



ubico



Annual Report 2023 - 2024

Foreword

We are proud and delighted to jointly introduce the Ubico annual report for 2023/24 which has been another exceptionally successful year. The commitment to quality and delivering value for money services to all our communities continues to elicit overwhelmingly favourable praise from all parts of our shareholder geography and customer base. This starts and ends with the commitment of the Ubico workforce who daily exhibit a high degree of application in whatever contribution they make to the services we provide.

We continue to focus on our people as they are the key to our ability to deliver the services our communities now expect. Our emphasis will always be on staff attraction, retention and up skilling, which, this year, has seen new training programmes and opportunities offered to our existing and potential colleagues, and improved staff engagement.

In all our service delivery, health and safety is a key priority, and this is demonstrated in our ongoing achievement of several accreditations. New initiatives introduced this year highlight our commitment to continuous improvement in health, safety and compliance, exemplified by an effective campaign to significantly reduce vehicle accidents.

During the year, we successfully commenced the mobilisation project for Ubico to deliver the waste and recycling collections and street cleaning services for the Forest of Dean from August 2024. Through excellent project management and planning, and a strong partnership the project has resulted in a very smooth transition with welcome plaudits from those involved from Forest of Dean District Council. Our thanks to all involved and congratulations on a job well done.

An important future requirement is increasing the continuous improvement of service delivery through digitisation of our processes, and this year has seen the completion of the roll-out of in-cab technology into all our kerbside waste and recycling services. Work on potential cross-boundary working opportunities continues, as does exploration of potential growth areas for the future. This has given us huge satisfaction in how other parties are increasingly asking us for advice on how to attain the standards we have striven for and achieved. There is a lot more to be done but we are proud of the achievements we are making in this important area of operations, both for workforce harmony and productivity, as well as important future gains in climate targets

Our board continues to deliver strong oversight and the safeguarding of our shareholder interests. This year carrying out a detailed review of the terms of reference for both the board and its sub-committees, and empowering the sub-committees with more decision-making authority. This will lead to an improved focus on the critical strategic issues we

are facing in our ability to grow and deliver a greater number of services to the communities we serve and dealing with the pressure of new stakeholder requests for our services.

Regretfully, towards the end of the year, we said farewell to one of our local authority appointed non-executive directors and Vice Chair, Paul Jones as he had served his full 6 year term on Ubico's board, and we would like to extend our gratitude to him for all his support over that time. We were delighted to welcome his replacement, Claire Hughes, who is already making a significant contribution to the board's thinking and strategic view.

We end on a note of real optimism, the scenario remains extremely encouraging for success of the company and we are looking forward to ever closer working relationships with all our shareholders. The opportunities for continuous improvement grow and are recognised and delivered by our wonderfully committed and talented workforce who work hard to deliver excellence every day.

Beth Boughton
Managing Director



Bill McCarthy
Chair of the Board
of Directors



Introduction

Ubico is a local authority owned company operating across Gloucestershire and West Oxfordshire. We deliver high quality, front line environmental services and our purpose is to keep spaces and 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.

2023/24 was another year of growth and innovation for Ubico, with significant work being undertaken to mobilise for the addition of waste, recycling and street cleansing service delivery for Forest of Dean District Council from August 2024. We also continued to explore opportunities for growth and innovation including cross boundary and cross partner initiatives, as well as executing digital transformation projects such as embedding in-cab software across the business.

We continued our climate initiatives, which in recent years have focused primarily on decarbonisation of some of our fleet, and we developed a dashboard to review our current carbon usage and identify areas where we could make changes.



Our shareholders



CHELTEMPHAM
BOROUGH COUNCIL



Forest of Dean
— DISTRICT COUNCIL —

Gloucester
City Council



WEST OXFORDSHIRE
DISTRICT COUNCIL



COTSWOLD
DISTRICT COUNCIL



Tewkesbury
Borough Council



Gloucestershire
COUNTY COUNCIL

Finance and governance

Ubico has established governance and control frameworks, which are embedded throughout the business. We have an established executive team and a strong board which includes both independent and local authority appointed non-executive directors, with a wide range of skills and experience represented. We have two well established board sub-committees; Risk and Audit, and Governance and Nominations which support the board by providing additional scrutiny in key areas such as risk, finance, health and safety, audit and governance.

We conduct an annual review of the effectiveness of our governance framework including our systems of internal control. Our governance and control frameworks are maintained and reviewed by a series of comprehensive processes throughout the year, including scrutiny in key areas by our internal compliance team and the delivery of an agreed programme of internal audits of identified key systems and risk areas. We maintain a comprehensive risk management process and have robust performance management reporting in place to support early identification of any emerging issues and risks.

Turnover increased modestly in 2023/24 to £54.1m, up from £49.8m in 2022/23, primarily reflecting inflation. Inflationary challenges, whilst now abating, were prevalent during the year and we worked with the partners support to manage and mitigate the impact of price increases across the business. Ubico's operational partnerships continued to perform well and we also continue to work closely with shareholder council partners to identify and mitigate operational risks going forward.

Chris Urwin

Finance Director



A full version of our accounts for the year ending 31 March 2024 can be found [here](#)

Performance statistics



Our collection accuracy was **99.93%**



We made **30,035,048** property visits



5,809 fly tipping requests responded to



101,067 tonnes of refuse collected



21,945 tonnes of food waste collected



45,856 tonnes of garden waste collected



55,621 tonnes of dry recycling collected



1,515 street cleansing requests responded to

Operational excellence and performance

In August 2024, Ubico took over the delivery of waste, recycling and street cleansing services for Forest of Dean District Council, an existing shareholder, and a significant proportion of mobilisation work took place in 2023/24. A dedicated mobilisation project team was formed to prepare for the commencement of service delivery.

