ubico

Annual Report

2025 - 2026














Foreword from the chair of the board

Sadly, for me this will be my last contribution to a Ubico annual report as I step down at the end of January 2027 after a deeply rewarding and satisfying time as chair of the Ubico board. Before I hand over to Mark Bramwell, my successor, I would like to use this opportunity to say thank you and farewell.

I would like to pay tribute to all the stakeholders involved in the continued development and growth of Ubico in all the years I have been leading the board and, in particular, over the last 12 months. Your support, encouragement and understanding have proved to be invaluable in creating an environment in which the company has been able to flourish and this has been another outstanding year for the company and its stakeholders.

During my time as chair, we have seen substantial growth, won numerous awards and received many more nominations. We have successfully integrated significant new services, expanded existing ones, and welcomed new partners. Alongside this, we have strengthened our infrastructure, exceeded the ambitions set out in our five-year vision, reduced key operating costs, and improved our health and safety performance for five consecutive years, all while maintaining the high quality of our service delivery.

The partnership I have shared with Beth, who leads and inspires this special organisation, has been tremendously successful and incredibly rewarding and Ubico's ability to exceed our expectations has been remarkable year on year. This long period of achieving and exceeding all our strategic goals is primarily down to supportive shareholders, appreciative residents, passionate employees and inspirational management driven by our highly effective and widely admired senior leadership team.

In 2020, we started as a new board in the throes of the Covid pandemic. We weathered that storm through a mutual understanding that getting the service right and looking after our people and the communities we serve was the way to guide the business through a difficult, and at times, frightening maelstrom. This established a cultural DNA that led us to become respected and even cherished by our shareholders, as well as becoming a benchmark in our sector.

Over the last six years, the company has continued to evolve from an organisation focused primarily on meeting immediate demands into a strategically focused organisation with a clear long-term vision.

Today, it is confident in its future, ambitious for growth, and committed to being the very best it can be while serving as a benchmark for the sector. It has been a privilege to play a part in leading Ubico and supporting this successful journey.

Our people are the greatest driver of our success and our success is thanks to those at all levels of the workforce with, I believe, strong encouragement and support from a board which enjoys working together and is justly proud of Ubico's progress. The people who have been instrumental in building this success are far too many to name individually, but I would like to pay tribute to my fellow directors, past and present, for their commitment to doing the right thing, combined with the determination and perseverance they have exhibited. This has helped ensure the high quality of decision-making that has underpinned the transformation overseen during the last six years.

Robust governance and effective risk management are essential to sustaining the right culture and have remained a key priority during my time as chair of the board. Our re-designed risk management framework has provided a strong foundation for sustainable growth, enabling expansion while safeguarding service delivery and maintaining trust within the communities we serve.

This is not simply aspiration. It is a practical necessity if we are to attract and retain exceptional talent, secure the investment required for future growth, and continue delivering excellence and outstanding value for money for our shareholders, customers, and communities.

I am confident that the board of which I have been such a proud member has laid foundations for continued success, supporting further growth in revenue, strengthening our reputation, welcoming new shareholders and extending our geographical reach in the years ahead.

I firmly believe that Ubico is only at the beginning of an even more successful chapter in its journey. The foundations are strong, the culture is deeply embedded, and the leadership team is both inspiring and grounded. Equally, the incoming board brings together an exceptional group of talented and highly professional individuals who will provide the support, challenge and encouragement needed to help Beth and the entire Ubico team achieve even greater success.

With such strong foundations, a clear sense of purpose and an unwavering commitment to excellence, I have every confidence that the years ahead will surpass even the considerable achievements of the past.

So, a proud and wistful goodbye from a chair who is happy in the knowledge that Ubico is securely established to achieve even more in years to come. Thank you to all who it has been my joy to work with during the last six years. I wish you every success for the future and will watch with great anticipation all that you achieve with your new chair, a refreshed board, a tremendous managing director, a hugely talented leadership team, and a wonderful workforce as you guide the organisation towards an even brighter and more successful future.



