these achievements, our new five-year strategy focuses on leveraging our increased scale, delivering further operational efficiency, and preparing for a changing local government landscape. Key long-term priorities include:

- Leveraging scale and collaboration across shareholders to enhance efficiency and resilience.
- Mobilising and delivering services for Wiltshire Council from August 2026, one of Ubico's largest new service programmes.
- Preparing for potential Local Government Reorganisation, enabling early opportunities for alignment and future-proof service planning.
- Accelerating decarbonisation, improving depot and fleet efficiency, strengthening environmental, social and governance reporting, and supporting partner climate goals.
- Embedding robust performance management, including full integration of the balanced scorecard.
- Harnessing technology, AI and data analytics to drive improved insights, operational optimisation and financial sustainability.
- Investing in people, including recruitment, retention, learning and succession planning to meet future workforce needs.

As the first year of our new strategic roadmap, 2026/27 continues the momentum of the past five years. The priorities set out for this year will help us to both build on the progress we have already made and lay firm groundwork for the years ahead.

2.4. Project lifecycle

We have adopted a project lifecycle with four phases; Discover, Design, Deliver and Dashboard:



This aids in identifying the stage of each project or initiative to support our long-term planning and strategy mapping, as well as resource management.

All projects and programmes are managed through a stage gateway system and strategic projects are managed by the Project Management Office (PMO) and sponsored by a member of the executive leadership team. The project scope, objectives, goals, budget, and necessary stage documents are closely managed by the senior leadership team, and progress against delivery of strategic projects is routinely monitored by the board.



A thriving workforce that is skilled, motivated, and aligned with Ubico's values

2.5. People pillar

2.5.1. 2026/27 activity

In our people pillar we will continue our focus on attraction and retention, supporting and valuing our excellent colleagues. We have previously undertaken a project to review and enhance employee terms and conditions and will conclude this work by implementing the agreed benefits this year. We have successfully broadened our recruitment routes for new employees in the past few years, to include working with a wider range of local employment hubs and community programmes, and this year will work to strengthen these relationships to maintain robust recruitment channels. We will develop the use of our new candidate application system, using data insights to inform recruitment strategy, and will evaluate our sourcing and advertising channels to identify any opportunities. We will design an appraisal scheme to suit all levels of the business and will continue the development of our succession planning process, introduced in 2025/26, and use it to inform and build our future talent pipeline.

Our communications strategy has a strong focus on our market presence and enhancing our reputation to support attraction and retention. Our employee engagement programme, delivered now for the past three years, has proven invaluable in gaining feedback from colleagues across the company. This year's survey will be enhanced to include specific questions around leadership to identify strengths and weaknesses, and the process for post-survey review and feedback will be formalised. We will continue to celebrate and promote our successes, making best use of our social media platforms and other communication channels to promote working for Ubico and entering relevant sector awards, and will implement a peer-to-peer and manager-led recognition programme.

In 2026/27, Ubico will grow again, welcoming teams delivering environmental services in Wiltshire, and proportionally increasing capacity requirements in a number of our support teams which will be recruited to throughout the year. In our people pillar we will support the mobilisation and successful delivery of these services through proactive engagement from the earliest opportunity, comprehensive support throughout the TUPE process, the provision of effective inductions and training for our new colleagues, and the integration of ongoing support into our business-as-usual operations following service commencement.

2.5.2. People – key risks and mitigations

Risk	Mitigation
People team capacity to manage an expanding portfolio.	Additional, appropriate, people team resource and capacity included in relevant business cases to ensure support in place.
Broader sector challenges, such as competition for talent, changes in local authority funding, and evolving employment practices, can impact Ubico's ability to attract and retain staff.	Increase reach of vacancies, routes to recruitment and improve job application process. Ongoing monitoring of market conditions, interest in our vacancies, vacancy fill rate and attrition rate. Adaptation of recruitment and retention strategies.
Loss of knowledge with retiring personnel / risk of losing colleagues in key roles.	Succession planning project underway and used to inform future talent pipeline.
Low engagement or wellbeing issues can lead to reduced productivity, higher absence rates, and increased turnover.	Annual engagement surveys, action plans, and recognition programmes are in place to address issues and promote a positive culture.



