

### Business Plan 24/25

#### Business Plan Governance



- Approval of Ubico's Business Plan is a reserved matter for our eight shareholders
- Approval of the Business Plan by shareholders demonstrates control over Ubico as part of retaining our Teckal exemption
- All shareholders have an equal vote

Majority decision, but consensus is sought among all shareholders



#### Business Plan Timeline



#### June – November

 Develop proposed business plan themes, including board strategy evaluation

# December - January

• Shareholder engagement

#### **February**

 Final draft shared with shareholder representatives and Ubico's board for final comment

#### March-April

 Formal Shareholder approval sought via written resolution



#### Evaluation



# Ubico's board routinely evaluate validity of our 5-year vision and plan

- They evaluate:
  - Key risks
  - Opportunities

#### Outcome:

- Pillars are sound
- Right plan
- Evaluate value proposition
- Focus on People pillar
- Drive value



#### **Our Five-Year Vision**

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

# Vision and Pillars



#### People



Engaged colleagues in the right roles with the right skills

#### Operational Excellence



#### **Business Development**



#### Climate





#### **Attraction**

50% more applicants per vacancy in 2023 than in 2022

#### **Engaged colleagues**

60% recommend working at Ubico

70% intend to be with the company 2 years from now

60% perceive they have opportunity for progression

#### People



#### Retention

Stable attrition @ <15% Absence low @ <5% Average service 8 years

#### **Right skills**

Over 250 internal courses delivered
Score 4.6/5





#### Attract, Retain, Recognise

- Complete terms and conditions review and deliver agreed changes
- Promote the company to attract strong candidates
- Broaden recruitment routes for new employees, providing local employment opportunities
- Investment in, and in-housing of, HR leadership team



#### Upskill

- Extend skills assessment pilot to include management roles
- Assess requirement for learning management system



#### **Employee Satisfaction**

- "You said, we did" evaluation from employee engagement
- Repeat employee engagement

#### Operational Excellence



99.93% collections right first time

Maturity of work processes

Dashboard data driving improvements

Safe, compliant services evidenced through audit



#### Value from insights

Building team capabilities to derive insight from data

Process mapping and change management capabilities

#### Operational Excellence



#### **Reduce rework**

In cab reducing re-work by 20-40% when introduced

#### Value from optimisation

Optimise service delivery models - new software for round routing

Reduce administration

#### Operational Excellence - 24/25 focus areas





#### **Performance**

- Extend 'in cab' technology system into street cleaning and grounds maintenance services
- Further digitise our fleet workshop processes
- Mobilise and deliver waste, recycling and street cleaning services for Forest of Dean
- Ensure procurement plan is delivered to support service delivery



#### Safety, compliance and quality

- Safety remains a key focus. Particular focus this year on reducing vehicle accidents
- Continue to develop our in-house training offer to best support our people
- Continue development of longer-term strategic cost projections for each partner, aligning them across partners where possible
- Build on our strategic plans and monitor their delivery, consider next five to ten years

#### Climate



#### **Determine baseline**

Established for our direct and indirect carbon emissions

#### Continuous improvement

Adapting procurement strategy to drive sustainability

#### Climate



#### **Reduced emissions**

Direct emissions reduced by 10%

#### **Current initiatives**

PPE recycling
Reducing plastic cups
Driver performance
Alternative fuels





#### **Our Environmental Impact**

- Design a programme of activity to continue to reduce our carbon impacts
- Work closely with our suppliers to support us in achieving more detailed scope 3 emissions data
- Ensure that climate implications are built into our project initiation processes



#### **Supporting Partners with their Impact**

- Work closely with our partners to identify and action joint carbon reduction schemes
- Evaluate alternative fuel options for fleet and reviewing infrastructure requirements they may bring

#### **Business Development**



#### More for partners

Expansion of services for partners including Forest of Dean 2024

#### Resulting predicted growth

66% (turnover) in 5-year strategy window

#### **Business Development**



#### Growth

Addition of our new partner (Gloucester City)

Engaging with partners to consider further complimentary growth opportunities

#### Driving value for partners

Accelerating business cases to drive value from partnership

#### Business Development - 24/25 focus areas





#### **Innovation & Evolution, Build**

- Continue centralised fleet ownership project
- Evaluate further cross-boundary opportunities
- Begin discussions around contract renewal in 2027 with relevant partners
- Support partners on service design and innovation projects
- Explore opportunities for expansion of services for our existing partners
- Evaluate tactical opportunities for innovation or growth

#### Summary





# People

- Continue to support and develop our excellent people
- Remain an attractive employer



# **Operational Excellence**

• Continue developing and innovating our business processes



# Climate

- Putting a focus on the environment
- Working closely with partners





- Building capability
- Growing at a strong rate
- Evaluating opportunities



## Any Questions?