Bill McCarthy
Chair of the Board

Foreword from the managing director

We are delighted to introduce Ubico's annual report for 2025/26 and to reflect on another important and rewarding year for the company.

It has been a year of strong delivery, continued improvement and significant preparation for the future, all made possible by the dedication, professionalism and care of our colleagues. Across the organisation, our teams have continued to serve our communities and shareholder councils with commitment, pride and a clear focus on quality.

This has also been a year of significant opportunity for Ubico. The award of the Wiltshire Council contract during the year represents an important milestone in Ubico's development and a major step in our growth. As we prepared for this important expansion, we remained focused on ensuring that growth was carefully planned, well supported and aligned with the needs of all our shareholder councils and the communities we serve.

Our people remain at the heart of everything we do. Their commitment, skill and pride in delivering essential frontline services continue to define who we are and sustain the culture we value so highly. We are grateful to every colleague for the role they have played this year.

Health, safety and compliance remain a key priority at Ubico, and we are delighted to report a reduction in personal and vehicle accidents during the year. This reflects our commitment to strengthening our safety culture, supporting our teams and protecting our colleagues and the wider public.

Strong governance, assurance and accountability also continue to underpin our success. During the year, we continued to strengthen risk, compliance, procurement and performance management, while also developing a new strategic roadmap to 2030. This provides clarity and confidence as we adapt to a changing local government environment and prepare for the next stage of our growth.

This year also brought changes to our board. We extend our sincere thanks to Paul Blacker and Keith Gerrard, who stepped down during the year, for their valued contributions to Ubico. We welcomed Ollie Woodhams to the board soon after the end of the year and completed the recruitment of three new independent non-executive directors, who will formally take up their posts during 2026/27 as existing terms come to an end. We offer our heartfelt thanks and very best wishes to our outgoing INEDs, and look forward to welcoming our new colleagues to the board

We are committed to sustainability and to reducing the environmental impact of the services we deliver. Working closely with our shareholder councils, we have continued to take practical steps to support lower-emission services. We are delighted with the progress made, with nearly half the fleet powered by lower-emission technologies by the end of the year.

We would like to thank all our colleagues, shareholder councils, board members and partners for their continued support, collaboration and commitment during the year. Looking ahead, 2026/27 will be a significant year as we begin our new five-year strategic roadmap, support the mobilisation of new services and continue to focus on sustainable growth, our people and environmental responsibility. Through strong partnership working, innovation and a continued commitment to high-quality service delivery, we are well positioned to respond to future challenges and opportunities with confidence and purpose.



Beth Boughton
Managing Director

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Introduction

Ubico is a local authority owned company operating across Gloucestershire, West Oxfordshire and Wiltshire. 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.

In 2025/26, our people remained a key focus, with extensive work undertaken to attract and retain the best talent and to progress our workforce.

2025/26 was another year of growth and innovation for Ubico, with significant work being undertaken to mobilise for the addition of waste and recycling collections for Wiltshire Council from August 2026.

The changing local government landscape, including the potential impact of Local Government Reorganisation (LGR), continued to shape our strategic planning during the year. In response, we undertook focussed future and scenario planning and developed a five-year strategic roadmap to help ensure the business remains well positioned to adapt to evolving service delivery requirements and opportunities.



Our services

Household and commercial waste and recycling collections

Storage and processing of recyclable material

Recycling centre management

Street cleaning services



Grounds maintenance

Fleet maintenance

Winter maintenance

Building and public convenience cleaning

Our objectives for 2025/2026

People
Supported colleagues in the right roles, with the right skills.

Operational excellence
Deliver high-quality, safe and compliant services whilst driving value and innovation.

Climate
Minimise our environmental impact and support our shareholders in meeting their carbon reduction targets.

Business development
Strengthen partnerships and identify opportunities that create value for shareholders and communities.