Fleet procurement was a key priority for the team and Ubico worked closely with the council to identify opportunities where electric vehicles could be purchased instead of petrol or diesel vehicles. Following a successful trial in November 2023, two electric kerbside recycling vehicles were purchased by the Council for Ubico to use in the recycling collections to reduce the environmental impacts of our operations, in line with the council's green commitments.

Health and safety was another key focus of the project team, with early and detailed work undertaken to ensure that the services meet the required standards to protect both our own staff, and anyone we encounter in the course of delivering our services. Communication and training and induction with transferring staff took a high priority as we introduced and welcomed our Forest of Dean colleagues into the Ubico family. Thorough operational planning was also key to ensure a smooth transition, with any opportunities for improvement also identified.

The ultimate transition of the service was incredibly smooth, due to the excellent partnership between Ubico and the Council, as well as the cooperation of Biffa and the hard work and commitment of all involved in the mobilisation project.

Rob Heath

Operations Director



Business performance management

Our performance management team continued to provide sophisticated and insightful data to reinforce our accountability, highlight key trends and issues and inform future decision making across Ubico. New reports and projects included:

-  A carbon emissions & carbon savings dashboard
-  A performance dashboard for our compliance team to exhibit key data
-  Individual performance benchmarking exercises for all service contracts against the Ubico average
-  Fuel & energy use reports
-  Migration of training records to a cloud-based system for three of our service areas
-  Dedicated team websites for our compliance team, training team and performance management team to enable colleagues to access key information and forms

Improvement works

To improve the experience for both colleagues and visitors we worked with Gloucestershire County Council on improvement works at Wingmoor Farm Household Recycling Centre, work which was completed in March 2024. This included new drainage to prevent flooding, essential repairs to the tipping face walls, a new efficient lighting system, security fencing and completing the CCTV system. A new customer access road was created to improve safety and reduce congestion and a new site office and welfare facilities were also introduced. In addition, a shop was created to sell used items that would otherwise be disposed of.

Improvement works were also undertaken in February 2024 at Swindon Road, Cheltenham on a new vehicle inspection pit in the fleet workshop



Programme Management

To ensure that all new projects are introduced smoothly, the programme management office (PMO) sets direction and helps key stakeholders visualise and understand the key milestones, risks, and objectives of a programme. The PMO wraps a process around a programme and adds structure. All programmes and projects are managed through the life cycle process stage gateway system, from the new business opportunity funnel in business acquisition, business go decision, project execution and monitoring, market entry and business as usual (BAU).

During 2023/34 the PMO supported the successful introduction of all the major programmes for the year, Alloy waste and recycling for numerous partners, street cleansing initiatives, route changes and the waste, recycling and street cleansing services for Forest of Dean District Council.

As part of the wider PMO remit, we supported the executive leadership team to deploy the five year strategy and continuously develop the next five years. The PMO is also developing a business performance

management strategy, in collaboration with senior leaders, to identify key performance indicators (KPI) and performance indicators (PI's), which are aligned to the four strategic pillars. They will measure, guide, and influence the success of strategic initiatives and overarching strategic aims.

Paul Fallon

Head of Programme Management



Value and innovation

As a business, Ubico is constantly evolving to meet the needs of our shareholders, always seeking innovative ways to demonstrate value for money and enhance our business development capabilities. This approach strengthens our partnerships with shareholders by enabling the effective identification, analysis, and presentation of potential new business opportunities. Our strategy is grounded in the key principle of identifying value opportunities and driving innovation to realise benefits for our shareholders, ultimately leading to improved services for our communities. The newly formed team has developed a wide range of key skills necessary to fully support their frontline colleagues throughout the innovation process, ensuring continuous improvement and collaboration.

The team played a leading role in the mobilisation of the Forest of Dean waste, recycling and street cleansing service, laying the essential foundations for the seamless transition into Ubico in August 2024. All operational, logistical, and personnel aspects were carefully planned, setting the stage for an efficient integration. By addressing potential challenges ahead of time and coordinating closely with all stakeholders, the team ensured that the transition would be smooth, with minimal disruption to services and continued high standards of delivery.

Exploratory and foundational work was undertaken to investigate the benefits of cross boundary and cross partner working, identifying and evaluating the opportunities available through closer collaboration between partners, the results of which are currently with working groups to consider progression.

We also supported our partners with service change and service innovation, supporting three of our partners' environmental services innovation programmes (ESIP) to review all services, our most significant project being the preparation of data for a route optimisation project for Cotswold District Council.

2023/24 saw our team continue to work diligently on solutions to digitise and transform ways of working to move away from paper based manual processes and deliver cost and time savings to both Ubico and their shareholder council partners. A significant project has been the continued roll out of a connected workforce technology, Alloy, that allows us to communicate directly with our teams via in cab systems, providing them with the information they need in an effective and efficient manner and enabling a return flow of up-to-date information about task progress and any issues which can be seen live by both Ubico and the relevant council. There has already been an increase in first time success on the collection rounds due to the system implementation, and data captured by this system will also be invaluable in providing measurable and actionable insight into the business, driving efficiency and productivity.

Waste and recycling modules of the Alloy software were implemented into Cheltenham, Tewkesbury, Gloucester City and Stroud, followed by street cleansing and grounds modules. The software will also be implemented on the new Forest of Dean service, from August 2024.