High-performing, safe, and innovative service delivery

2.6. Operational excellence pillar

2.6.1. 2026/27 activity

The activities identified in our operational excellence pillar support Ubico in providing high quality, safe and compliant services, harnessing continuous improvement and innovation wherever possible.

In 2026/27, we will continue to enhance measures to demonstrate our progress against our strategic goals, develop sound business intelligence to be able to react and adapt to change, and use insights from our data to help evaluate quality and performance that we can use to strengthen the management of the business and inform future business decisions and strategy. To support this, our balanced scorecard will be embedded across the business to inform both operational and strategic assessments. We will also continue to develop our strategic cost projection plans, analysing each to inform future decision-making and project planning.

2026/27 will be our second year of delivery to a three-year internal audit plan. We will continue to seek accreditation to our existing ISO standards for our Health and Safety, and Environmental Management Systems, as well as beginning the process of extending our accreditation to include ISO accreditation for energy and quality management systems, and greenhouse gas reporting. Options for a health and safety platform or software will be evaluated to streamline health and safety processes. We will also begin the process of evidencing our high standards in driver and vehicle compliance through accreditation to the Driver and Vehicle Standards Agency (DVSA) Earned Recognition scheme.

A key area of work that we will undertake in 2026/27 will be the mobilisation and commencement of waste and recycling collection services for Wiltshire Council, and, once mobilised, a key focus in our Wiltshire services will be planning for scheme changes coming into effect in 2027, as well as planning for the introduction of kerbside films collections across all our recycling services from 2027.

The introduction of 'in-cab' technology across our waste, recycling, street cleaning and grounds maintenance services has been a key project in our digital transformation programme in recent years. Now in place across the company, work will continue to focus on benefits realisation, insight analysis and harmonising the operational approach to system use across the company, to drive efficiency. Implementation of in-cab technology in our new

Wiltshire services will be a key element of the mobilisation project ahead of service delivery commencement in July 2026. A strategy will also be developed to harness emerging technologies, artificial intelligence, and data analytics facilitate smarter decision-making, operational optimisation, and future readiness. This strategy will be subject to regular review to ensure it remains aligned with technological developments and organisational priorities. We will also undertake a review of our suite of performance dashboards to ensure an efficient and effective approach.

We are committed to fostering positive impacts on society and the environment and will continue to ensure that social responsibility is embedded into our policies, plans and business practices to the benefit our employees, the wider community, and the environment. We will continue to leverage procurement opportunities to gain social, economic and environmental benefits for the communities we serve, sourcing local goods and services wherever economical and practical. We will provide local employment opportunities with good employment standards and practices and will provide apprenticeship and training opportunities. We will support community initiatives, for example by collecting bagged waste after community litter picks and supporting our partners at community events when requested. We will also explore opportunities to support and expand community volunteer initiatives, working in partnership with our shareholder councils to develop clear frameworks for collaboration.

2.6.2. Procurement activity 2026/27

Planned 2026/27 procurement activity is outlined below:

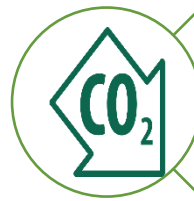
- Award contract extensions or undertake new procurement activity and award a contract for the supply of:
 - Fleet management system
 - Vehicle hire
 - Outsourced fleet maintenance – West Oxfordshire
 - Cleaning / janitorial and operational supplies
 - Weed control operations covering Cheltenham and Cotswold
 - Service and repair or refurbishment of waste/hooklift containers
 - PPE and uniform
 - Management of haulage and sales of recyclate, disposal of recycling products

- Undertake new procurement activity and award a contract for the supply of:
 - PPE, footwear and gloves