Key Achievements 2025/26 at a glance

Turnover **£64.9m**

29% reduction in transport fuel

Personal accident rates reduced by **34%**

1,279 delegates trained

99.95% collection accuracy

Ubico board of directors

Executive Directors



Beth Boughton
Managing Director



Rob Heath
Operations Director



Brian Jarvis
Finance Director

Independent Non Executive Directors



Bill McCarthy
Chair of the Board



Katie Lyons
Chair of the Risk and Audit Committee



Patrick Ricketts
Chair of Governance and Nominations Committee

Local Authority nominated Non Executive Directors



Claire Hughes



Paul Blacker



Keith Gerrard



Nigel Brinn

For a current list of Ubico board of directors, please visit ubico.co.uk/about-us/our-leadership-team

Finance and governance

Strong corporate governance and the ongoing professional development of both the board of directors and senior leadership team are essential to the effective operation of Ubico.

During 2025/26, we continued to maintain robust competency standards and suitability criteria for all directors, while operating in line with the principles of the corporate governance code where appropriate. This ensures we are open, transparent and accountable in all that we do.

The board works collaboratively, with a clear focus on advancing our strategic objectives, values and long-term success. Risk management is a key consideration in decision-making, ensuring that risks are identified, assessed and effectively managed.

The Ubico board is supported by two sub-committees: the Risk and Audit Committee and the Governance and Nominations Committee. These committees provide oversight in key areas of governance, helping to strengthen risk management, ensure effective internal controls, support regulatory compliance and promote best practice across the organisation.

In 2025/2026 we further strengthened our governance and assurance framework by embedding our new audit programme (designed in 2024/25) and continued investment in compliance activities. Training remained a key area of focus, with our in-house training function ensuring employees received effective, high-quality training while supporting the development of a longer-term approach to workforce skills and capability.

Procurement priorities centred on the implementation of the Procurement Act, ensuring that procurement processes, documentation and governance arrangements aligned with the new regulatory framework. Alongside this, a new procurement system was implemented to support compliance and improve efficiency.

The board works collaboratively, with a **clear focus on advancing our strategic objectives**, values and long-term success.



Brian Jarvis
Finance
Director

Financial overview

During 2025/26, turnover increased to £64.9 million, representing growth of 6.4% compared with the previous year (2024/25).

This increase was driven by the full-year impact of the Forest of Dean waste and recycling service, which went live in August 2024, natural service expansion resulting from property growth across our areas of operation, and inflationary uplifts of around 3%. Activity undertaken on behalf of our partner councils remained the core focus of the business, accounting for 99.1% of total turnover. This demonstrates our ongoing commitment to delivering high-quality services for our shareholders and partners.

We continue to work closely with our shareholder councils to identify, manage and mitigate operational and financial risks, while also exploring opportunities to support the long-term success of the business and its partnerships.

Turnover
£64.9 million

Growth
6.4%

A full version of our accounts for the year ending 31 March 2026 can be found here

Operational excellence

99.95%
collection accuracy

33,499,650
property visits made

119,086
refuse tonnes collected
(household waste)

43,909
garden waste tonnes collected

371,132
properties collected from

7,685
fly tipping requests

24,684
food waste tonnes collected

62,784
dry recycling tonnes collected

Within fleet operations, we also completed preparatory work to support future fleet management system development and improved vehicle cost analysis.



Rob Heath
Operations Director

Awards and accolades

We were proud to receive external recognition for the quality of our services and the dedication of our people during the year. We were shortlisted for the Team of the Year category at the MRW National Recycling Awards, which celebrates organisations whose collaboration, commitment and shared approach have delivered outstanding results and set an example for others across the recycling and resource management sector.





We were also delighted to win two awards at the Fleet Vision International Awards. The awards highlighted our innovative approach to fleet management, the use of technology and proactive measures to protect colleagues and the public, and the contribution our fleet team makes in ensuring reliable service delivery across all our operations.

Business development

Following the successful mobilisation of waste, recycling and street cleansing services in the Forest of Dean, and the completion of major route optimisation work in the Cotswolds, we continued to support partner initiatives focused on service improvement, operational efficiency and sustainable growth.