Si Pocock-Cluley
Head of Value and Innovation



Our People

Ubico are a significant local employer, and with the commencement of waste, recycling and street cleansing service for Forest of Dean District Council (in August 2024), one of Ubico's existing shareholders, we now employ in the region of 1,000 staff. They are the backbone of our operations, ensuring that we deliver safe, high quality and compliant environmental services to residents across Gloucestershire and West Oxfordshire.

In 2021, we embarked on the delivery of our five-year vision, which included a focus on our people, and this work has continued in 2023/24 where we focused on the following areas:

Attraction
and retention
of staff

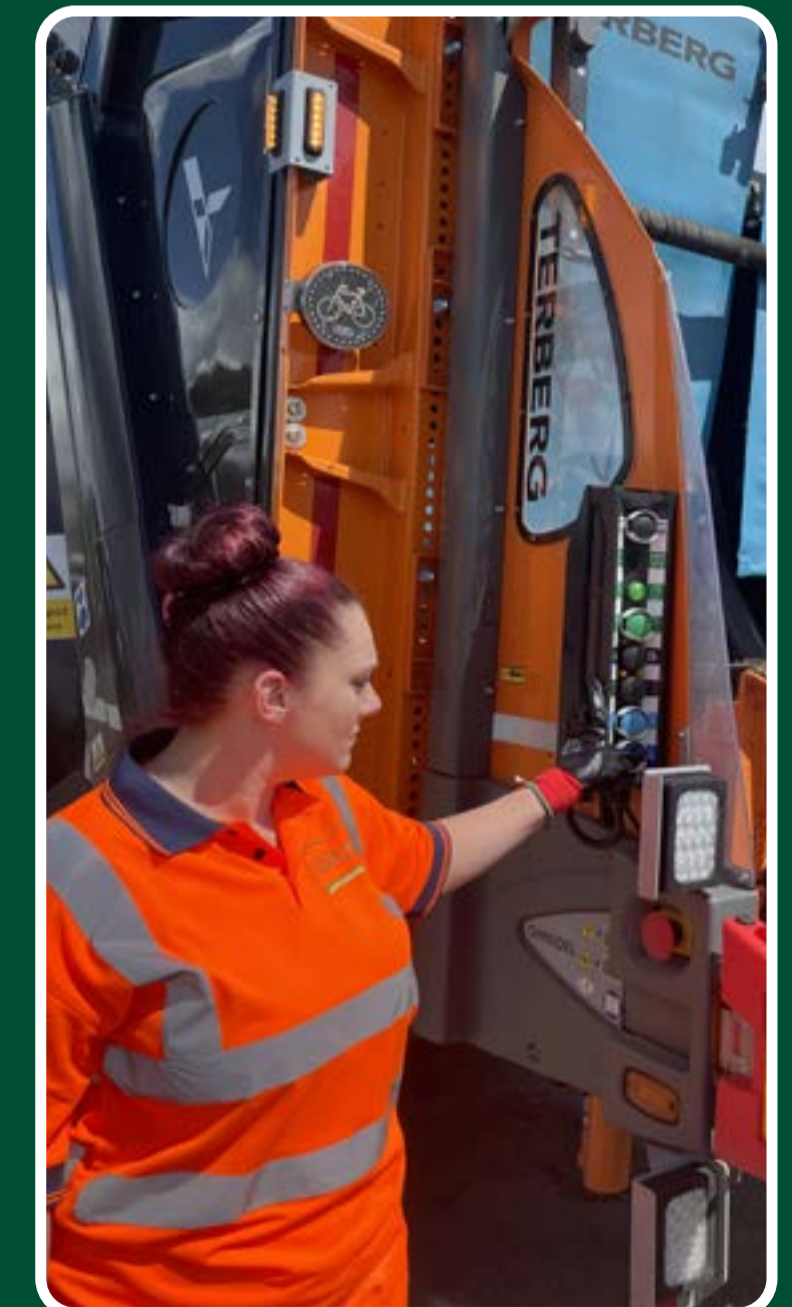
Recognition

Upskilling

Satisfaction

In April 2024, the HR business partnering team transferred into Ubico from an external provider, ensuring coherent management and ownership of Ubico's HR requirements. This was solidified with the recruitment of a head of people, a new role for Ubico, involving focused working in the areas of people strategy and HR leadership, employee relations, reward and recognition, learning and development, HR operations and organisational development.

**Emma
Henderson**
Head of People



Attraction and retention of staff

Attracting and retaining colleagues is essential for Ubico to be able to continue to deliver safe, compliant and relevant services for its shareholders, and as such Ubico must offer a package that is competitive and attractive in the marketplace.

In 2023, we worked closely with our recognised trade unions, and began a review of our terms and conditions package to ensure that we are both competitive to retain our staff, and attractive in the employment market when we need to recruit. This is an exercise that we will aim to complete in 2024/25, delivering any agreed changes arising from the review.

In 2023/24, we developed key performance data to analyse attraction and retention, enabling us to gather informed people data and feed our people strategy. This data is analysed on a regular basis by the head of people and the senior leadership team.

To extend our reach into the recruitment market, we attended employment fairs to increase our market presence on a local level. We also continued to develop our social media initiatives, including promoting recruitment adverts to targeted audiences – an initiative that we continue to develop using more dynamic content to promote our roles. We also continue to use our recruitment software to analyse data in terms of where candidates are applying from, to inform our recruitment strategy.