- Provision of vehicle parts
- Provision of fuel cards
- Provision of Connected Workforce Solution (in-cab, and separate arrangement for Wiltshire)
- Container management for Wiltshire
- Fleet maintenance provision for Wiltshire
- HR Benefits - Death in Service / Life Insurance & Health Cash Plan

2.6.3. Operational excellence – key risks and mitigations

Risk	Mitigation
Budget pressures.	Continue to seek early understanding of areas of cost pressure for partners and, with partners, consider mitigation plans where necessary. Continue to highlight potential areas of cost pressure as early as possible in both budget setting processes and monthly forecasting reports.
Delays or resistance in moving from paper-based to digital processes could result in inefficiencies, data loss, or lack of real-time insights.	Comprehensive training, engaging colleagues early in the process, and ensuring robust change management. Pilot new systems before full rollout where possible, monitor adoption closely, and review effectiveness on a regular basis.
Failure to develop or implement a clear strategy for emerging technologies could lead to missed opportunities, wasted investment, or security vulnerabilities.	Regularly review the strategy to adapt to technological advances and organisational needs, regularly assess our needs.
Capacity to deliver unplanned work.	Project management office manages inflow and monitors resource availability. Partner expectations managed where unplanned work is requested, and additional resource requested if required.



Reduced environmental impact and leadership in sustainability

2.7. Climate pillar

2.7.1. 2026/27 activity

Ubico's carbon strategy recognises two strands of activity:

- Ubico owned carbon reduction activities that are within the gift of the company to deliver.
- Shareholder sponsored activity which requires approval and funding from our shareholders.

We will continue to deliver our programme of activities to reduce our environmental impact across the business, evaluating the resources we need to deliver the outcomes of our climate pillar, and investing in relevant training for colleagues in key roles. To strengthen delivery of our climate commitments, we will appoint a dedicated climate lead responsible for coordinating our carbon reduction activities, supporting shareholder sponsored projects, and driving progress across our climate pillar. We will also explore options for any grants or funding which may be available to us to support delivery of climate projects and benefits and will evaluate the potential benefits of establishing a Ubico-led climate operations forum to facilitate shared climate discussions with all our partners simultaneously.

Another key project will centre around the impact from our use of resources within the buildings and depots that we occupy, building on the outcomes from a pilot scheme undertaken during 2025/26. The scheme has a focus on influencing attitudes and behaviours to reduce our energy consumption, save money and reduce our environmental impact.

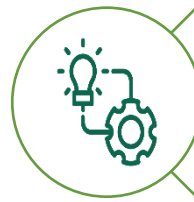
Work will continue with our significant suppliers to gather data on their scope 1 and 2 emissions, allowing us to gather more detailed data for scope 3 wherever possible, and we will continue to evaluate our opportunities for sourcing more environmentally friendly products in our supply chain, within our existing budget constraints. We will design a dashboard of relevant key performance Indicators for projects which have a significant climate impact and we will consider adopting a formal mechanism for the recording and reporting of our environmental, social and governance (ESG) performance.

Building on the successful introduction of a number of alternative fuelled vehicles (AFV's) and electric vehicles (EV's) with our partners, we will continue to advocate for and support the introduction of alternative fuel options, coupled with any associated change of infrastructure, where this is supported by our shareholders. We will also continue to maintain

our close working relationship with our partners and shareholders, supporting projects that increase biodiversity and reduce carbon emissions.