Partnership working

Significant progress has been achieved in preparing for the renewal and extension of partner contracts due over the coming years. Working closely with our shareholders, we reviewed existing contractual arrangements to ensure they continue to support effective partnership working and provide a consistent framework for future service delivery. This included assessing the potential implications of emerging national policy changes, including local government devolution proposals and major waste sector reforms, helping us to remain well positioned to adapt to future legislative and operational requirements.

Mobilisation of services for Wiltshire Council

In December 2025, we were delighted to be awarded the contract to deliver waste and collections services on behalf of Wiltshire Council, with services due to begin in August 2026. Throughout 2025/26, a dedicated mobilisation project team was formed to plan for a smooth and effective transition.

This represents Ubico's largest growth opportunity to date, bringing more than 300 colleagues, three operating sites, and an additional operating area of over 1,200 square miles into our service portfolio, effectively doubling Ubico's geographical footprint.

Through strong programme management, careful planning and effective partnership working with Wiltshire Council, we aimed for, and later achieved, a seamless transition with limited disruption to service delivery. We thank the employees who transferred to Ubico and all those across both organisations whose dedication and collaboration helped make the transfer a success.



Shaping our future direction

Planning for the future remained an important area of focus during the year, helping to ensure the business is well positioned to adapt to changing circumstances, pursue growth opportunities and continue delivering for our shareholders, customers and communities.

We also identified opportunities to realise benefits through service innovation, supporting our longer-term strategic and financial planning, while strengthening our approach to delivering value and quality across our services.

We continued to invest in new capabilities to support the future development of the business, including technology and artificial intelligence. During the year, we developed an AI policy, launched Microsoft Copilot to support productivity and innovation across the organisation, and developed a data management policy to support a consistent and compliant approach to data governance. These initiatives strengthen our ability to deliver efficient, data-driven services and support long-term organisational resilience.



Marc Osment, Head of Business Development

Data driven operations

We continued to progress our digital transformation programme, maximising the benefits of in-cab technology across our waste, recycling, street cleansing and grounds maintenance services and harmonising the technology across all contracts, including seeking feedback from users to evidence improvements. The use of operational data and insight gathered through the technology helped us improve efficiency, consistency and service delivery, while enhancements identified by our digital team further streamlined processes.



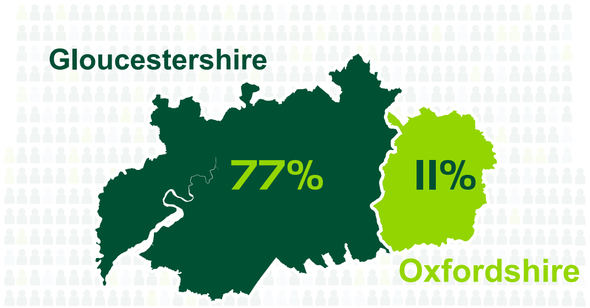
Paul Fallon Head of Programmes

People

Our people remain at the heart of everything we do.

We are a significant local employer with around 1,000 colleagues across Gloucestershire and West Oxfordshire with 77% of our staff living in Gloucestershire, 11% living in Oxfordshire and 12% living outside of our operating areas.

Our success is built on the dedication, expertise and professionalism of our workforce who deliver essential environmental services to our communities every day. We recognise that delivering safe, compliant and high-quality services depends on having engaged colleagues in the right roles, equipped with the right skills and supported to perform at their best.



12% Outside of operating area



Emma Henderson
Head of People











Building our workforce

As part of our ongoing focus on attracting and retaining high-quality talent, a comprehensive review of job descriptions and job advertisements was undertaken to ensure they accurately reflect roles, responsibilities and the Ubico employer brand.

The careers page was refreshed and updated to improve the candidate experience, while new ‘Day in the Life’ videos were developed to provide candidates with an insight into working at Ubico.