Employee satisfaction

In 2023/24 we continued to develop our employee engagement and communication programme, delivering a staff survey which was reinforced by staff drop-in sessions at each site. Feedback from these staff sessions was analysed with key issues addressed, and a roadmap for future employee engagement initiatives informed by the data and feedback gathered.

An internal communication channel analysis was carried out, which helped identify solutions to the challenge of reaching predominantly frontline staff who may not have regular access to online avenues of communication. This included the continued embedding of the Unity Rewards app, the development of more visual content to support health and safety and training teams and most significantly the mobilisation of information screens at many of our operational sites, an initiative that came to fruition in Spring 2024.

Training and development

Our internal training centre allows us to deliver training in-house wherever possible, enabling us to develop and widen our skillset, and expand our training offer. We have a focus on continually improving the accessibility and flexibility of course delivery for our people and enabling targeted and specific training needs to be met.

To support its growth and Ubico's investment in the training, development and progression of its workforce, the training centre was bolstered with the addition of more trainers to enable delivery of more training across the business, with a highlight in 2023/24 being delivery of the supervisor training that was identified as a result of the skills assessment. The team also continues to support driver progression and training and in 2023/24 ten individuals qualified as professional drivers through our driver progression scheme. The training team also reviewed the delivery of training for Driver Certificate of Professional Competence (CPC), a qualification that professional drivers need to take every five years. Following this review external training for the qualification is now also supported by internal training sessions to ensure excellence.

In 2023/24 we:



Delivered **369**
training sessions
(an increase of 43%
on the previous year)



Delivered **7,502**
delegate hours



Welcomed **1,367**
attendees

The training centre also played a significant role in the mobilisation of the Forest of Dean waste, recycling and street cleansing service (which commenced in August 2024), planning and rolling out an extensive training and induction programme to new colleagues, with all training and inductions taking place prior to service launch.

Recognition and upskilling

In 2023/24, a methodology for a new appraisal process was trialled with a small group of colleagues, and data and feedback from this trial will be used to streamline the final process.

A skills assessment exercise was undertaken for operational supervisors, a crucial and important role in the delivery of our services, and from this exercise areas were identified where we could support supervisors further with elements of their role. A development plan was created which included additional training around policies and practices, HR, technical and leadership skills. The sessions also gave colleagues an opportunity to share knowledge and expertise, and the feedback from those involved in this was extremely positive.

In recent years, we have significantly strengthened our apprenticeships offering which has led to an increase in the number and variety of apprenticeships offered by the company, and this is an area where we are driving for ongoing improvement and expansion. In 2023/24 we had eight apprentices across the business. Going forward we will review our current apprenticeship offering, as well as research training providers to further increase the range and number of apprenticeships we offer across the business. We will also incorporate new apprenticeship opportunities for existing colleagues to support their training and development.



Health and safety

Ubico operates in what is statistically one of the highest health and safety risk industry sectors in the UK. Health, safety and compliance are always our number one priority and we are committed to driving continuous improvement in these areas. We strive to foster a positive health and safety culture which is evident in all our activities and services, and is driven by our SHEQ (safety, health, environment and quality) team. Our health and safety performance is reviewed by our senior and executive leadership teams as well as Ubico's board of directors. Our internal compliance function provides support in aspects of health and safety and assurance to all our stakeholders and is vital in the organisation's commitment to maintain high standards of compliance and to seek continuous improvement.



**Greg
McDowall**

**Head of Safety,
Health, Environment
and Quality**

Accreditation and recognition

Our commitment to high levels of health and safety is demonstrated through our ongoing achievement of industry-recognised accreditations, including ISO 45001 for our health and safety management systems. During the year we successfully tested our health and safety management system against the international standard through recertification and surveillance audits undertaken by an ISO 45001 accredited external auditor. In maintaining certification against the ISO the aims were to identify any areas where our system could be improved and to benchmark our processes against the highest standard.

Three of our depots were audited in 'surveillance' and 'extension to scope' audits, Swindon Road (Cheltenham and Tewkesbury services), Packers Leaze (Cotswold service) and Eastern Avenue (Gloucester City service). The audit outcome was excellent, with only one minor non-conformance and six opportunities for improvement identified. These audits give assurance that Ubico's health and safety management system continues to conform to the stringent ISO standards.



We also received re-accreditation to the Contractors Health and Safety Scheme (CHAS) and the Alcumus Group Contractor Scheme respectively.

Health and safety performance statistics

With the support of our safety, health, environment and quality team, the compliance team and a strong company-wide campaign focusing on the reduction of accidents, we saw a decrease across the board in accidents in 2023/24.



29%
increase in reporting of safety concerns which are vital to highlight hazards and implement relevant health and safety measures



20%
reduction in personal accidents



69%
reduction in RIDDOR reportable incidents (accidents that need to be reported to the Health and Safety Executive)



6%
reduction in vehicle accidents



Get Out and Look (GOAL) campaign

In October 2023, we rolled out the 'Get Out and Look' (GOAL) campaign. This campaign's aim was to reduce vehicle accidents, and it focused on highlighting measures to ensure safe driving. The campaign was delivered using a range of methods including posters, features in routine staff communication, and short, campaign-specific videos which outlined the purpose of the campaign and the vital part all of our colleagues play in health and safety and incident prevention.