2.7.2. Climate – key risks and mitigations

Risk	Mitigation
<p>Resource to deliver climate specific activities. Innovation projects in fleet or depots may face technical, financial, or operational barriers, delaying climate benefits.</p>	<p>Appropriate teams within Ubico lead on different elements of our climate pillar delivery, and all teams support initiatives. Work closely with partners to assess feasibility, conduct cost-benefit analyses, and pilot innovations before wider rollout.</p>
<p>Ubico’s success in reducing its carbon emissions is intrinsically linked to partner decisions.</p>	<p>Climate opportunities which must be approached jointly are presented to partners for consideration. Ubico invited to attend key partner climate meetings.</p>
<p>Failure to deliver visible climate progress could damage Ubico’s reputation with shareholders and the public.</p>	<p>Celebrate successes, provide transparent progress reports, and engage stakeholders in climate initiatives.</p>
<p>Lack of robust social impact and climate KPI’s could lead to poor visibility of progress and missed opportunities for improvement.</p>	<p>Evaluate and adopt suitable measurement tools, develop a comprehensive KPI suite, and embed reporting into governance processes.</p>



Sustainable growth and stronger partnerships

2.8. Business development pillar

2.8.1. 2026/27 activity

Key focus areas in the business development pillar this year are around reviewing services delivered for each shareholder to identify opportunities for joint working and supporting planning for potential Local Government Reorganisation (LGR). Another key project is mobilising for the delivery of environmental services for Wiltshire from August 2026 and we will continue to engage shareholders on potential service enhancements and explore new offerings to keep pace with evolving needs. We will also consider and plan for the impacts of 'Simpler Recycling' regulations.

If enacted, Local Government Reorganisation (LGR) could significantly alter our shareholder structure in the next few years and offer opportunities to introduce greater consistency in service delivery and policy across new unitary authority areas. Ubico will work closely with our relevant partner councils to identify a roadmap for delivering any changes needed ahead of any new unitary arrangements coming into effect, as well as considering and planning for changes that may take place after that date. Where feasible, Ubico will also develop business cases and a roadmap for appropriate and agreed service consistency measures ahead of any formal LGR changes, to capture early benefits, streamline operations, and reduce disruption when new unitary arrangements are eventually enacted.

For the mobilisation and implementation of service delivery of environmental services for Wiltshire Council, we will deliver a carefully planned programme of work which will include the transfer of people and resources, deployment of vehicles and infrastructure, robust engagement with key stakeholders to ensure a smooth and effective transition, and the integration of a new shareholder into our governance structure. Once mobilised, work will begin to plan for changes to the services to be delivered in the 2027/28 year.

The new requirements of the 'Simpler Recycling' regulations will start to impact our partners' collection scheme designs from April 2027, with the addition of films collections required at the kerbside from that date, and food waste if not already collected. In 2026/27 we will begin planning for the addition of these services to kerbside collection schemes where necessary, working in close partnership with our shareholder councils.

We will undertake a review of the services we could provide to parish and town councils, assessing demand, feasibility, and alignment with our shareholder priorities. This will include

exploring opportunities to support local communities through tailored environmental services and identifying gaps where Ubico could add value.

We will also continue to support partner activities that safeguard future growth and improve operational efficiencies; continue to consider any approaches relating to growth which could create value for the partnership, using our shareholder approved outline business case fund to forward business cases in a timely manner for shareholder consideration, and design any growth projects which are approved.

2.8.2. Business development – key risks and mitigations

Risk	Mitigation
Expectation of delivery beyond that which can be achieved with available capacity.	Resource analysis undertaken for key current and potential future projects. Scenario planning in place to consider range of scenarios and how that might impact resource requirement.
Leadership capacity to manage an expanding portfolio.	Focus on core environmental services where we are skilled and experienced. Include additional, appropriate, leadership capacity in any business cases for growth.
Not responding to pending legislative changes could expose Ubico to compliance risks or require last-minute adjustments.	Sound project and resource planning, involve legal and compliance teams early, maintain open dialogue with shareholders.
Failure to anticipate or respond to LGR impacts could disrupt services or strategic projects.	Monitor LGR developments closely, engage with shareholders on potential impacts, and develop contingency plans for different scenarios.
Lack of alignment or appetite for cross-boundary projects could limit collaboration and growth.	Engage in open dialogue with shareholders, identify mutual benefits, remain flexible to adapt to changing circumstances.