We also worked with our recruitment team to implement a new Applicant Tracking System (ATS) to streamline recruitment processes and enhance candidate management. This new system also provides detailed reporting, including equality, diversity and inclusion (EDI) data.

In addition, further recruitment routes were explored to support hiring specialist and hard-to-fill roles across the organisation. A review of employment terms and conditions, including improvements to our sickness policy and an increase in employer pension contributions, was also completed to ensure they remain relevant, competitive and aligned with organisational needs.

Engaging our workforce

We undertook our third, annual employee engagement survey, to help us understand how employees feel about working at Ubico and identify areas for improvement. This was supported by additional drop-in sessions at each site to meet with colleagues.

83%
of employees said they felt proud to work at Ubico

82%
would recommend Ubico as a great place to work

78%
saw themselves still being with Ubico in two years’ time



90%
felt they received all the necessary equipment and training to fulfil their role

83%
felt they were treated with respect by others at work

97%
knew what was expected of them at work

80%
felt listened to by their line manager

63%
felt they received enough communication at work

The employee engagement survey response rate increased to 56% in 2025, up from 34% in 2023. This improvement reflects our ongoing efforts to engage colleagues around staff engagement, to raise awareness of the value of taking part. We will continue to build on this progress and encourage even greater participation in future surveys.

We also strengthened Equality, Diversity and Inclusion (EDI) training and awareness during the year, helping to build knowledge, encourage inclusive behaviours, and support a diverse and respectful workplace for all employees.

Recognising our workforce

During the year, we reviewed and refreshed our employee recognition scheme to strengthen how we celebrate and acknowledge the contributions of our people. The enhanced scheme provides a clear and consistent framework for recognising employees and teams who demonstrate our core values: **Deliver Quality, Be Safe, Do the Right Thing, Care for the Environment and Work Together.**





A range of formal and informal recognition opportunities were introduced, including peer-to-peer shout-outs, thank-you cards, surprise recognition initiatives, manager awards and director awards, ensuring employees at all levels have the opportunity to be recognised for their achievements and positive impact, and in turn for them to recognise colleagues.



The scheme was designed to support employee engagement, wellbeing and motivation, while fostering a culture of appreciation, respect and inclusivity across the organisation. Ongoing monitoring and employee feedback will help ensure the scheme remains relevant, transparent and meaningful for colleagues across all areas of the business.



We also continued to enhance internal communications by working closely with operational teams, Safety, Health, Environment and Quality (SHEQ) and performance management teams to develop more depot-specific content for our depot information screens. This improved the relevance of communications for frontline employees, enabling local achievements, team successes, operational updates, safety messages and recognition stories to be shared more effectively.



By combining stronger local communications with an enhanced recognition programme, we have further strengthened employee engagement and helped ensure colleagues feel informed, connected and valued.

THANK YOU

Training, development and progression

346
training sessions, delivered or facilitated by our training team

Attended by
1,279
delegates

A total of
7,748
hours

We are committed to investing in our people and supporting their professional growth at every stage of their career. We recognise that a skilled, knowledgeable and engaged workforce is fundamental to delivering high-quality services and plays an integral role in our success.

By fostering a culture of continuous learning and development, we help employees build their skills, enhance their career opportunities and reach their full potential. This investment not only supports individual development and wellbeing but also delivers benefits to Ubico and its shareholder councils.

We provide a wide range of development opportunities to support employees in building their knowledge and expertise. These include apprenticeship programmes, driver training and specialist driving qualifications, technical training to maintain and enhance professional competence, and leadership and management development programmes.

Employee development and career progression remained a key focus throughout the year. Results from the annual employee engagement survey showed that 57% of respondents felt they were offered opportunities for progression, while a further 27% indicated they were currently not interested in career progression. In response, we identified opportunities to further strengthen awareness of progression and development pathways across Ubico. This included improving the visibility and promotion of internal vacancies, encouraging employees to explore career development opportunities, and highlighting the range of learning and progression routes available. Internal appointments accounted for 15% of vacancies filled between July 2025 and April 2026.