The campaign also included a refresh of training materials to include training videos on reversing and maneuvering in tight spaces as well as a review of toolbox talks to make them more accessible and user friendly. This campaign supported a reduction in accidents and we continue to work with the safety, health, environment and quality (SHEQ) team, internal compliance team and performance management team to highlight key trends, support management and supervisors and implement additional safety measures and reinforce training, where needed.

Engaging the workforce in health and safety

We recognise the importance of engaging with all our colleagues to support a positive health and safety culture and we strive to maintain an open dialogue, ensuring that the voices of our workforce are heard and we regularly engage with our trade unions.

In April 2023, we invited colleagues to share their experiences of health and safety at Ubico

through an employee survey. Findings from this survey were used to inform the forward health and safety strategy, with presentations held in depots to provide key feedback, and action plans developed and actioned to address issues raised.





Supporting health and wellbeing

We continued to support our staff in their health and wellbeing, offering health MOT's and annual flu vaccinations and we also embarked on a campaign promoting positive mental health and ways in which colleagues can access mental health support (including Ubico's employee assistance programme) whereby colleagues can access a dedicated website page listing ways to get support- this was promoted using stickers and posters with a QR code and through staff newsletters.



Compliance

Ubico's compliance team continued to support our operations and in 2023/24 conducted the following activities to evaluate compliance performance in key areas:



16
health, safety and environmental audits



10
fleet audits



9
risk based audits

Regular fleet management audits carried out by our compliance function resulted in an average score across the company of 93.51%, with MOT pass rates for vehicles on the Ubico O licence at 93.4%, demonstrating high levels of operational compliance and providing a high level of assurance.

Risk management and GDPR



Risk management is a core principle of effective corporate governance and is also a key contributor to a sound internal control environment. Ubico continues to seek and adopt recognised best practice in the identification, evaluation and cost-effective control of risks and opportunities to ensure that these are managed at acceptable levels.

During the year we saw the implementation of several new service-specific risk registers, which are now embedded across the organisation.

The company's strategic risk register continues to be subject to continuous review throughout the year to capture changing and emerging risks and evaluate them against the board's agreed risk appetite.

Ongoing process improvements around capturing and recording GDPR related activity or concerns has resulted in a robust internal reporting mechanism to ensure compliance in this area.

Additionally, Ubico received a pleasing information governance health check audit opinion from Zurich resilience services of 'Integrated' which is defined as 'This level describes organisations where information governance is embedded and consistently applied across the organisation.'

Mike Penney

Head of Compliance, Risk and DPO

Climate

In 2023/24 we achieved recertification to the ISO14001 standard in environmental management, and throughout the year we worked on a number of initiatives to improve our quality, reduce our carbon footprint, and support our shareholder partners with their ambitions to become carbon neutral.

Beth Boughton
Managing Director



Reducing our energy consumption

Ubico operates across seven main sites as well as smaller sites such as the household recycling centres across Gloucestershire. A main focus of our carbon strategy was to benchmark our energy use wherever possible across these sites, as well as in our other business areas. In 2023/24, our performance management, finance, and environmental team created a carbon dashboard which captures and presents key energy usage data for key stakeholders in reporting and in our budgets and financial reporting. We also worked with our suppliers to incorporate their carbon saving emissions into our reporting. This reporting covers all initiatives of CO2e savings including renewable diesel, battery electric vehicles and driver eco-driving performance

We will use data extrapolated from the carbon dashboard to identify further climate opportunities within our key business areas such as fleet, building, people and policies, and create a prioritised list for design, and subject to funding, deployment of climate initiatives.



Carbon reduction strategy and initiatives

We continued to build on our fleet carbon reduction initiatives and in 2023/24 added 21 electric or hybrid vehicles to our fleet. In November 2023, we undertook a successful trial of an electric kerbside recycling vehicle for our partners at Forest of Dean District Council, with two vehicles subsequently being purchased to be used from the start of delivery of the service by Ubico in 2024. We also worked with individual shareholders to produce individual options on strategies for fleet CO₂/CO₂e reduction.

Over the year we worked closely with our partners to identify partnership climate opportunities, participating in the Gloucestershire Climate Leadership Group, and helping the group to develop an agreed action plan for climate initiatives related to waste-related services.



Awards for parks and green spaces

We were delighted that several parks which Ubico helps to maintain were presented with the prestigious Green Flag Award in 2023. The scheme recognises and rewards well managed parks and green spaces, setting the benchmark standard for the management of green spaces across the United Kingdom and around the world. These parks and open spaces play a vital role in providing the community with a safe and green space to relax, exercise and meet with friends and family as well as drawing visitors to the area. The award is testament to the hard work and dedication of all the teams who have played their part in making these spaces a beautiful place to visit.