To support succession planning, we extended our skills assessment framework to include team leader and chargehand roles, helping to identify development needs and future potential within operational teams. We also expanded the performance development review process to include direct reports to the senior leadership team, creating greater consistency in performance and development conversations across the organisation. Work progressed on the design and procurement of a learning management system, which will provide a more structured and accessible approach to learning, training and development.

In addition, we began developing a future organisational design and succession planning methodology to help identify critical skills, support workforce planning and ensure we have the capability and leadership needed to meet future business requirements.





Sustainability and the environment

During 2025/26, our carbon reduction programme focused on actions within our direct control whilst also supporting shareholder-led sustainability initiatives to reduce carbon emissions and encourage biodiversity through our grounds maintenance activities.

We embedded climate considerations into project delivery through the development of performance monitoring tools and metrics to assess and track the environmental impact of significant projects, supporting more informed decision-making and longer-term sustainability goals.

We explored opportunities to introduce more sustainable products and materials across our supply chain where practical and cost effective. Following a successful trial and positive user feedback, we introduced Traffi gloves across our Stroud and Cheltenham operations. The longevity life of this product is greater than for the gloves previously used, reducing replacement rates and lowering the environmental impact of manufacturing, transport and disposal, while also providing enhanced protection, comfort and functionality for employees. We will continue to monitor feedback and operational data across both services to assess the benefits achieved and inform decisions on the potential wider rollout of Traffi gloves across our operations.

We also continued to support the transition to a lower-emission fleet, collaborating with our council shareholders to increase the use of alternative fuel and electric vehicles and supported infrastructure to accommodate these changes. Almost half of our fleet was powered by lower-emission technologies, including 6% electric or hybrid vehicles and 46% operating on hydrotreated vegetable oil (HVO), a cleaner alternative to conventional diesel.

ISO 14001
ENVIRONMENTAL MANAGEMENT

In 2025/26, we also successfully achieved recertification to the ISO 14001 standard for Environmental Management Systems, reaffirming our commitment to responsible and sustainable operations.









Beth Boughton
Managing Director



Health and safety

The health, safety and wellbeing of our employees, contractors, visitors and the communities we serve are our highest priorities.

Our commitment to providing a safe and healthy working environment is at the heart of everything we do and is reinforced by our corporate values, which have been shaped through meaningful engagement with our workforce. Of these values, ‘Be Safe’ is the most widely recognised and embraced across the organisation. It establishes a clear expectation that safety is everyone’s responsibility, fostering a proactive culture where continuous improvement in health, safety and wellbeing is a shared commitment.

In 2025/26 despite there being a small increase in RIDDOR reportable accidents, overall accident and vehicle incident rates reduced significantly, demonstrating the effectiveness of ongoing safety initiatives.

Personal accident rates reduced by 34% while monthly vehicle accident rates decreased by 25%. One of the most encouraging indicators was a 20% increase in safety concern reporting compared with the previous year, demonstrating stronger workforce engagement, greater safety awareness and a positive reporting culture in which employees are actively identifying and helping to address potential risks.



We also strengthened our approach to managing Hand Arm Vibration Syndrome (HAVS) risks by introducing the HAVSense monitoring system in our grounds maintenance service and our fleet workshops. Exposure data provided by the technology has supported informed decisions around task rotation, workload planning and risk assessment. Real-time data has also helped identify equipment issues at an early stage, reducing the potential for excessive exposure.

Personal accident rates reduced by
34%

Monthly vehicle accident rates decreased by
25%

20%
increase in safety concern reporting

Awards and accreditations

Our commitment to maintaining the highest standards of health, safety and wellbeing is reflected in the successful retention of key industry accreditations.

During 2025/26, we retained our ISO 45001 certification for Occupational Health and Safety Management Systems following comprehensive recertification and surveillance audits conducted by an independent accredited auditor.

These audits provide valuable assurance that our management systems continue to meet internationally recognised standards while helping us identify opportunities for continuous improvement and enhanced performance.

We also successfully renewed our accreditation with the Contractors Health and Safety Assessment Scheme (CHAS) and retained our Alcumus SafeContractor accreditation, demonstrating our ongoing commitment to robust health and safety management, regulatory compliance and best practice across all areas of our operations.

CHAS Contractors Health & Safety Assessment Scheme – Accredited Contractor – www.chas.gov.uk

Alcumus SafeContractor

nqa ISO 45001 HEALTH & SAFETY MANAGEMENT



Greg McDowall
Head of Safety, Health, Environment and Quality

Compliance and risk

Our internal compliance team helps ensure the organisation maintains the highest standards through a comprehensive assurance programme comprising both planned and risk-based assessments.

These reviews evaluate compliance across key areas, including ISO standards, fleet compliance, Environment Agency permit requirements, and the Health and Safety at Work Act 1974. This activity is further supported by an annual internal audit programme, developed in consultation with the Risk and Audit Committee and delivered in partnership with our independent internal auditors.

Ubico's compliance team continued to support operations throughout 2025/26, undertaking the activities shown opposite to assess compliance performance across key areas.

Regular fleet management audits carried out by our compliance function resulted in an average score across the company of 93.7%, with MOT first time pass rates for vehicles on the Ubico O licence at 98.06%, exceeding our performance last year, demonstrating high levels of fleet compliance and providing a high level of assurance.

A statement of our principal risks and uncertainties can be found in our annual statement of accounts on our website.



Mike Penney
Head of Compliance and Risk

12 fleet health checks

7 risk-based health checks

9 health, safety and environment health checks

6 audits undertaken by internal auditor South West Audit Partnership (SWAP)

We responded swiftly to freedom of information and subject access requests with none falling outside of ICO tolerances for responses

Data impact assessments were undertaken to ensure our business operations and projects were GDPR compliant

A near miss reporting system for GDPR remains in place and refresher GDPR training is delivered regularly

Looking to the future

Building on another year of strong performance and partnership working, we enter 2026/27 with a clear focus on sustainable growth, operational excellence, workforce development and environmental leadership. The year marks the beginning of our new five-year strategic roadmap (2026-2031), designed to build on our success and ensure we are well positioned to respond to a changing local government landscape.

The mobilisation and commencement of environmental services for Wiltshire, our newest shareholder, is a key project for 2026/27. Embedding the service and planning for scheme change in the following year will be a key priority.

Our people remain central to our future success. During 2026/27, we will continue to invest in recruitment, retention, learning and succession planning, while further strengthening employee engagement, wellbeing and recognition initiatives. Enhanced recruitment processes and workforce planning will help ensure we have the skills and capacity needed to support both current operations and future growth.

Operationally, we will focus on embedding our balanced scorecard performance framework, strengthening business intelligence capabilities and data-driven decision-making, and further developing the use of digital technology across our services. We will also explore opportunities to harness artificial intelligence and advanced analytics to improve efficiency, service delivery and long-term financial sustainability.

Climate action will remain a key priority. We will continue progressing fleet decarbonisation, improving energy efficiency across our depots and facilities, enhancing environmental reporting and working closely with our shareholder councils to support their climate ambitions. We also plan to appoint a dedicated climate lead to help drive carbon reduction initiatives and strengthen environmental performance across the business.

Looking ahead, we will continue to prepare for Local Government Reorganisation (LGR) and forthcoming legislative changes, including ‘Simpler Recycling’ requirements. By working collaboratively with our shareholders, we will seek opportunities to improve consistency, efficiency and resilience across our services while remaining focused on delivering value for councils, communities and residents.

The year 2026/27 represents a significant step forward as we embark on a new strategic chapter. Through continued collaboration with our shareholder councils, investment in our people, innovation and sustainability, we remain committed to delivering high-quality, resilient and value-driven services while preparing for the challenges and opportunities of the future.

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