Hatherley Park, Cheltenham

Pittville Park, Cheltenham

**Barnwood Park and
Arboretum, Gloucester**

Montpellier Gardens, Cheltenham

Sandford Park, Cheltenham

**Saintbridge Balancing Pond
and Allotments, Gloucester**

Naunton Park, Cheltenham

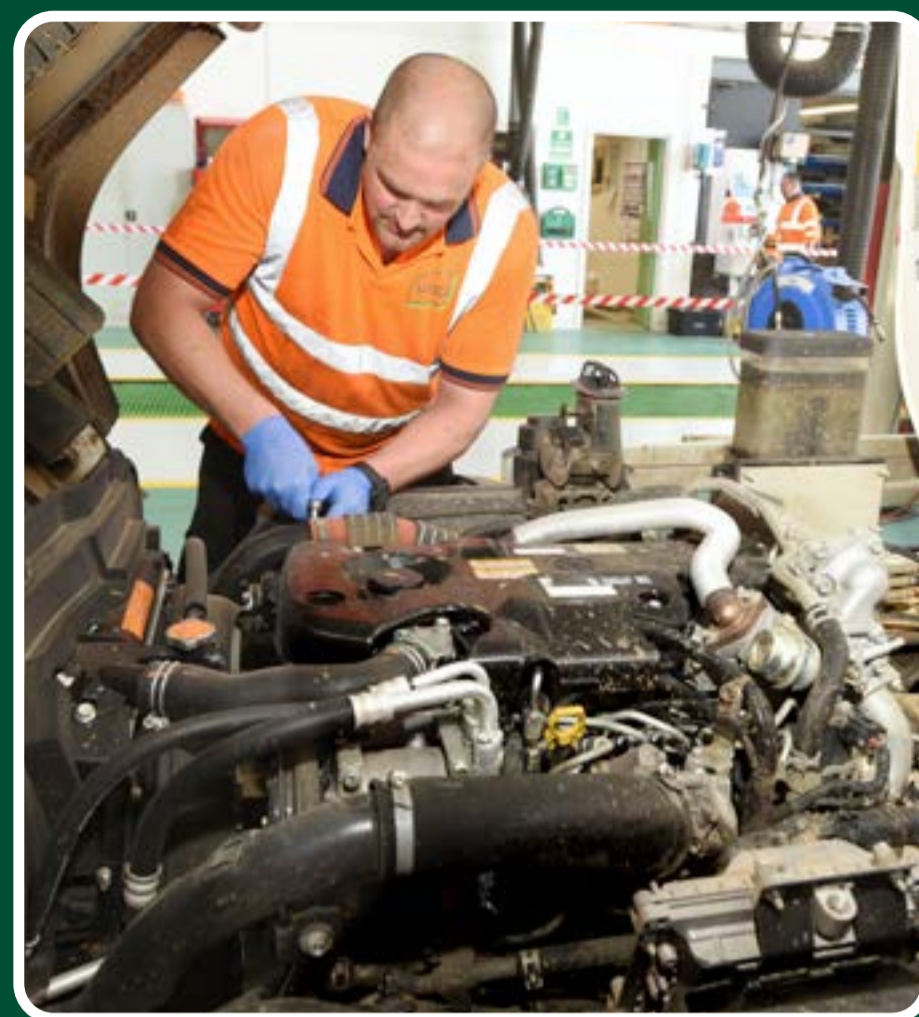
Springfields Park, Cheltenham

Flood response

At the beginning of January, we were hit by heavy rainfall resulting in parts of Gloucestershire and West Oxfordshire being affected by flooding and Ubico teams stepped up to support the flooding efforts in badly affected areas.

In Tewkesbury, which was extensively affected by the flooding, teams supported the flood response by delivering sandbags and clearing debris, as well as supporting the collection of flood damaged items from vulnerable residents. Alloy software in the cab also helped to ensure that access on the only available route into town was not blocked by our vehicles,

Similar activity was undertaken in affected areas by teams in the Cotswolds and in West Oxfordshire.



Social value

Social value in procurement is about public sector organisations and their suppliers looking beyond the financial cost of a contract to consider how the services they commission and procure can improve the economic, social and environmental wellbeing of an area.

We incorporate social value in the procurement process (where appropriate), to ensure our suppliers deliver quality beyond the service/supplies tendered.

Our current suppliers offer a variety of Social Value opportunities/initiatives.



Stationery purchases through our contract with Commercial Ltd supports young people into the workplace through the Commercial Foundation.



Safpro provides Corporate Social Responsibility (CSR) points based on sales, allowing us the opportunity to invest in the local economy, environment, and our workforce. The CSR points have been invested in reusable thermos cups and water bottles to support our environmental initiatives to reduce plastic waste.



We are now exploring donations to a foodbank in the Forest of Dean following the award of a recent Contract.

We expect our suppliers to improve the quality, environmental performance and sustainability of goods and services where this can be achieved to the benefit of both parties.

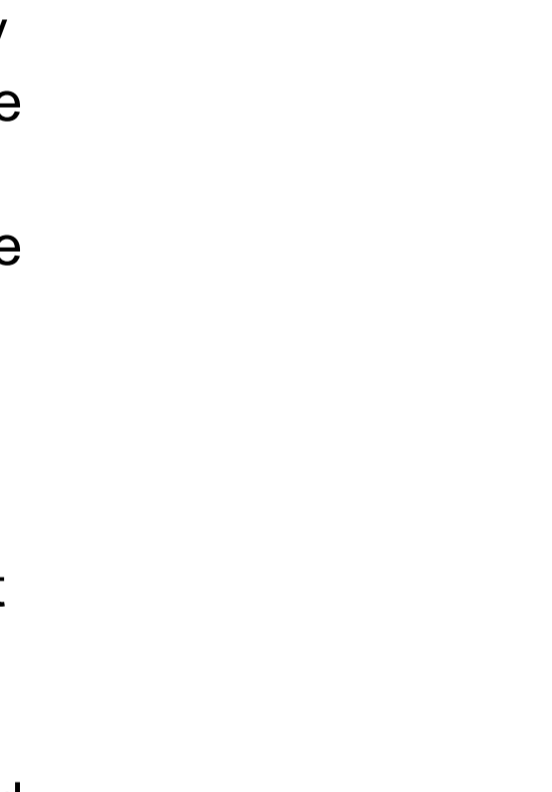
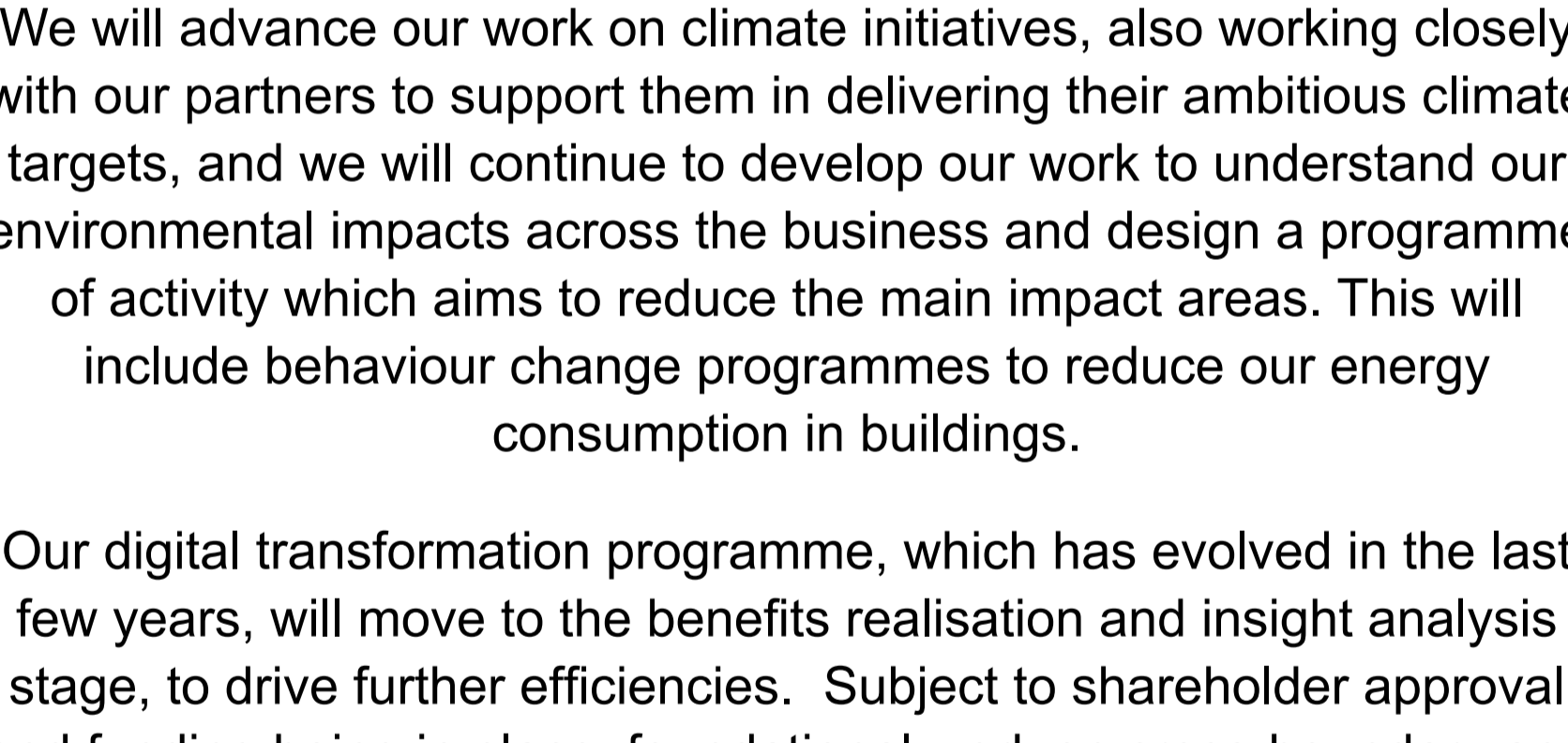
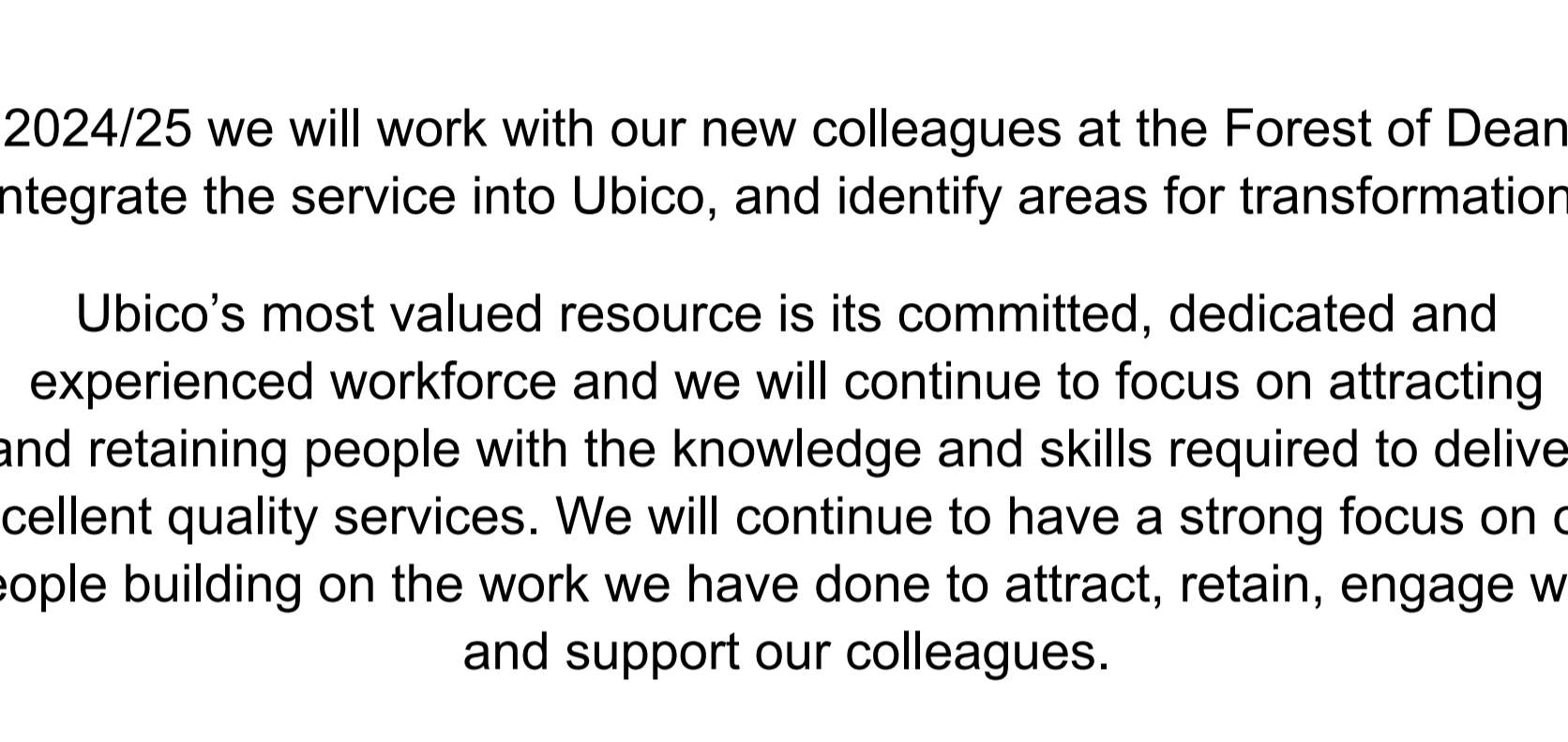
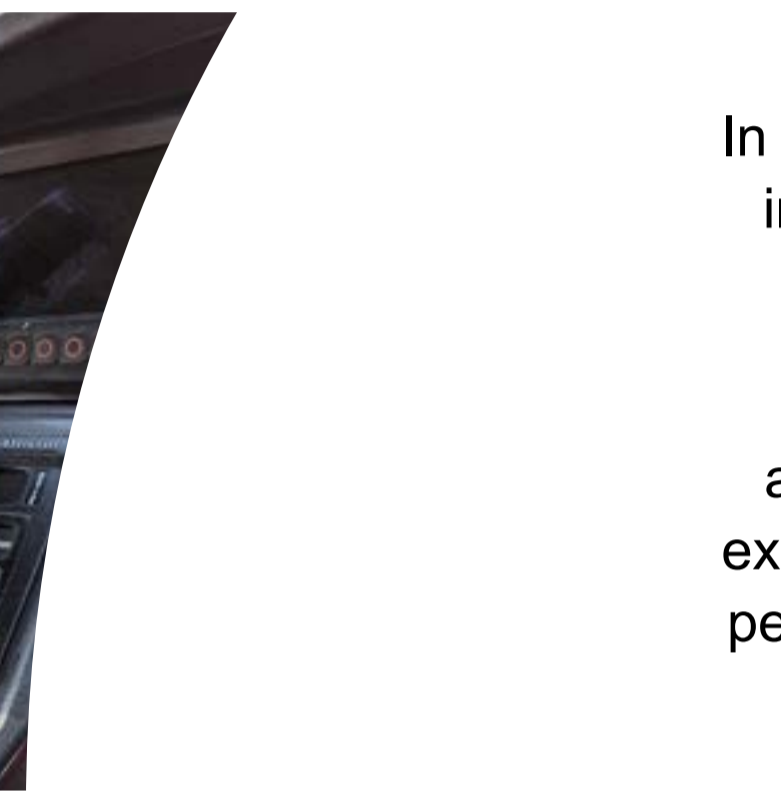
Looking to the future

In 2024/25 we will work with our new colleagues at the Forest of Dean to integrate the service into Ubico, and identify areas for transformation.

Ubico's most valued resource is its committed, dedicated and experienced workforce and we will continue to focus on attracting and retaining people with the knowledge and skills required to deliver excellent quality services. We will continue to have a strong focus on our people building on the work we have done to attract, retain, engage with and support our colleagues.

We will advance our work on climate initiatives, also working closely with our partners to support them in delivering their ambitious climate targets, and we will continue to develop our work to understand our environmental impacts across the business and design a programme of activity which aims to reduce the main impact areas. This will include behaviour change programmes to reduce our energy consumption in buildings.

Our digital transformation programme, which has evolved in the last few years, will move to the benefits realisation and insight analysis stage, to drive further efficiencies. Subject to shareholder approval and funding being in place, foundational work on cross-boundary and cross-partner initiatives commenced in prior years will move to delivery phase this year. Other partnership-wide opportunities will continue to be explored and presented to shareholders for their consideration, as will any potential external growth opportunities that could deliver greater value to all partners.





**Ubico Ltd, Central Depot, Swindon Road,
Cheltenham, GL51 9JZ**

 enquiries@ubico.co.uk

 facebook.com/ubicoltd

 [0300 300 9000](tel:03003009000)

 linkedin.com/company/ubico-ltd

 www.ubico.co.uk